

198 OakLeaf Surgical Hospital
 1000 OakLeaf Way
 Altoona, WI 54720
 715-831-8130

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Corporation

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	26.6%	55.7%	0.48	42.7%	0.62	20.1%	1.32	33.5%	0.79	
Obstetrics	0.0%	41.5%	N/A	29.5%	N/A	16.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	26.6%	57.5%	0.46	44.1%	0.60	24.5%	1.09	33.5%	0.79	
Average Census (Patients)										
Adult Medical-Surgical	3.5	26.4	0.13	11.9	0.29	3.2	1.09	4.4	0.79	
Obstetrics	0.0	5.6	N/A	2.1	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.5	49.4	0.07	18.9	0.18	4.6	0.75	4.4	0.79	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.0	3.9	0.50	3.7	0.54	3.0	0.66	2.4	0.84	
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.0	4.4	0.45	3.9	0.50	2.9	0.69	2.4	0.84	
Surgical Operations										
Inpatient	640	1,396	0.46	485	1.32	350	1.83	674	0.95	
Outpatient	11,820	4,206	2.81	1,916	6.17	1,888	6.26	11,316	1.04	
Inpatient as % of All Surgeries	5.1%	24.9%	0.21	20.2%	0.25	15.6%	0.33	5.6%	0.91	
Outpatient Visits										
Non-Emergency Visits	11,820	136,074	0.09	67,827	0.17	24,234	0.49	11,990	0.99	
Emergency Visits	0	18,688	N/A	8,592	N/A	3,778	N/A	0	N/A	
Full-Time Equivalents (FTEs)										
Administrators	6.0	19.3	0.31	10.6	0.56	5.4	1.11	6.0	1.00	
Nurses, Licensed	91.1	239.2	0.38	115.3	0.79	46.6	1.96	85.9	1.06	
Ancillary Nursing Personnel	6.1	40.0	0.15	18.4	0.33	8.1	0.75	7.3	0.83	
All Other Personnel	124.7	480.4	0.26	260.2	0.48	107.7	1.16	112.4	1.11	
Total FTEs	227.9	779.0	0.29	404.6	0.56	167.8	1.36	211.6	1.08	
FTEs per 100 Patient Census (Adjusted)										
Administrators	43.6	14.9	2.93	18.0	2.42	30.5	1.43	39.6	1.10	
Nurses, Licensed	661.4	183.7	3.60	195.4	3.39	261.4	2.53	566.8	1.17	
Ancillary Nursing Personnel	43.9	30.8	1.43	31.2	1.41	45.4	0.97	48.0	0.92	
All Other Personnel	905.8	369.0	2.45	440.9	2.05	604.7	1.50	741.5	1.22	
Total FTEs	1,654.7	598.3	2.77	685.5	2.41	941.9	1.76	1,395.9	1.19	

Total Hospital:
 Beds Set Up & Staffed 13
 Discharges 641
 Inpatient Days 1,263

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

198 OakLeaf Surgical Hospital
Altoona, WI 54720

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	641	1,263	26.6%	3.5	2.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	15	5	18.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	5	8.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	2	0.1
Registered Nurses	50	62	91.1	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	4	4	6.1	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	65	26	81.1
Pharmacy Personnel	6	5	9.2				
Clinical Laboratory Personnel	1	5	2.6				
				Total	156	116	227.9

198 OakLeaf Surgical Hospital

Altoona, WI 54720

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$48,891,587	33.3%	45.7%	0.73	51.0%	0.65	45.3%	0.74	31.8%	1.05
Medical Assistance	\$11,674,447	8.0%	14.0%	0.57	11.7%	0.68	9.6%	0.83	8.5%	0.93
Commercial	\$83,443,108	56.9%	35.8%	1.59	33.6%	1.69	42.0%	1.35	59.2%	0.96
All Other	\$2,754,920	1.9%	4.5%	0.42	3.7%	0.51	3.1%	0.61	0.5%	4.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$35,131,950	23.9%	34.1%	0.70	33.7%	0.71	27.2%	0.88	22.4%	1.07
Medical Assistance	\$10,183,449	6.9%	10.6%	0.66	8.2%	0.85	7.0%	0.99	7.4%	0.94
Commercial	\$19,098,662	13.0%	14.7%	0.89	9.0%	1.45	13.4%	0.97	13.3%	0.98
Charity Care	\$0	0.0%	1.0%	N/A	1.1%	N/A	0.6%	N/A	0.0%	N/A
Bad Debt	\$1,900,405	1.3%	1.1%	1.21	1.0%	1.25	1.3%	0.97	0.7%	1.92
All Other	\$1,610,376	1.1%	2.0%	0.56	1.3%	0.82	1.4%	0.77	0.1%	9.42
Total Deductions	\$67,924,842	46.3%	63.3%	0.73	54.3%	0.85	50.9%	0.91	43.9%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.2%	5.5%	0.04	2.5%	0.09	3.0%	0.07	0.2%	1.00
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	24.5%	N/A	2.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,023,594	31.7%	44.1%	0.72	52.7%	0.60	45.2%	0.70	30.7%	1.03
Supplies & Services	\$32,004,338	56.2%	49.0%	1.15	41.1%	1.37	46.7%	1.20	56.7%	0.99
Capital Component	\$6,917,512	12.1%	6.9%	1.77	6.1%	1.98	8.1%	1.51	12.6%	0.96
Fiscal Statistics										
Operating Margin (%)		27.9%	8.4%	3.34	8.1%	3.47	14.9%	1.87	29.3%	0.95
Total Hospital Net Income (%)		27.8%	8.6%	3.25	10.4%	2.68	15.3%	1.82	28.2%	0.99
Return on Equity (%)		48.0%	6.3%	7.58	7.0%	6.85	14.6%	3.29	46.6%	1.03
Current Ratio		2.0	5.9	0.34	4.4	0.46	3.0	0.67	1.9	1.07
Days in Net Patient Accounts Receivable		65.6	51.6	1.27	49.2	1.33	58.4	1.12	66.4	0.99
Average Payment Period		61.1	38.5	1.59	52.6	1.16	56.8	1.08	65.9	0.93
Equity Financing (%)		63.6%	75.1%	0.85	78.5%	0.81	61.3%	1.04	54.3%	1.17
Long-Term Debt to Equity Ratio		0.3	0.2	1.64	0.1	2.17	0.4	0.68	0.5	0.56
Times Interest Earned		42.9	13.4	3.21	26.2	1.63	18.7	2.30	33.1	1.29
Total Asset Turnover		1.7	0.7	2.34	0.7	2.63	1.0	1.82	1.7	1.03
Average Age of Plant (Years)		5.5	9.9	0.56	11.5	0.48	8.5	0.65	4.6	1.20
Increase (Decrease) Total Net Patient Revenue		0.2%	5.4%	0.04	7.0%	0.03	2.5%	0.09	11.1%	0.02
Outpatient Gross Revenue (% of Total GPR)		74.9%	61.9%	1.21	68.3%	1.10	73.7%	1.02	71.2%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$30,361		\$15,830	1.92	\$14,403	2.11	\$15,847	1.92	\$32,041	0.95
Inpatient Net Revenue per Day	\$15,409		\$3,538	4.36	\$3,489	4.42	\$4,787	3.22	\$13,614	1.13
Outpatient Net Revenue per Visit	\$5,184		\$686	7.56	\$791	6.55	\$991	5.23	\$4,833	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$146,764,062	Cash & Cash Equivalents	\$1,078,290	Current Liabilities	\$9,090,324
Less Deductions	\$67,924,842	Net Patient Receivables	\$14,170,542	Long-Term Debt	\$7,586,148
Net Patient Revenue	\$78,839,220	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$171,816			Subtotal	\$16,676,472
Total Revenue	\$79,011,036	Land, Buildings & Equipment (Net)	\$14,225,541	Unrestricted Fund Balance	\$29,106,475
Less Expenses	\$56,945,444	Other Assets	\$16,308,574	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$101,221			Total Liabilities & Fund Balance	\$45,782,947
Net Income	\$21,964,371	Total Assets	\$45,782,947		

001 Amery Regional Medical Center
 265 Griffin Street East
 Amery, WI 54001
 715-268-8000

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

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	77.8%	55.7%	1.40	42.7%	1.82	39.8%	1.95	67.7%	1.15
Obstetrics	36.7%	41.5%	0.88	29.5%	0.02	28.9%	1.27	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	7.7%	N/A	0.8%	0.00
Total Hospital	80.8%	57.5%	1.41	44.1%	1.83	42.4%	1.91	74.4%	1.09
Average Census (Patients)									
Adult Medical-Surgical	6.2	26.4	0.24	11.9	0.53	10.7	0.58	5.4	1.15
Obstetrics	0.7	5.6	0.13	2.1	0.36	2.0	0.37	0.5	1.38
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	0.00
Total Hospital	12.9	49.4	0.26	18.9	0.69	16.6	0.78	12.6	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.9	0.94	3.7	1.00	3.0	1.22	3.2	1.16
Obstetrics	2.2	2.5	0.85	2.3	0.94	2.2	0.97	2.1	1.01
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	1.0	0.00
Total Hospital	4.2	4.4	0.96	3.9	1.07	3.3	1.29	4.8	0.88
Surgical Operations									
Inpatient	210	1,396	0.15	485	0.43	484	0.43	192	1.09
Outpatient	1,394	4,206	0.33	1,916	0.73	2,045	0.68	1,332	1.05
Inpatient as % of All Surgeries	13.1%	24.9%	0.53	20.2%	0.65	19.2%	0.68	12.6%	1.04
Outpatient Visits									
Non-Emergency Visits	103,688	136,074	0.76	67,827	1.53	63,222	1.64	113,380	0.91
Emergency Visits	7,841	18,688	0.42	8,592	0.91	12,717	0.62	6,927	1.13
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	10.6	0.38	10.6	0.38	4.0	1.00
Nurses, Licensed	74.1	239.2	0.31	115.3	0.64	104.8	0.71	76.0	0.98
Ancillary Nursing Personnel	16.7	40.0	0.42	18.4	0.90	22.9	0.73	19.4	0.86
All Other Personnel	228.1	480.4	0.47	260.2	0.88	217.2	1.05	232.5	0.98
Total FTEs	322.9	779.0	0.41	404.6	0.80	355.5	0.91	331.9	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.7	14.9	0.39	18.0	0.32	17.1	0.34	6.1	0.95
Nurses, Licensed	106.3	183.7	0.58	195.4	0.54	169.2	0.63	115.2	0.92
Ancillary Nursing Personnel	23.9	30.8	0.78	31.2	0.77	37.0	0.65	29.4	0.81
All Other Personnel	327.1	369.0	0.89	440.9	0.74	350.8	0.93	352.5	0.93
Total FTEs	463.1	598.3	0.77	685.5	0.68	574.1	0.81	503.2	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	1,120	Preferred Provider Organization (PPO)	Yes	Discharges	54	Total Births	119
Inpatient Days	4,721			Inpatient Days	413	Newborn Days	231

001 Amery Regional Medical Center
Amery, WI 54001

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	618	2,273	77.8%	6.2	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	124	268	36.7%	0.7	2.2
Psychiatric	1	4	244	1,813	124.2%	5.0	7.4
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	134	367	50.3%	1.0	2.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	2	3.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	0	12.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.7
Registered Nurses	50	32	67.2	Occupational Therapists	2	1	2.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	1	1	1.7	Physical Therapists	8	0	8.0
Ancillary Nursing Personnel	9	14	16.7	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	34	5	37.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	5	1	5.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	26	5	28.9
Health Info Mgmt-Administrators/Technicians	16	2	17.3	All Other Personnel	76	28	90.6
Pharmacy Personnel	4	3	5.6				
Clinical Laboratory Personnel	13	2	14.4				
				Total	269	98	322.9

001 Amery Regional Medical Center

Amery, WI 54001

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$57,750,062	52.4%	45.7%	1.15	51.0%	1.03	49.2%	1.06	54.5%	0.96
Medical Assistance	\$14,636,186	13.3%	14.0%	0.95	11.7%	1.13	11.3%	1.18	12.3%	1.08
Commercial	\$33,433,383	30.3%	35.8%	0.85	33.6%	0.90	36.3%	0.83	30.5%	0.99
All Other	\$4,428,484	4.0%	4.5%	0.89	3.7%	1.10	3.2%	1.27	2.7%	1.50
Deductions as % of Total Gross Patient Revenue										
Medicare	\$26,770,155	24.3%	34.1%	0.71	33.7%	0.72	35.5%	0.68	27.1%	0.90
Medical Assistance	\$9,489,785	8.6%	10.6%	0.82	8.2%	1.05	8.4%	1.03	8.4%	1.02
Commercial	\$10,112,980	9.2%	14.7%	0.62	9.0%	1.02	13.1%	0.70	9.5%	0.97
Charity Care	\$734,357	0.7%	1.0%	0.68	1.1%	0.61	1.3%	0.53	0.6%	1.03
Bad Debt	\$2,922,766	2.7%	1.1%	2.48	1.0%	2.55	1.4%	1.91	3.5%	0.76
All Other	\$713,747	0.6%	2.0%	0.33	1.3%	0.48	1.1%	0.61	1.5%	0.44
Total Deductions	\$50,743,790	46.0%	63.3%	0.73	54.3%	0.85	60.7%	0.76	50.6%	0.91
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.6%	5.5%	0.48	2.5%	1.07	3.5%	0.76	7.2%	0.36
Net Gains/Losses as % of Net Income		54.3%	2.6%	21.24	24.5%	2.22	18.6%	2.91	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,036,532	64.3%	44.1%	1.46	52.7%	1.22	44.5%	1.44	64.1%	1.00
Supplies & Services	\$16,956,076	27.9%	49.0%	0.57	41.1%	0.68	46.9%	0.59	26.6%	1.05
Capital Component	\$4,761,668	7.8%	6.9%	1.14	6.1%	1.28	8.5%	0.92	9.3%	0.84
Fiscal Statistics										
Operating Margin (%)		0.6%	8.4%	0.07	8.1%	0.07	4.8%	0.12	-6.6%	N/A
Total Hospital Net Income (%)		1.3%	8.6%	0.15	10.4%	0.12	5.8%	0.22	-5.9%	N/A
Return on Equity (%)		1.4%	6.3%	0.22	7.0%	0.20	3.7%	0.37	-5.7%	N/A
Current Ratio		3.7	5.9	0.62	4.4	0.84	5.5	0.66	2.1	1.76
Days in Net Patient Accounts Receivable		43.5	51.6	0.84	49.2	0.88	49.4	0.88	46.6	0.93
Average Payment Period		38.9	38.5	1.01	52.6	0.74	40.4	0.96	60.9	0.64
Equity Financing (%)		38.8%	75.1%	0.52	78.5%	0.49	75.7%	0.51	38.1%	1.02
Long-Term Debt to Equity Ratio		1.1	0.2	6.64	0.1	8.83	0.2	5.81	1.2	0.91
Times Interest Earned		2.0	13.4	0.15	26.2	0.07	6.3	0.31	-2.7	N/A
Total Asset Turnover		1.1	0.7	1.45	0.7	1.63	0.6	1.70	1.0	1.11
Average Age of Plant (Years)		11.8	9.9	1.19	11.5	1.02	9.1	1.29	9.8	1.21
Increase (Decrease) Total Net Patient Revenue		18.6%	5.4%	3.43	7.0%	2.67	7.2%	2.59	-8.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.4%	61.9%	1.32	68.3%	1.19	72.7%	1.12	80.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,340		\$15,830	0.65	\$14,403	0.72	\$11,444	0.90	\$10,566	0.98
Inpatient Net Revenue per Day	\$2,344		\$3,538	0.66	\$3,489	0.67	\$3,344	0.70	\$2,064	1.14
Outpatient Net Revenue per Visit	\$450		\$686	0.66	\$791	0.57	\$740	0.61	\$356	1.27

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$110,248,115	Cash & Cash Equivalents	\$9,503,128	Current Liabilities	\$6,135,862
Less Deductions	\$50,743,790	Net Patient Receivables	\$7,084,534	Long-Term Debt	\$23,438,770
Net Patient Revenue	\$59,504,325	Other Receivables	\$5,093,774	Other Liabilities	\$5,313,486
Plus Other Revenue	\$1,610,002			Subtotal	\$34,888,118
Total Revenue	\$61,114,327	Land, Buildings & Equipment (Net)	\$23,503,059	Unrestricted Fund Balance	\$22,158,652
Less Expenses	\$60,754,276	Other Assets	\$11,862,275	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$427,845			Total Liabilities & Fund Balance	\$57,046,770
Net Income	\$787,896	Total Assets	\$57,046,770		

002 Aspirus Langlade Hospital
 112 East Fifth Avenue
 Antigo, WI 54409
 715-623-2331

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Langlade
 Analysis Area: North Central (6)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	59.4%	55.7%	1.07	65.6%	0.91	43.4%	1.37	48.3%	1.23
Obstetrics	24.4%	41.5%	0.59	46.3%	0.03	26.7%	0.91	56.8%	0.43
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.8%	57.5%	0.85	69.2%	0.70	41.9%	1.16	49.2%	0.99
Average Census (Patients)									
Adult Medical-Surgical	9.5	26.4	0.36	22.1	0.43	13.7	0.69	8.7	1.09
Obstetrics	1.5	5.6	0.26	3.6	0.41	2.3	0.64	1.7	0.86
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.7	49.4	0.24	39.5	0.30	26.3	0.44	11.3	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	3.9	0.88	3.8	0.90	3.3	1.03	3.3	1.04
Obstetrics	2.1	2.5	0.84	2.5	0.84	2.3	0.93	2.2	0.99
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.74	4.2	0.79	3.6	0.91	3.1	1.04
Surgical Operations									
Inpatient	237	1,396	0.17	1,155	0.21	664	0.36	259	0.92
Outpatient	2,167	4,206	0.52	1,740	1.25	2,945	0.74	1,074	2.02
Inpatient as % of All Surgeries	9.9%	24.9%	0.40	39.9%	0.25	18.4%	0.54	19.4%	0.51
Outpatient Visits									
Non-Emergency Visits	103,648	136,074	0.76	68,636	1.51	115,364	0.90	110,163	0.94
Emergency Visits	10,826	18,688	0.58	13,080	0.83	14,511	0.75	10,631	1.02
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.3	N/A	16.3	N/A	13.8	N/A	1.0	0.00
Nurses, Licensed	100.8	239.2	0.42	145.3	0.69	135.2	0.75	115.4	0.87
Ancillary Nursing Personnel	12.2	40.0	0.30	28.4	0.43	20.8	0.58	12.0	1.01
All Other Personnel	310.1	480.4	0.65	245.2	1.26	324.4	0.96	301.6	1.03
Total FTEs	423.1	779.0	0.54	435.2	0.97	494.3	0.86	430.0	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	14.9	N/A	16.6	N/A	14.2	N/A	1.0	0.00
Nurses, Licensed	93.0	183.7	0.51	147.7	0.63	138.6	0.67	109.6	0.85
Ancillary Nursing Personnel	11.2	30.8	0.37	28.9	0.39	21.3	0.53	11.4	0.98
All Other Personnel	286.0	369.0	0.78	249.4	1.15	332.6	0.86	286.6	1.00
Total FTEs	390.2	598.3	0.65	442.6	0.88	506.7	0.77	408.6	0.95

Total Hospital:
 Beds Set Up & Staffed 24
 Discharges 1,309
 Inpatient Days 4,271

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 5
 Total Births 242
 Newborn Days 489

002 Aspirus Langlade Hospital
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	1,008	3,471	59.4%	9.5	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	249	534	24.4%	1.5	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	52	266	36.4%	0.7	5.1
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	2	3	4.4
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	11	9	18.3
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	3.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	2	5.5
Registered Nurses	56	61	95.2	Occupational Therapists	0	4	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	6	0	6.0
Ancillary Nursing Personnel	3	13	12.2	Physical Therapy Assistants/Aides	3	1	3.8
Medical Assistants	9	21	27.0	Recreational Therapists	0	1	0.6
Physician Assistants	0	1	0.3	Dietitians & Nutritionists	2	1	2.8
Nurse Practitioners	3	1	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	9	18.5
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	126	106	189.3
Pharmacy Personnel	4	6	8.0				
Clinical Laboratory Personnel	12	4	14.4				
				Total	265	247	423.1

002 Aspirus Langlade Hospital

Antigo, WI 54409

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$102,659,119	51.6%	45.7%	1.13	50.9%	1.01	50.0%	1.03	50.1%	1.03
Medical Assistance	\$31,044,249	15.6%	14.0%	1.12	13.8%	1.13	11.4%	1.36	16.0%	0.98
Commercial	\$56,257,269	28.3%	35.8%	0.79	31.0%	0.91	34.7%	0.82	29.6%	0.96
All Other	\$8,854,250	4.5%	4.5%	0.99	4.2%	1.05	3.9%	1.15	4.3%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$60,428,726	30.4%	34.1%	0.89	35.1%	0.87	35.4%	0.86	26.4%	1.15
Medical Assistance	\$21,789,498	11.0%	10.6%	1.04	10.3%	1.06	8.4%	1.31	11.1%	0.99
Commercial	\$12,809,405	6.4%	14.7%	0.44	7.8%	0.83	13.7%	0.47	6.6%	0.98
Charity Care	\$4,907,570	2.5%	1.0%	2.53	1.3%	1.94	0.9%	2.70	2.2%	1.11
Bad Debt	\$780,159	0.4%	1.1%	0.37	1.0%	0.40	1.1%	0.35	0.7%	0.59
All Other	\$2,668,098	1.3%	2.0%	0.68	1.9%	0.73	2.2%	0.61	1.3%	1.04
Total Deductions	\$103,383,456	52.0%	63.3%	0.82	57.3%	0.91	61.7%	0.84	48.3%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.3%	5.5%	1.88		3.4%	3.01	4.3%	2.41	10.1%	1.02
Net Gains/Losses as % of Net Income	26.7%	2.6%	10.43		22.1%	1.21	N/A	N/A	26.9%	0.99
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$44,305,176	46.8%	44.1%	1.06	41.2%	1.14	45.3%	1.03	47.5%	0.98
Supplies & Services	\$43,804,715	46.3%	49.0%	0.94	52.5%	0.88	47.8%	0.97	45.7%	1.01
Capital Component	\$6,597,931	7.0%	6.9%	1.01	6.3%	1.11	6.9%	1.01	6.8%	1.03
Fiscal Statistics										
Operating Margin (%)	11.0%	8.4%	1.32		5.1%	2.17	6.9%	1.60	12.8%	0.86
Total Hospital Net Income (%)	14.4%	8.6%	1.69		6.4%	2.24	5.8%	2.48	16.7%	0.87
Return on Equity (%)	8.2%	6.3%	1.29		5.1%	1.60	4.3%	1.90	9.9%	0.83
Current Ratio	5.8	5.9	0.98		4.2	1.38	3.9	1.48	8.1	0.71
Days in Net Patient Accounts Receivable	55.2	51.6	1.07		62.5	0.88	51.1	1.08	53.8	1.03
Average Payment Period	27.9	38.5	0.72		37.9	0.74	40.4	0.69	34.3	0.81
Equity Financing (%)	83.5%	75.1%	1.11		51.9%	1.61	77.0%	1.09	81.5%	1.03
Long-Term Debt to Equity Ratio	0.1	0.2	0.92		0.7	0.22	0.2	0.94	0.2	0.88
Times Interest Earned	17.3	13.4	1.29		14.9	1.16	12.4	1.40	20.9	0.83
Total Asset Turnover	0.5	0.7	0.74		0.8	0.70	0.7	0.73	0.6	0.96
Average Age of Plant (Years)	8.3	9.9	0.84		7.8	1.06	9.9	0.84	8.7	0.96
Increase (Decrease) Total Net Patient Revenue	3.7%	5.4%	0.69		4.2%	0.90	1.9%	1.95	5.6%	0.66
Outpatient Gross Revenue (% of Total GPR)	85.9%	61.9%	1.39		59.8%	1.44	72.6%	1.18	85.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,382	\$15,830	0.85		\$14,144	0.95	\$10,657	1.26	\$13,498	0.99
Inpatient Net Revenue per Day	\$3,149	\$3,538	0.89		\$3,385	0.93	\$2,933	1.07	\$3,253	0.97
Outpatient Net Revenue per Visit	\$687	\$686	1.00		\$932	0.74	\$589	1.17	\$624	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$198,814,887	Cash & Cash Equivalents	\$20,605,620	Current Liabilities	\$6,831,072
Less Deductions	\$103,383,456	Net Patient Receivables	\$14,439,324	Long-Term Debt	\$23,905,790
Net Patient Revenue	\$95,431,431	Other Receivables	\$1,604,835	Other Liabilities	\$1,417,566
Plus Other Revenue	\$10,992,415			Subtotal	\$32,154,428
Total Revenue	\$106,423,846	Land, Buildings & Equipment (Net)	\$56,066,513	Unrestricted Fund Balance	\$163,182,823
Less Expenses	\$94,707,822	Other Assets	\$102,620,959	Restricted Fund Balance	\$522,856
Non-Operating Gains/Losses	\$4,258,605			Total Liabilities & Fund Balance	\$195,337,251
Net Income	\$15,974,629	Total Assets	\$195,337,251		

004 Ascension NE Wisconsin - St. Elizabeth Campus
 1506 South Oneida Street
 Appleton, WI 54915
 920-738-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.7%	55.7%	0.82	44.0%	1.04	57.4%	0.80	51.3%	0.89
Obstetrics	35.8%	41.5%	0.86	31.5%	0.25	40.0%	0.90	36.9%	0.97
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	50.4%	57.5%	0.88	46.2%	1.09	59.0%	0.85	53.3%	0.95
Average Census (Patients)									
Adult Medical-Surgical	35.6	26.4	1.35	20.6	1.73	36.9	0.97	40.0	0.89
Obstetrics	7.9	5.6	1.40	4.4	1.78	7.9	1.00	8.1	0.97
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	95.8	49.4	1.94	35.5	2.70	78.6	1.22	101.3	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.9	0.94	3.5	1.07	3.8	0.97	4.6	0.81
Obstetrics	2.5	2.5	0.97	2.4	1.03	2.6	0.96	2.5	1.01
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.1	4.4	0.94	3.8	1.08	4.4	0.93	4.4	0.95
Surgical Operations									
Inpatient	2,181	1,396	1.56	1,243	1.75	1,842	1.18	2,408	0.91
Outpatient	11,163	4,206	2.65	6,046	1.85	4,876	2.29	11,488	0.97
Inpatient as % of All Surgeries	16.3%	24.9%	0.66	17.1%	0.96	27.4%	0.60	17.3%	0.94
Outpatient Visits									
Non-Emergency Visits	194,698	136,074	1.43	126,761	1.54	168,131	1.16	206,243	0.94
Emergency Visits	32,414	18,688	1.73	15,547	2.08	31,181	1.04	33,905	0.96
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.3	0.52	17.4	0.57	25.9	0.39	15.8	0.63
Nurses, Licensed	346.2	239.2	1.45	179.4	1.93	358.4	0.97	334.2	1.04
Ancillary Nursing Personnel	81.0	40.0	2.02	31.1	2.61	57.2	1.42	69.5	1.16
All Other Personnel	333.2	480.4	0.69	293.7	1.13	660.2	0.50	426.8	0.78
Total FTEs	770.4	779.0	0.99	521.5	1.48	1,101.6	0.70	846.3	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.1	14.9	0.28	14.8	0.28	12.9	0.32	6.8	0.61
Nurses, Licensed	142.3	183.7	0.77	152.4	0.93	178.3	0.80	143.4	0.99
Ancillary Nursing Personnel	33.3	30.8	1.08	26.4	1.26	28.5	1.17	29.8	1.12
All Other Personnel	137.0	369.0	0.37	249.4	0.55	328.4	0.42	183.1	0.75
Total FTEs	316.7	598.3	0.53	443.0	0.71	548.0	0.58	363.2	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	190	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	25
Discharges	8,475	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,154
Inpatient Days	34,956			Inpatient Days	0	Newborn Days	2,204

004 Ascension NE Wisconsin - St. Elizabeth Campus
 Appleton, WI 54915

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	78	3,530	13,010	45.7%	35.6	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	22	1,163	2,878	35.8%	7.9	2.5
Psychiatric	1	45	2,299	9,080	55.3%	24.9	3.9
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	30	1,345	7,553	69.0%	20.7	5.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	138	2,435	44.5%	6.7	17.6
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	26	20	32.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	25	61	50.5
Medical & Dental Residents	0	0	0.0	Sonographers	3	4	4.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	4	10.3
Registered Nurses	230	241	340.5	Occupational Therapists	5	16	9.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	5	2.0
Licensed Practical Nurses	2	2	3.1	Physical Therapists	20	13	26.0
Ancillary Nursing Personnel	52	93	81.0	Physical Therapy Assistants/Aides	4	1	4.0
Medical Assistants	5	4	7.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.5
Nurse Practitioners	0	0	0.0	Psychologists	1	2	2.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.8
Clinical Nurse Specialists	2	1	2.6	All Other Health Professionals	56	43	71.4
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	35	18	41.6
Pharmacy Personnel	28	8	29.8				
Clinical Laboratory Personnel	32	9	36.1				
				Total	552	548	770.4

004 Ascension NE Wisconsin - St. Elizabeth Campus
 Appleton, WI 54915

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area ³		Volume Group ⁶		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$246,965,056	48.5%	45.7%	1.06	47.1%	1.03	41.9%	1.16	48.2%	1.01
Medical Assistance	\$65,280,525	12.8%	14.0%	0.92	10.7%	1.20	19.9%	0.64	13.3%	0.96
Commercial	\$185,885,382	36.5%	35.8%	1.02	39.9%	0.91	35.1%	1.04	36.1%	1.01
All Other	\$11,306,407	2.2%	4.5%	0.49	2.3%	0.98	3.2%	0.70	2.4%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$167,931,703	33.0%	34.1%	0.97	33.7%	0.98	31.8%	1.04	32.0%	1.03
Medical Assistance	\$38,278,805	7.5%	10.6%	0.71	7.8%	0.96	14.5%	0.52	8.6%	0.87
Commercial	\$63,866,069	12.5%	14.7%	0.85	13.1%	0.96	12.7%	0.99	12.4%	1.01
Charity Care	\$5,044,152	1.0%	1.0%	1.02	0.6%	1.58	1.0%	1.01	1.0%	0.96
Bad Debt	\$7,716,236	1.5%	1.1%	1.42	1.3%	1.15	1.1%	1.34	1.3%	1.21
All Other	\$9,165,557	1.8%	2.0%	0.92	1.4%	1.31	1.4%	1.26	2.7%	0.67
Total Deductions	\$292,002,522	57.3%	63.3%	0.90	57.9%	0.99	62.6%	0.92	58.1%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.6%	5.5%	0.28	1.7%	0.91	3.7%	0.42	2.2%	0.72	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	3.3%	N/A	5.1%	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$65,341,666	30.0%	44.1%	0.68	41.1%	0.73	43.3%	0.69	37.8%	0.79
Supplies & Services	\$137,329,578	63.0%	49.0%	1.28	51.9%	1.22	49.6%	1.27	52.3%	1.20
Capital Component	\$15,282,979	7.0%	6.9%	1.02	7.0%	1.00	7.1%	0.98	9.9%	0.71
Fiscal Statistics										
Operating Margin (%)	1.3%	8.4%	0.16	11.1%	0.12	10.1%	0.13	17.1%	0.08	
Total Hospital Net Income (%)	1.3%	8.6%	0.15	11.5%	0.11	10.6%	0.12	16.9%	0.08	
Return on Equity (%)	1.3%	6.3%	0.21	10.9%	0.12	6.8%	0.20	16.3%	0.08	
Current Ratio	3.3	5.9	0.56	6.8	0.48	7.2	0.46	2.4	1.36	
Days in Net Patient Accounts Receivable	64.5	51.6	1.25	56.0	1.15	53.7	1.20	56.1	1.15	
Average Payment Period	24.8	38.5	0.64	21.7	1.14	35.4	0.70	40.1	0.62	
Equity Financing (%)	82.8%	75.1%	1.10	78.3%	1.06	73.3%	1.13	55.5%	1.49	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.5	N/A	
Times Interest Earned	1,412.7	13.4	105.64	32.7	43.22	19.0	74.50	16.8	84.16	
Total Asset Turnover	1.0	0.7	1.41	1.0	1.09	0.6	1.63	1.0	1.08	
Average Age of Plant (Years)	4.3	9.9	0.44	10.8	0.40	8.4	0.51	3.4	1.25	
Increase (Decrease) Total Net Patient Revenue	7.6%	5.4%	1.40	6.7%	1.14	5.3%	1.43	3.1%	2.46	
Outpatient Gross Revenue (% of Total GPR)	60.6%	61.9%	0.98	69.3%	0.87	60.4%	1.00	58.6%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,594	\$15,830	0.73	\$12,540	0.92	\$15,632	0.74	\$11,151	1.04	
Inpatient Net Revenue per Day	\$2,811	\$3,538	0.79	\$3,195	0.88	\$3,480	0.81	\$2,684	1.05	
Outpatient Net Revenue per Visit	\$559	\$686	0.81	\$574	0.97	\$697	0.80	\$473	1.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$509,437,370	Cash & Cash Equivalents	\$185,440	Current Liabilities	\$13,911,076
Less Deductions	\$292,002,522	Net Patient Receivables	\$38,449,198	Long-Term Debt	\$0
Net Patient Revenue	\$217,434,848	Other Receivables	\$280,081	Other Liabilities	\$22,673,529
Plus Other Revenue	\$3,429,927			Subtotal	\$36,584,605
Total Revenue	\$220,864,775	Land, Buildings & Equipment (Net)	\$163,253,843	Unrestricted Fund Balance	\$175,906,632
Less Expenses	\$217,954,223	Other Assets	\$10,322,675	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$61,642	Total Assets	\$212,491,237	Total Liabilities & Fund Balance	\$212,491,237
Net Income	\$2,848,910				

003 ThedaCare Regional Medical Center - Appleton, Inc.
 1818 North Meade Street
 Appleton, WI 54911
 920-731-4101

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

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.8%	55.7%	1.13	44.0%	1.43	69.4%	0.90	56.7%	1.11
Obstetrics	26.2%	41.5%	0.63	31.5%	0.19	52.7%	0.50	26.3%	1.00
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	54.9%	57.5%	0.95	46.2%	1.19	67.8%	0.81	49.0%	1.12
Average Census (Patients)									
Adult Medical-Surgical	69.7	26.4	2.64	20.6	3.38	101.2	0.69	62.9	1.11
Obstetrics	6.0	5.6	1.07	4.4	1.36	15.7	0.38	6.0	1.00
Pediatrics	0.0	1.4	N/A	0.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	85.6	49.4	1.73	35.5	2.41	195.9	0.44	76.5	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.92	3.5	1.05	4.4	0.83	3.6	1.01
Obstetrics	2.1	2.5	0.83	2.4	0.87	2.6	0.80	2.1	1.02
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.85	3.8	0.98	4.8	0.77	3.6	1.04
Surgical Operations									
Inpatient	3,448	1,396	2.47	1,243	2.77	5,208	0.66	3,090	1.12
Outpatient	18,375	4,206	4.37	6,046	3.04	14,763	1.24	17,964	1.02
Inpatient as % of All Surgeries	15.8%	24.9%	0.63	17.1%	0.93	26.1%	0.61	14.7%	1.08
Outpatient Visits									
Non-Emergency Visits	166,099	136,074	1.22	126,761	1.31	473,499	0.35	131,428	1.26
Emergency Visits	31,132	18,688	1.67	15,547	2.00	53,629	0.58	30,600	1.02
Full-Time Equivalents (FTEs)									
Administrators	66.0	19.3	3.41	17.4	3.79	64.0	1.03	68.0	0.97
Nurses, Licensed	422.4	239.2	1.77	179.4	2.35	866.8	0.49	399.9	1.06
Ancillary Nursing Personnel	38.7	40.0	0.97	31.1	1.25	141.9	0.27	65.2	0.59
All Other Personnel	639.7	480.4	1.33	293.7	2.18	1,693.5	0.38	624.0	1.03
Total FTEs	1,166.8	779.0	1.50	521.5	2.24	2,766.3	0.42	1,157.0	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.5	14.9	1.78	14.8	1.79	13.7	1.93	32.1	0.83
Nurses, Licensed	169.6	183.7	0.92	152.4	1.11	186.0	0.91	189.0	0.90
Ancillary Nursing Personnel	15.5	30.8	0.51	26.4	0.59	30.4	0.51	30.8	0.50
All Other Personnel	256.9	369.0	0.70	249.4	1.03	363.3	0.71	294.9	0.87
Total FTEs	468.6	598.3	0.78	443.0	1.06	593.5	0.79	546.9	0.86

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	156	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	8,391	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,031
Inpatient Days	31,245			Inpatient Days	0	Newborn Days	2,008

003 ThedaCare Regional Medical Center - Appleton, Inc.
 Appleton, WI 54911

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	111	7,036	25,434	62.8%	69.7	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,042	2,198	26.2%	6.0	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	240	3,613	45.0%	9.9	15.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	66	0	66.0	Surgical Personnel	18	24	34.3
Physicians & Dentists	29	1	29.8	Radiological Services Personnel	21	18	33.3
Medical & Dental Residents	0	0	0.0	Sonographers	6	11	12.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	19	21.7
Registered Nurses	157	358	383.5	Occupational Therapists	2	3	3.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	13	32	31.8	Physical Therapists	14	12	21.7
Ancillary Nursing Personnel	17	46	38.7	Physical Therapy Assistants/Aides	3	5	6.2
Medical Assistants	15	6	19.3	Recreational Therapists	2	5	3.8
Physician Assistants	7	1	7.0	Dietitians & Nutritionists	7	16	17.2
Nurse Practitioners	7	0	7.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	5	5.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	60	91	116.2
Health Info Mgmt-Administrators/Technicians	11	6	14.9	All Other Personnel	143	109	207.2
Pharmacy Personnel	33	11	40.0				
Clinical Laboratory Personnel	29	25	46.7				
				Total	672	804	1,166.8

003 ThedaCare Regional Medical Center - Appleton, Inc.
 Appleton, WI 54911

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$337,338,007	52.1%	45.7%	1.14	47.1%	1.11	46.0%	1.13	51.2%	1.02
Medical Assistance	\$41,332,984	6.4%	14.0%	0.46	10.7%	0.60	12.8%	0.50	6.5%	0.99
Commercial	\$258,183,081	39.9%	35.8%	1.11	39.9%	1.00	36.0%	1.11	40.9%	0.98
All Other	\$10,647,227	1.6%	4.5%	0.37	2.3%	0.72	5.3%	0.31	1.5%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$248,300,657	38.3%	34.1%	1.13	33.7%	1.14	35.3%	1.09	34.4%	1.11
Medical Assistance	\$32,988,227	5.1%	10.6%	0.48	7.8%	0.65	10.0%	0.51	5.0%	1.02
Commercial	\$58,482,654	9.0%	14.7%	0.61	13.1%	0.69	16.0%	0.56	12.4%	0.73
Charity Care	\$3,339,420	0.5%	1.0%	0.53	0.6%	0.82	1.0%	0.54	0.4%	1.18
Bad Debt	\$5,827,518	0.9%	1.1%	0.84	1.3%	0.68	0.9%	0.96	1.3%	0.71
All Other	\$9,035,570	1.4%	2.0%	0.71	1.4%	1.01	2.2%	0.62	1.2%	1.16
Total Deductions	\$357,974,046	55.3%	63.3%	0.87	57.9%	0.96	65.5%	0.84	54.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%	5.5%	0.06		1.7%	0.20	6.8%	0.05	0.4%	0.94
Net Gains/Losses as % of Net Income	0.3%	2.6%	0.11		3.3%	0.08	1.9%	0.15	0.6%	0.44
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$90,634,852	40.1%	44.1%	0.91	41.1%	0.98	43.1%	0.93	46.5%	0.86
Supplies & Services	\$122,946,599	54.4%	49.0%	1.11	51.9%	1.05	50.4%	1.08	21.8%	2.49
Capital Component	\$12,478,242	5.5%	6.9%	0.80	7.0%	0.78	6.4%	0.86	31.6%	0.17
Fiscal Statistics										
Operating Margin (%)	22.2%	8.4%	2.65		11.1%	1.99	8.5%	2.61	13.0%	1.71
Total Hospital Net Income (%)	22.2%	8.6%	2.60		11.5%	1.94	8.7%	2.57	13.1%	1.70
Return on Equity (%)	43.6%	6.3%	6.89		10.9%	3.98	6.7%	6.52	24.3%	1.79
Current Ratio	424.4	5.9	71.63		6.8	62.09	6.2	68.41	40,531.2	0.01
Days in Net Patient Accounts Receivable	49.0	51.6	0.95		56.0	0.87	50.7	0.97	54.3	0.90
Average Payment Period	0.2	38.5	0.00		21.7	0.01	38.6	0.00	0.0	75.41
Equity Financing (%)	99.9%	75.1%	1.33		78.3%	1.28	76.2%	1.31	100.0%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	2,715.6	13.4	203.06		32.7	83.08	13.7	198.32	8.6	316.22
Total Asset Turnover	2.0	0.7	2.66		1.0	2.06	0.8	2.54	1.9	1.05
Average Age of Plant (Years)	17.2	9.9	1.74		10.8	1.59	10.8	1.60	2.5	6.75
Increase (Decrease) Total Net Patient Revenue	9.5%	5.4%	1.75		6.7%	1.42	6.1%	1.56	-1.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	65.6%	61.9%	1.06		69.3%	0.95	58.0%	1.13	62.7%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,987	\$15,830	0.88		\$12,540	1.12	\$17,621	0.79	\$13,159	1.06
Inpatient Net Revenue per Day	\$3,756	\$3,538	1.06		\$3,195	1.18	\$3,654	1.03	\$3,572	1.05
Outpatient Net Revenue per Visit	\$902	\$686	1.32		\$574	1.57	\$698	1.29	\$1,043	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$647,501,299	Cash & Cash Equivalents	\$0	Current Liabilities	\$101,049
Less Deductions	\$357,974,046	Net Patient Receivables	\$38,873,949	Long-Term Debt	\$0
Net Patient Revenue	\$289,527,253	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$991,457			Subtotal	\$101,049
Total Revenue	\$290,518,710	Land, Buildings & Equipment (Net)	\$105,495,015	Unrestricted Fund Balance	\$148,279,518
Less Expenses	\$226,059,693	Other Assets	\$4,011,603	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$179,334			Total Liabilities & Fund Balance	\$148,380,567
Net Income	\$64,638,351	Total Assets	\$148,380,567		

006 Memorial Medical Center
 1615 Maple Lane
 Ashland, WI 54806
 715-685-5500

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Ashland
 Analysis Area: Western Lake Superior (7)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.7%	55.7%	0.84	22.0%	2.13	43.4%	1.08	45.8%	1.02
Obstetrics	29.4%	41.5%	0.71	27.5%	0.05	26.7%	1.10	23.7%	1.24
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.7%	57.5%	0.93	24.4%	2.20	41.9%	1.28	50.5%	1.06
Average Census (Patients)									
Adult Medical-Surgical	9.3	26.4	0.35	4.1	2.31	13.7	0.68	9.2	1.02
Obstetrics	1.5	5.6	0.26	1.2	1.19	2.3	0.64	1.2	1.24
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	18.8	49.4	0.38	5.6	3.34	26.3	0.71	17.7	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.77	3.1	0.99	3.3	0.90	2.8	1.07
Obstetrics	2.4	2.5	0.96	2.4	1.02	2.3	1.06	2.1	1.18
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	4.4	0.86	3.3	1.13	3.6	1.06	3.3	1.14
Surgical Operations									
Inpatient	185	1,396	0.13	62	3.00	664	0.28	245	0.76
Outpatient	2,455	4,206	0.58	881	2.79	2,945	0.83	2,491	0.99
Inpatient as % of All Surgeries	7.0%	24.9%	0.28	6.5%	1.07	18.4%	0.38	9.0%	0.78
Outpatient Visits									
Non-Emergency Visits	7,318	136,074	0.05	19,272	0.38	115,364	0.06	7,629	0.96
Emergency Visits	9,221	18,688	0.49	6,871	1.34	14,511	0.64	8,585	1.07
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	4.1	0.73	13.8	0.22	4.0	0.75
Nurses, Licensed	108.2	239.2	0.45	60.3	1.79	135.2	0.80	99.1	1.09
Ancillary Nursing Personnel	16.9	40.0	0.42	8.2	2.08	20.8	0.81	14.0	1.21
All Other Personnel	327.9	480.4	0.68	142.4	2.30	324.4	1.01	309.1	1.06
Total FTEs	456.1	779.0	0.59	215.0	2.12	494.3	0.92	426.1	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.0	14.9	0.20	10.5	0.29	14.2	0.21	4.5	0.67
Nurses, Licensed	108.5	183.7	0.59	153.9	0.70	138.6	0.78	110.6	0.98
Ancillary Nursing Personnel	17.0	30.8	0.55	20.8	0.82	21.3	0.80	15.6	1.09
All Other Personnel	328.7	369.0	0.89	363.3	0.90	332.6	0.99	345.1	0.95
Total FTEs	457.2	598.3	0.76	548.5	0.83	506.7	0.90	475.8	0.96

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 1,818
 Inpatient Days 6,861

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 216
 Newborn Days 453

006 Memorial Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	1,130	3,411	46.7%	9.3	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	221	537	29.4%	1.5	2.4
Psychiatric	1	10	451	2,913	79.8%	8.0	6.5
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	7	0	7.0
Physicians & Dentists	12	0	12.0	Radiological Services Personnel	15	2	16.3
Medical & Dental Residents	0	0	0.0	Sonographers	4	1	4.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	1	5.7
Registered Nurses	77	36	95.4	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	2	1	2.6	Physical Therapists	7	1	7.6
Ancillary Nursing Personnel	14	6	16.9	Physical Therapy Assistants/Aides	4	1	4.2
Medical Assistants	5	2	6.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	1	5.2	Psychologists	0	1	0.2
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	4	2	4.4
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	103	7	109.9
Health Info Mgmt-Administrators/Technicians	8	1	8.6	All Other Personnel	98	26	113.6
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	11	4	12.4				
				Total	404	94	456.1

006 Memorial Medical Center

Ashland, WI 54806

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$73,601,634	48.1%	45.7%	1.05	49.1%	0.98	50.0%	0.96	46.4%	1.04
Medical Assistance	\$31,619,101	20.7%	14.0%	1.48	18.1%	1.14	11.4%	1.81	21.4%	0.97
Commercial	\$41,754,751	27.3%	35.8%	0.76	28.1%	0.97	34.7%	0.79	30.0%	0.91
All Other	\$6,065,491	4.0%	4.5%	0.88	4.7%	0.84	3.9%	1.02	2.2%	1.77
Deductions as % of Total Gross Patient Revenue										
Medicare	\$40,025,636	26.2%	34.1%	0.77	26.8%	0.98	35.4%	0.74	26.0%	1.01
Medical Assistance	\$19,472,621	12.7%	10.6%	1.21	11.7%	1.08	8.4%	1.52	12.3%	1.03
Commercial	\$2,786,398	1.8%	14.7%	0.12	3.8%	0.47	13.7%	0.13	3.4%	0.53
Charity Care	\$1,740,728	1.1%	1.0%	1.17	1.3%	0.85	0.9%	1.25	0.7%	1.70
Bad Debt	\$1,821,363	1.2%	1.1%	1.11	1.5%	0.79	1.1%	1.06	1.7%	0.71
All Other	\$3,782,181	2.5%	2.0%	1.26	1.8%	1.39	2.2%	1.13	0.9%	2.75
Total Deductions	\$69,628,927	45.5%	63.3%	0.72	47.0%	0.97	61.7%	0.74	44.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	5.5%	0.22	1.4%	0.84	4.3%	0.28	1.4%	0.85
Net Gains/Losses as % of Net Income		17.3%	2.6%	6.75	25.9%	0.67	N/A	N/A	18.3%	0.94
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,210,648	48.2%	44.1%	1.09	53.5%	0.90	45.3%	1.06	48.9%	0.99
Supplies & Services	\$34,416,124	44.6%	49.0%	0.91	38.6%	1.15	47.8%	0.93	43.6%	1.02
Capital Component	\$5,563,694	7.2%	6.9%	1.05	7.9%	0.91	6.9%	1.05	7.5%	0.96
Fiscal Statistics										
Operating Margin (%)		8.6%	8.4%	1.02	7.3%	1.18	6.9%	1.25	10.5%	0.82
Total Hospital Net Income (%)		10.2%	8.6%	1.19	9.5%	1.07	5.8%	1.75	12.6%	0.81
Return on Equity (%)		5.9%	6.3%	0.93	6.4%	0.92	4.3%	1.37	7.0%	0.84
Current Ratio		5.7	5.9	0.97	5.9	0.96	3.9	1.46	6.1	0.94
Days in Net Patient Accounts Receivable		60.6	51.6	1.17	55.4	1.09	51.1	1.19	61.6	0.98
Average Payment Period		65.2	38.5	1.69	46.4	1.40	40.4	1.62	72.2	0.90
Equity Financing (%)		82.8%	75.1%	1.10	80.3%	1.03	77.0%	1.08	80.5%	1.03
Long-Term Debt to Equity Ratio		0.1	0.2	0.39	0.1	0.45	0.2	0.40	0.1	0.73
Times Interest Earned		43.7	13.4	3.27	14.1	3.11	12.4	3.53	31.0	1.41
Total Asset Turnover		0.6	0.7	0.77	0.7	0.87	0.7	0.76	0.5	1.04
Average Age of Plant (Years)		8.6	9.9	0.87	9.3	0.93	9.9	0.88	8.4	1.02
Increase (Decrease) Total Net Patient Revenue		9.1%	5.4%	1.67	9.6%	0.95	1.9%	4.76	9.4%	0.97
Outpatient Gross Revenue (% of Total GPR)		81.4%	61.9%	1.32	85.7%	0.95	72.6%	1.12	79.1%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,083		\$15,830	0.70	\$11,404	0.97	\$10,657	1.04	\$11,028	1.00
Inpatient Net Revenue per Day	\$2,981		\$3,538	0.84	\$2,879	1.04	\$2,933	1.02	\$3,141	0.95
Outpatient Net Revenue per Visit	\$3,935		\$686	5.73	\$1,183	3.33	\$589	6.68	\$3,534	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$153,040,977	Cash & Cash Equivalents	\$53,920,646	Current Liabilities	\$12,841,187
Less Deductions	\$69,628,927	Net Patient Receivables	\$13,850,200	Long-Term Debt	\$7,577,052
Net Patient Revenue	\$83,412,050	Other Receivables	\$1,229,986	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,012,921			Subtotal	\$25,568,239
Total Revenue	\$84,424,971	Land, Buildings & Equipment (Net)	\$49,409,128	Unrestricted Fund Balance	\$122,683,888
Less Expenses	\$77,190,466	Other Assets	\$29,842,167	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,508,675			Total Liabilities & Fund Balance	\$148,252,127
Net Income	\$8,743,180	Total Assets	\$148,252,127		

007 Western Wisconsin Health
 1100 Bergslien St
 Baldwin, WI 54002
 715-684-3311

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	19.0%	55.7%	0.34	42.7%	0.45	38.3%	0.50	26.5%	0.72
Obstetrics	25.8%	41.5%	0.62	29.5%	0.04	24.8%	1.04	22.8%	1.13
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	20.8%	57.5%	0.36	44.1%	0.47	37.2%	0.56	25.5%	0.82
Average Census (Patients)									
Adult Medical-Surgical	2.1	26.4	0.08	11.9	0.18	6.5	0.32	2.9	0.72
Obstetrics	1.0	5.6	0.18	2.1	0.50	1.0	1.03	0.9	1.13
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	49.4	0.06	18.9	0.17	8.5	0.37	3.8	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.69	3.7	0.74	2.9	0.92	3.0	0.90
Obstetrics	2.0	2.5	0.80	2.3	0.89	2.2	0.92	2.0	1.00
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.4	4.4	0.55	3.9	0.62	3.1	0.79	2.7	0.91
Surgical Operations									
Inpatient	70	1,396	0.05	485	0.14	273	0.26	85	0.82
Outpatient	377	4,206	0.09	1,916	0.20	1,279	0.29	481	0.78
Inpatient as % of All Surgeries	15.7%	24.9%	0.63	20.2%	0.78	17.6%	0.89	15.0%	1.04
Outpatient Visits									
Non-Emergency Visits	53,452	136,074	0.39	67,827	0.79	57,910	0.92	56,904	0.94
Emergency Visits	4,423	18,688	0.24	8,592	0.51	8,090	0.55	4,591	0.96
Full-Time Equivalents (FTEs)									
Administrators	12.8	19.3	0.66	10.6	1.21	9.4	1.37	10.0	1.28
Nurses, Licensed	49.4	239.2	0.21	115.3	0.43	79.9	0.62	55.7	0.89
Ancillary Nursing Personnel	7.6	40.0	0.19	18.4	0.41	13.5	0.56	5.0	1.51
All Other Personnel	174.5	480.4	0.36	260.2	0.67	187.1	0.93	190.4	0.92
Total FTEs	244.4	779.0	0.31	404.6	0.60	289.8	0.84	261.1	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	46.9	14.9	3.16	18.0	2.60	24.3	1.93	33.6	1.40
Nurses, Licensed	180.5	183.7	0.98	195.4	0.92	207.6	0.87	186.9	0.97
Ancillary Nursing Personnel	27.8	30.8	0.90	31.2	0.89	35.0	0.79	16.9	1.64
All Other Personnel	637.0	369.0	1.73	440.9	1.44	486.3	1.31	639.5	1.00
Total FTEs	892.2	598.3	1.49	685.5	1.30	753.3	1.18	876.9	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	No	Average Beds Used	1	Bassinets	4
Discharges	467	Preferred Provider Organization (PPO)	Yes	Discharges	19	Total Births	187
Inpatient Days	1,141			Inpatient Days	144	Newborn Days	318

007 Western Wisconsin Health
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	282	764	19.0%	2.1	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	185	377	25.8%	1.0	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	1	12.8	Surgical Personnel	1	2	1.0
Physicians & Dentists	11	6	15.0	Radiological Services Personnel	4	1	4.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	2.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	4	2.2
Registered Nurses	14	46	37.3	Occupational Therapists	0	1	0.9
Certified Nurse Midwives	1	2	2.3	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	1	2.8	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	3	6	7.6	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	17	4	20.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	7	2	7.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	7	19.9
Health Info Mgmt-Administrators/Technicians	12	3	14.2	All Other Personnel	57	30	75.1
Pharmacy Personnel	1	2	1.8				
Clinical Laboratory Personnel	3	9	7.8				
				Total	172	132	244.4

007 Western Wisconsin Health
Baldwin, WI 54002

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,174,842	36.7%	45.7%	0.80	51.0%	0.72	46.1%	0.80	37.3%	0.99
Medical Assistance	\$10,133,558	15.4%	14.0%	1.10	11.7%	1.31	13.3%	1.16	14.8%	1.04
Commercial	\$29,865,496	45.4%	35.8%	1.27	33.6%	1.35	36.0%	1.26	46.2%	0.98
All Other	\$1,641,928	2.5%	4.5%	0.55	3.7%	0.68	4.6%	0.54	1.7%	1.43
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,824,619	14.9%	34.1%	0.44	33.7%	0.44	29.3%	0.51	13.6%	1.10
Medical Assistance	\$2,090,262	3.2%	10.6%	0.30	8.2%	0.39	9.2%	0.35	2.6%	1.22
Commercial	\$12,221,933	18.6%	14.7%	1.26	9.0%	2.07	11.9%	1.56	16.8%	1.10
Charity Care	\$425,458	0.6%	1.0%	0.66	1.1%	0.59	1.0%	0.63	0.3%	2.26
Bad Debt	\$2,361,028	3.6%	1.1%	3.35	1.0%	3.45	1.7%	2.07	3.2%	1.11
All Other	\$24,918	0.0%	2.0%	0.02	1.3%	0.03	1.9%	0.02	0.3%	0.15
Total Deductions	\$26,948,218	40.9%	63.3%	0.65	54.3%	0.75	55.1%	0.74	36.8%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.5%	5.5%	1.18	2.5%	2.65	5.9%	1.09	3.4%	1.89
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	24.5%	N/A	14.7%	N/A	69.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,926,837	54.3%	44.1%	1.23	52.7%	1.03	51.5%	1.06	52.2%	1.04
Supplies & Services	\$15,197,915	34.5%	49.0%	0.70	41.1%	0.84	40.5%	0.85	35.8%	0.96
Capital Component	\$4,918,062	11.2%	6.9%	1.62	6.1%	1.82	8.0%	1.40	12.0%	0.93
Fiscal Statistics										
Operating Margin (%)		-5.9%	8.4%	N/A	8.1%	N/A	5.3%	N/A	0.6%	N/A
Total Hospital Net Income (%)		-4.1%	8.6%	N/A	10.4%	N/A	6.1%	N/A	2.0%	N/A
Return on Equity (%)		-2.8%	6.3%	N/A	7.0%	N/A	5.1%	N/A	1.3%	N/A
Current Ratio		3.2	5.9	0.53	4.4	0.72	5.4	0.59	2.9	1.10
Days in Net Patient Accounts Receivable		52.6	51.6	1.02	49.2	1.07	51.7	1.02	62.1	0.85
Average Payment Period		47.8	38.5	1.24	52.6	0.91	34.1	1.40	54.0	0.89
Equity Financing (%)		37.3%	75.1%	0.50	78.5%	0.48	79.8%	0.47	38.7%	0.96
Long-Term Debt to Equity Ratio		1.4	0.2	8.77	0.1	11.67	0.2	7.28	1.3	1.05
Times Interest Earned		-0.9	13.4	N/A	26.2	N/A	8.4	N/A	2.0	N/A
Total Asset Turnover		0.7	0.7	0.91	0.7	1.02	0.8	0.82	0.7	1.02
Average Age of Plant (Years)		5.9	9.9	0.60	11.5	0.51	9.3	0.64	6.2	0.96
Increase (Decrease) Total Net Patient Revenue		10.8%	5.4%	1.99	7.0%	1.55	4.5%	2.43	16.5%	0.66
Outpatient Gross Revenue (% of Total GPR)		88.6%	61.9%	1.43	68.3%	1.30	78.1%	1.13	87.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,080		\$15,830	0.89	\$14,403	0.98	\$12,599	1.12	\$11,896	1.18
Inpatient Net Revenue per Day	\$5,326		\$3,538	1.51	\$3,489	1.53	\$3,643	1.46	\$4,195	1.27
Outpatient Net Revenue per Visit	\$592		\$686	0.86	\$791	0.75	\$598	0.99	\$595	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,815,824	Cash & Cash Equivalents	\$9,119,910	Current Liabilities	\$5,282,284
Less Deductions	\$26,948,218	Net Patient Receivables	\$5,601,883	Long-Term Debt	\$32,422,947
Net Patient Revenue	\$38,867,606	Other Receivables	\$514,333	Other Liabilities	\$1,221,580
Plus Other Revenue	\$2,702,548			Subtotal	\$38,926,811
Total Revenue	\$41,570,154	Land, Buildings & Equipment (Net)	\$40,485,825	Unrestricted Fund Balance	\$23,184,759
Less Expenses	\$44,042,814	Other Assets	\$6,389,619	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$753,698			Total Liabilities & Fund Balance	\$62,111,570
Net Income	-\$1,718,962	Total Assets	\$62,111,570		

008 SSM Health St. Clare Hospital – Baraboo
 707 Fourteenth Street
 Baraboo, WI 53913
 608-356-1400

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.0%	55.7%	0.88	57.3%	0.85	39.8%	1.23	49.4%	0.99
Obstetrics	12.7%	41.5%	0.31	43.6%	0.03	28.9%	0.44	14.1%	0.90
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	32.1%	57.5%	0.56	60.2%	0.53	42.4%	0.76	33.2%	0.97
Average Census (Patients)									
Adult Medical-Surgical	12.7	26.4	0.48	24.4	0.52	10.7	1.19	12.8	0.99
Obstetrics	1.4	5.6	0.25	5.1	0.28	2.0	0.70	1.5	0.90
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.3	49.4	0.35	51.9	0.33	16.6	1.04	17.9	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.9	0.75	3.9	0.75	3.0	0.97	3.2	0.92
Obstetrics	2.2	2.5	0.87	2.7	0.82	2.2	0.99	2.4	0.93
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.72	4.3	0.73	3.3	0.97	3.2	0.98
Surgical Operations									
Inpatient	289	1,396	0.21	2,117	0.14	484	0.60	281	1.03
Outpatient	1,253	4,206	0.30	7,457	0.17	2,045	0.61	1,232	1.02
Inpatient as % of All Surgeries	18.7%	24.9%	0.75	22.1%	0.85	19.2%	0.98	18.6%	1.01
Outpatient Visits									
Non-Emergency Visits	79,911	136,074	0.59	174,723	0.46	63,222	1.26	82,170	0.97
Emergency Visits	22,197	18,688	1.19	17,254	1.29	12,717	1.75	22,248	1.00
Full-Time Equivalents (FTEs)									
Administrators	22.8	19.3	1.18	26.0	0.88	10.6	2.15	27.4	0.83
Nurses, Licensed	82.3	239.2	0.34	251.5	0.33	104.8	0.78	82.2	1.00
Ancillary Nursing Personnel	10.7	40.0	0.27	43.3	0.25	22.9	0.47	10.0	1.07
All Other Personnel	171.0	480.4	0.36	653.1	0.26	217.2	0.79	181.7	0.94
Total FTEs	286.7	779.0	0.37	973.9	0.29	355.5	0.81	301.3	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.9	14.9	2.55	20.1	1.89	17.1	2.22	44.7	0.85
Nurses, Licensed	136.8	183.7	0.75	194.3	0.70	169.2	0.81	133.9	1.02
Ancillary Nursing Personnel	17.7	30.8	0.58	33.4	0.53	37.0	0.48	16.3	1.09
All Other Personnel	284.5	369.0	0.77	504.4	0.56	350.8	0.81	296.1	0.96
Total FTEs	477.0	598.3	0.80	752.2	0.63	574.1	0.83	491.1	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	54	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	11
Discharges	1,990	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	187
Inpatient Days	6,326			Inpatient Days	0	Newborn Days	357

008 SSM Health St. Clare Hospital – Baraboo
Baraboo, WI 53913

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	26	1,587	4,648	49.0%	12.7	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	11	171	357	0.0%	1.0	2.1
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	11	230	509	12.7%	1.4	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	164	812	37.1%	2.2	5.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	2	22.8	Surgical Personnel	6	0	6.0
Physicians & Dentists	4	2	4.3	Radiological Services Personnel	11	8	13.8
Medical & Dental Residents	0	0	0.0	Sonographers	1	5	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	3	3.0
Registered Nurses	46	53	75.7	Occupational Therapists	0	2	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.9	Physical Therapists	6	5	8.0
Ancillary Nursing Personnel	8	11	10.7	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	3	4.7	Social Workers	1	1	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	27	42.1
Health Info Mgmt-Administrators/Technicians	4	1	4.0	All Other Personnel	40	48	64.2
Pharmacy Personnel	4	1	4.0				
Clinical Laboratory Personnel	8	8	10.9				
				Total	200	183	286.7

008 SSM Health St. Clare Hospital – Baraboo
Baraboo, WI 53913

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$98,180,152	52.3%	45.7%	1.14	41.6%	1.26	49.2%	1.06	51.0%	1.03
Medical Assistance	\$25,660,075	13.7%	14.0%	0.98	11.5%	1.19	11.3%	1.21	14.8%	0.92
Commercial	\$57,412,660	30.6%	35.8%	0.85	39.3%	0.78	36.3%	0.84	30.4%	1.01
All Other	\$6,435,928	3.4%	4.5%	0.76	7.5%	0.45	3.2%	1.09	3.7%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$76,761,078	40.9%	34.1%	1.20	30.8%	1.33	35.5%	1.15	39.8%	1.03
Medical Assistance	\$19,770,953	10.5%	10.6%	1.00	8.7%	1.22	8.4%	1.26	10.9%	0.96
Commercial	\$21,333,670	11.4%	14.7%	0.77	18.2%	0.63	13.1%	0.87	11.3%	1.00
Charity Care	\$4,240,417	2.3%	1.0%	2.32	0.9%	2.64	1.3%	1.79	2.9%	0.77
Bad Debt	\$3,733,299	2.0%	1.1%	1.86	1.1%	1.87	1.4%	1.43	2.0%	0.98
All Other	\$1,907,658	1.0%	2.0%	0.52	3.4%	0.30	1.1%	0.96	0.9%	1.08
Total Deductions	\$127,747,075	68.1%	63.3%	1.07	62.8%	1.08	60.7%	1.12	68.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.7%	5.5%	0.49	6.4%	0.42	3.5%	0.77	3.8%	0.71	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	1.9%	N/A	18.6%	N/A	45.2%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,057,167	49.1%	44.1%	1.11	47.5%	1.03	44.5%	1.10	49.5%	0.99
Supplies & Services	\$25,417,253	44.4%	49.0%	0.91	45.0%	0.99	46.9%	0.95	43.0%	1.03
Capital Component	\$3,708,988	6.5%	6.9%	0.94	7.5%	0.86	8.5%	0.76	7.5%	0.86
Fiscal Statistics										
Operating Margin (%)	7.2%	8.4%	0.86	5.0%	1.45	4.8%	1.50	4.2%	1.69	
Total Hospital Net Income (%)	4.1%	8.6%	0.48	5.0%	0.82	5.8%	0.71	7.5%	0.55	
Return on Equity (%)	2.5%	6.3%	0.39	3.8%	0.65	3.7%	0.67	5.0%	0.50	
Current Ratio	1.7	5.9	0.29	2.3	0.76	5.5	0.31	2.7	0.64	
Days in Net Patient Accounts Receivable	45.4	51.6	0.88	47.8	0.95	49.4	0.92	40.7	1.12	
Average Payment Period	59.5	38.5	1.55	55.0	1.08	40.4	1.47	37.1	1.60	
Equity Financing (%)	86.6%	75.1%	1.15	59.3%	1.46	75.7%	1.14	89.7%	0.97	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.3	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	5.0	N/A	6.3	N/A	9.2	N/A	
Total Asset Turnover	0.6	0.7	0.84	0.7	0.83	0.6	0.99	0.6	0.97	
Average Age of Plant (Years)	13.3	9.9	1.35	10.5	1.27	9.1	1.46	12.3	1.09	
Increase (Decrease) Total Net Patient Revenue	4.1%	5.4%	0.75	6.7%	0.61	7.2%	0.57	-3.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	72.8%	61.9%	1.18	59.8%	1.22	72.7%	1.00	72.6%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,755	\$15,830	0.62	\$17,803	0.55	\$11,444	0.85	\$9,667	1.01	
Inpatient Net Revenue per Day	\$3,252	\$3,538	0.92	\$4,047	0.80	\$3,344	0.97	\$3,177	1.02	
Outpatient Net Revenue per Visit	\$433	\$686	0.63	\$595	0.73	\$740	0.59	\$400	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,688,815	Cash & Cash Equivalents	\$5,489,311	Current Liabilities	\$8,804,681
Less Deductions	\$127,747,075	Net Patient Receivables	\$7,454,844	Long-Term Debt	\$0
Net Patient Revenue	\$59,941,740	Other Receivables	\$500,366	Other Liabilities	\$4,414,492
Plus Other Revenue	\$1,664,280			Subtotal	\$13,219,173
Total Revenue	\$61,606,020	Land, Buildings & Equipment (Net)	\$33,316,528	Unrestricted Fund Balance	\$85,743,018
Less Expenses	\$57,183,408	Other Assets	\$52,201,142	Restricted Fund Balance	\$1,688,919
Non-Operating Gains/Losses	-\$1,972,657			Total Liabilities & Fund Balance	\$98,962,191
Net Income	\$2,449,955	Total Assets	\$98,962,191		

009 Mayo Clinic Health System - Northland in Barron
 1222 E Woodland Avenue
 Barron, WI 54812
 715-537-3186

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

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.5%	55.7%	0.48	42.7%	0.62	38.3%	0.69	31.6%	0.84
Obstetrics	27.5%	41.5%	0.66	29.5%	0.02	24.8%	1.11	30.0%	0.92
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	26.6%	57.5%	0.46	44.1%	0.60	37.2%	0.71	31.5%	0.84
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.4	0.21	11.9	0.47	6.5	0.85	5.7	0.98
Obstetrics	0.6	5.6	0.10	2.1	0.27	1.0	0.55	0.6	0.92
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.1	49.4	0.12	18.9	0.32	8.5	0.72	6.3	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.84	3.7	0.90	2.9	1.12	3.6	0.91
Obstetrics	2.1	2.5	0.82	2.3	0.91	2.2	0.94	2.0	1.07
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	3.9	0.80	3.1	1.02	3.3	0.94
Surgical Operations									
Inpatient	89	1,396	0.06	485	0.18	273	0.33	59	1.51
Outpatient	531	4,206	0.13	1,916	0.28	1,279	0.42	429	1.24
Inpatient as % of All Surgeries	14.4%	24.9%	0.58	20.2%	0.71	17.6%	0.82	12.1%	1.19
Outpatient Visits									
Non-Emergency Visits	60,001	136,074	0.44	67,827	0.88	57,910	1.04	56,561	1.06
Emergency Visits	8,178	18,688	0.44	8,592	0.95	8,090	1.01	7,821	1.05
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	10.6	0.09	9.4	0.11	2.5	0.40
Nurses, Licensed	93.0	239.2	0.39	115.3	0.81	79.9	1.16	98.4	0.95
Ancillary Nursing Personnel	7.6	40.0	0.19	18.4	0.41	13.5	0.56	8.4	0.91
All Other Personnel	200.0	480.4	0.42	260.2	0.77	187.1	1.07	193.4	1.03
Total FTEs	301.6	779.0	0.39	404.6	0.75	289.8	1.04	302.7	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.5	14.9	0.17	18.0	0.14	24.3	0.10	5.5	0.45
Nurses, Licensed	231.7	183.7	1.26	195.4	1.19	207.6	1.12	215.7	1.07
Ancillary Nursing Personnel	18.9	30.8	0.62	31.2	0.61	35.0	0.54	18.3	1.03
All Other Personnel	498.1	369.0	1.35	440.9	1.13	486.3	1.02	423.9	1.17
Total FTEs	751.2	598.3	1.26	685.5	1.10	753.3	1.00	663.4	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	23	Health Maintenance Organization (HMO)	No	Average Beds Used	5	Bassinets	2
Discharges	710	Preferred Provider Organization (PPO)	Yes	Discharges	186	Total Births	96
Inpatient Days	2,230			Inpatient Days	1,956	Newborn Days	169

009 Mayo Clinic Health System - Northland in Barron
Barron, WI 54812

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	614	2,029	26.5%	5.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	96	201	27.5%	0.6	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	3	1.0	Surgical Personnel	4	7	5.8
Physicians & Dentists	14	24	19.8	Radiological Services Personnel	10	14	17.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	5	4.6
Registered Nurses	30	97	80.1	Occupational Therapists	1	4	2.7
Certified Nurse Midwives	1	1	1.5	Occupational Therapy Assistants/Aides	0	2	1.0
Licensed Practical Nurses	1	7	2.5	Physical Therapists	7	5	10.0
Ancillary Nursing Personnel	1	11	7.6	Physical Therapy Assistants/Aides	2	9	4.6
Medical Assistants	8	46	23.7	Recreational Therapists	0	0	0.0
Physician Assistants	14	7	17.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	9	5.4	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	3	3	3.6	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	11	11.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	36	61.9
Pharmacy Personnel	1	6	3.7				
Clinical Laboratory Personnel	11	5	15.1				
				Total	165	312	301.6

009 Mayo Clinic Health System - Northland in Barron

Barron, WI 54812

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$73,981,582	53.3%	45.7%	1.17	51.0%	1.04	46.1%	1.16	51.4%	1.04
Medical Assistance	\$18,015,576	13.0%	14.0%	0.93	11.7%	1.11	13.3%	0.98	12.7%	1.02
Commercial	\$42,229,679	30.4%	35.8%	0.85	33.6%	0.91	36.0%	0.85	32.0%	0.95
All Other	\$4,599,297	3.3%	4.5%	0.74	3.7%	0.91	4.6%	0.72	3.8%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$42,344,734	30.5%	34.1%	0.89	33.7%	0.91	29.3%	1.04	26.8%	1.14
Medical Assistance	\$13,408,324	9.7%	10.6%	0.91	8.2%	1.18	9.2%	1.05	10.0%	0.97
Commercial	\$10,173,869	7.3%	14.7%	0.50	9.0%	0.82	11.9%	0.61	7.8%	0.94
Charity Care	\$1,823,433	1.3%	1.0%	1.35	1.1%	1.20	1.0%	1.29	1.1%	1.15
Bad Debt	\$2,678,629	1.9%	1.1%	1.80	1.0%	1.86	1.7%	1.11	2.1%	0.94
All Other	\$1,258,370	0.9%	2.0%	0.46	1.3%	0.68	1.9%	0.48	1.2%	0.78
Total Deductions	\$71,687,359	51.6%	63.3%	0.82	54.3%	0.95	55.1%	0.94	49.0%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	5.5%	0.11	2.5%	0.24	5.9%	0.10	1.8%	0.33
Net Gains/Losses as % of Net Income		4.8%	2.6%	1.86	24.5%	0.19	14.7%	0.32	715.0%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,637,052	55.2%	44.1%	1.25	52.7%	1.05	51.5%	1.07	56.5%	0.98
Supplies & Services	\$23,533,947	37.5%	49.0%	0.77	41.1%	0.91	40.5%	0.93	36.4%	1.03
Capital Component	\$4,531,631	7.2%	6.9%	1.05	6.1%	1.18	8.0%	0.91	7.1%	1.01
Fiscal Statistics										
Operating Margin (%)		7.2%	8.4%	0.86	8.1%	0.89	5.3%	1.35	-2.5%	N/A
Total Hospital Net Income (%)		7.5%	8.6%	0.87	10.4%	0.72	6.1%	1.22	0.4%	18.78
Return on Equity (%)		9.0%	6.3%	1.42	7.0%	1.28	5.1%	1.77	0.5%	18.46
Current Ratio		18.9	5.9	3.18	4.4	4.31	5.4	3.51	6.2	3.03
Days in Net Patient Accounts Receivable		52.3	51.6	1.01	49.2	1.06	51.7	1.01	74.3	0.70
Average Payment Period		6.8	38.5	0.18	52.6	0.13	34.1	0.20	15.2	0.45
Equity Financing (%)		82.7%	75.1%	1.10	78.5%	1.05	79.8%	1.04	81.3%	1.02
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		570.9	13.4	42.69	26.2	21.76	8.4	68.00	25.1	22.73
Total Asset Turnover		1.2	0.7	1.62	0.7	1.81	0.8	1.46	1.2	1.01
Average Age of Plant (Years)		7.1	9.9	0.72	11.5	0.61	9.3	0.76	6.7	1.05
Increase (Decrease) Total Net Patient Revenue		12.5%	5.4%	2.29	7.0%	1.79	4.5%	2.80	0.3%	35.85
Outpatient Gross Revenue (% of Total GPR)		84.9%	61.9%	1.37	68.3%	1.24	78.1%	1.09	86.2%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,323		\$15,830	1.03	\$14,403	1.13	\$12,599	1.30	\$12,626	1.29
Inpatient Net Revenue per Day	\$3,309		\$3,538	0.94	\$3,489	0.95	\$3,643	0.91	\$2,545	1.30
Outpatient Net Revenue per Visit	\$800		\$686	1.17	\$791	1.01	\$598	1.34	\$785	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,826,134	Cash & Cash Equivalents	\$2,615,101	Current Liabilities	\$1,102,227
Less Deductions	\$71,687,359	Net Patient Receivables	\$9,625,314	Long-Term Debt	\$0
Net Patient Revenue	\$67,138,775	Other Receivables	\$17,278	Other Liabilities	\$8,705,216
Plus Other Revenue	\$400,625			Subtotal	\$9,807,443
Total Revenue	\$67,539,400	Land, Buildings & Equipment (Net)	\$22,142,845	Unrestricted Fund Balance	\$46,877,241
Less Expenses	\$62,702,630	Other Assets	\$22,284,146	Restricted Fund Balance	\$62,846
Non-Operating Gains/Losses	\$241,585			Total Liabilities & Fund Balance	\$56,684,684
Net Income	\$5,078,355	Total Assets	\$56,684,684		

010 Beaver Dam Community Hospitals Inc
 707 South University Avenue
 Beaver Dam, WI 53916
 920-887-7181

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.6%	55.7%	0.44	57.3%	0.43	39.8%	0.62	20.9%	1.18
Obstetrics	29.4%	41.5%	0.71	43.6%	0.04	28.9%	1.02	34.2%	0.86
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	23.9%	57.5%	0.42	60.2%	0.40	42.4%	0.56	21.8%	1.10
Average Census (Patients)									
Adult Medical-Surgical	8.9	26.4	0.34	24.4	0.36	10.7	0.83	7.5	1.18
Obstetrics	1.8	5.6	0.31	5.1	0.35	2.0	0.89	2.1	0.86
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.5	49.4	0.23	51.9	0.22	16.6	0.69	10.4	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.69	3.9	0.69	3.0	0.89	2.6	1.04
Obstetrics	2.4	2.5	0.96	2.7	0.90	2.2	1.09	2.4	1.03
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.7	4.4	0.62	4.3	0.63	3.3	0.84	2.7	1.02
Surgical Operations									
Inpatient	332	1,396	0.24	2,117	0.16	484	0.69	364	0.91
Outpatient	1,710	4,206	0.41	7,457	0.23	2,045	0.84	1,937	0.88
Inpatient as % of All Surgeries	16.3%	24.9%	0.65	22.1%	0.74	19.2%	0.85	15.8%	1.03
Outpatient Visits									
Non-Emergency Visits	72,061	136,074	0.53	174,723	0.41	63,222	1.14	74,623	0.97
Emergency Visits	18,684	18,688	1.00	17,254	1.08	12,717	1.47	20,988	0.89
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	26.0	0.15	10.6	0.38	5.0	0.80
Nurses, Licensed	100.4	239.2	0.42	251.5	0.40	104.8	0.96	93.5	1.07
Ancillary Nursing Personnel	36.5	40.0	0.91	43.3	0.84	22.9	1.59	37.8	0.97
All Other Personnel	377.6	480.4	0.79	653.1	0.58	217.2	1.74	381.9	0.99
Total FTEs	518.5	779.0	0.67	973.9	0.53	355.5	1.46	518.1	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.2	14.9	0.42	20.1	0.31	17.1	0.36	8.4	0.74
Nurses, Licensed	155.7	183.7	0.85	194.3	0.80	169.2	0.92	157.3	0.99
Ancillary Nursing Personnel	56.6	30.8	1.84	33.4	1.69	37.0	1.53	63.6	0.89
All Other Personnel	585.6	369.0	1.59	504.4	1.16	350.8	1.67	642.4	0.91
Total FTEs	804.1	598.3	1.34	752.2	1.07	574.1	1.40	871.7	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	48	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	1,532	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	273
Inpatient Days	4,188			Inpatient Days	0	Newborn Days	561

010 Beaver Dam Community Hospitals Inc
 Beaver Dam, WI 53916

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,198	3,233	24.6%	8.9	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	265	644	29.4%	1.8	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	69	311	14.2%	0.9	4.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	5	1	5.9
Physicians & Dentists	7	4	9.7	Radiological Services Personnel	18	23	30.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	5	6.6
Registered Nurses	52	70	90.5	Occupational Therapists	2	2	3.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	2	2	3.0	Physical Therapists	7	3	8.3
Ancillary Nursing Personnel	27	22	36.5	Physical Therapy Assistants/Aides	1	3	2.7
Medical Assistants	9	5	11.9	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.1	Dietitians & Nutritionists	2	1	2.7
Nurse Practitioners	6	0	6.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	12	3	13.9
Health Info Mgmt-Administrators/Technicians	21	1	21.3	All Other Personnel	196	90	235.0
Pharmacy Personnel	15	9	18.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	397	249	518.5

010 Beaver Dam Community Hospitals Inc

Beaver Dam, WI 53916

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$97,850,057	43.1%	45.7%	0.94	41.6%	1.04	49.2%	0.88	42.3%	1.02
Medical Assistance	\$27,309,853	12.0%	14.0%	0.86	11.5%	1.04	11.3%	1.07	13.1%	0.92
Commercial	\$91,366,708	40.3%	35.8%	1.12	39.3%	1.02	36.3%	1.11	40.5%	0.99
All Other	\$10,383,558	4.6%	4.5%	1.02	7.5%	0.61	3.2%	1.45	4.1%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$78,258,264	34.5%	34.1%	1.01	30.8%	1.12	35.5%	0.97	33.8%	1.02
Medical Assistance	\$22,370,323	9.9%	10.6%	0.93	8.7%	1.14	8.4%	1.18	10.7%	0.93
Commercial	\$38,357,837	16.9%	14.7%	1.15	18.2%	0.93	13.1%	1.30	16.9%	1.00
Charity Care	\$2,875,530	1.3%	1.0%	1.30	0.9%	1.48	1.3%	1.00	2.5%	0.52
Bad Debt	\$4,614,358	2.0%	1.1%	1.90	1.1%	1.92	1.4%	1.47	1.1%	1.84
All Other	\$1,265,884	0.6%	2.0%	0.28	3.4%	0.17	1.1%	0.53	0.2%	2.28
Total Deductions	\$147,742,196	65.1%	63.3%	1.03	62.8%	1.04	60.7%	1.07	65.2%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.8%	5.5%	1.78	6.4%	1.53	3.5%	2.82	10.1%	0.97	
Net Gains/Losses as % of Net Income	4,064.0%	2.6%	1,589.32	1.9%	2,188.82	18.6%	218.04	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$42,028,713	45.7%	44.1%	1.04	47.5%	0.96	44.5%	1.03	44.7%	1.02
Supplies & Services	\$38,762,572	42.1%	49.0%	0.86	45.0%	0.94	46.9%	0.90	43.5%	0.97
Capital Component	\$11,259,172	12.2%	6.9%	1.78	7.5%	1.63	8.5%	1.43	11.9%	1.03
Fiscal Statistics										
Operating Margin (%)	-4.9%	8.4%	N/A	5.0%	N/A	4.8%	N/A	-9.4%	0.52	
Total Hospital Net Income (%)	0.1%	8.6%	0.01	5.0%	0.02	5.8%	0.02	-6.3%	N/A	
Return on Equity (%)	0.1%	6.3%	0.01	3.8%	0.02	3.7%	0.02	-3.4%	N/A	
Current Ratio	1.9	5.9	0.31	2.3	0.83	5.5	0.34	1.8	1.06	
Days in Net Patient Accounts Receivable	56.9	51.6	1.10	47.8	1.19	49.4	1.15	51.3	1.11	
Average Payment Period	55.8	38.5	1.45	55.0	1.01	40.4	1.38	50.0	1.12	
Equity Financing (%)	56.5%	75.1%	0.75	59.3%	0.95	75.7%	0.75	53.6%	1.06	
Long-Term Debt to Equity Ratio	0.6	0.2	3.51	0.3	1.90	0.2	3.08	0.6	0.89	
Times Interest Earned	1.0	13.4	0.08	5.0	0.21	6.3	0.17	-1.2	N/A	
Total Asset Turnover	0.5	0.7	0.71	0.7	0.70	0.6	0.83	0.5	1.01	
Average Age of Plant (Years)	12.9	9.9	1.31	10.5	1.24	9.1	1.42	12.1	1.07	
Increase (Decrease) Total Net Patient Revenue	1.7%	5.4%	0.31	6.7%	0.25	7.2%	0.23	-3.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.2%	61.9%	1.33	59.8%	1.37	72.7%	1.13	82.4%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,634	\$15,830	0.61	\$17,803	0.54	\$11,444	0.84	\$7,953	1.21	
Inpatient Net Revenue per Day	\$3,524	\$3,538	1.00	\$4,047	0.87	\$3,344	1.05	\$2,982	1.18	
Outpatient Net Revenue per Visit	\$761	\$686	1.11	\$595	1.28	\$740	1.03	\$722	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$226,910,176	Cash & Cash Equivalents	\$7,076,858	Current Liabilities	\$12,905,949
Less Deductions	\$147,742,196	Net Patient Receivables	\$12,338,265	Long-Term Debt	\$53,279,836
Net Patient Revenue	\$79,167,980	Other Receivables	\$697,435	Other Liabilities	\$6,953,363
Plus Other Revenue	\$8,620,955			Subtotal	\$73,139,148
Total Revenue	\$87,788,935	Land, Buildings & Equipment (Net)	\$64,272,446	Unrestricted Fund Balance	\$95,130,484
Less Expenses	\$92,050,457	Other Assets	\$83,884,628	Restricted Fund Balance	\$2,278,945
Non-Operating Gains/Losses	\$4,369,028			Total Liabilities & Fund Balance	\$168,269,632
Net Income	\$107,506	Total Assets	\$168,269,632		

011 Beloit Health System
 1969 West Hart Road
 Beloit, WI 53511
 608-324-5011

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

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.2%	55.7%	0.97	57.3%	0.95	57.4%	0.94	48.3%	1.12
Obstetrics	16.5%	41.5%	0.40	43.6%	0.07	40.0%	0.41	16.8%	0.98
Pediatrics	4.8%	52.8%	0.09	54.8%	0.09	93.8%	0.05	4.6%	1.05
Total Hospital	43.6%	57.5%	0.76	60.2%	0.72	59.0%	0.74	38.1%	1.14
Average Census (Patients)									
Adult Medical-Surgical	15.2	26.4	0.58	24.4	0.62	36.9	0.41	13.5	1.12
Obstetrics	3.1	5.6	0.56	5.1	0.62	7.9	0.40	3.2	0.98
Pediatrics	0.3	1.4	0.21	2.3	0.12	5.2	0.21	0.3	1.05
Total Hospital	44.9	49.4	0.91	51.9	0.87	78.6	0.57	39.3	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.9	0.97	3.9	0.98	3.8	1.01	3.7	1.02
Obstetrics	2.4	2.5	0.93	2.7	0.87	2.6	0.92	2.2	1.09
Pediatrics	1.9	3.5	0.54	3.8	0.50	3.5	0.54	1.8	1.09
Total Hospital	3.8	4.4	0.86	4.3	0.87	4.4	0.85	3.5	1.06
Surgical Operations									
Inpatient	1,186	1,396	0.85	2,117	0.56	1,842	0.64	1,091	1.09
Outpatient	3,884	4,206	0.92	7,457	0.52	4,876	0.80	3,782	1.03
Inpatient as % of All Surgeries	23.4%	24.9%	0.94	22.1%	1.06	27.4%	0.85	22.4%	1.04
Outpatient Visits									
Non-Emergency Visits	303,345	136,074	2.23	174,723	1.74	168,131	1.80	312,796	0.97
Emergency Visits	33,321	18,688	1.78	17,254	1.93	31,181	1.07	35,184	0.95
Full-Time Equivalents (FTEs)									
Administrators	13.0	19.3	0.67	26.0	0.50	25.9	0.50	6.0	2.17
Nurses, Licensed	324.0	239.2	1.35	251.5	1.29	358.4	0.90	222.6	1.46
Ancillary Nursing Personnel	42.6	40.0	1.06	43.3	0.98	57.2	0.74	64.6	0.66
All Other Personnel	780.5	480.4	1.62	653.1	1.20	660.2	1.18	910.2	0.86
Total FTEs	1,160.1	779.0	1.49	973.9	1.19	1,101.6	1.05	1,203.3	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.2	14.9	0.49	20.1	0.36	12.9	0.56	3.7	1.97
Nurses, Licensed	180.7	183.7	0.98	194.3	0.93	178.3	1.01	136.8	1.32
Ancillary Nursing Personnel	23.8	30.8	0.77	33.4	0.71	28.5	0.83	39.7	0.60
All Other Personnel	435.2	369.0	1.18	504.4	0.86	328.4	1.33	559.5	0.78
Total FTEs	646.9	598.3	1.08	752.2	0.86	548.0	1.18	739.7	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	103	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	3
Discharges	4,352	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	379
Inpatient Days	16,404			Inpatient Days	0	Newborn Days	816

011 Beloit Health System
Beloit, WI 53511

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	28	1,446	5,539	54.2%	15.2	3.8
Orthopedic	1	9	241	460	14.0%	1.3	1.9
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	8	490	2,303	0.0%	6.3	4.7
Pediatric, acute	1	6	55	105	4.8%	0.3	1.9
Obstetrics	1	19	485	1,144	16.5%	3.1	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	4	234	1,150	78.8%	3.2	4.9
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	47	195	6.7%	0.5	4.1
Step-Down (Special Care)	1	21	1,354	5,508	71.9%	15.1	4.1
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	1	13.0	Surgical Personnel	7	4	8.7
Physicians & Dentists	74	3	75.5	Radiological Services Personnel	14	21	23.5
Medical & Dental Residents	0	0	0.0	Sonographers	7	6	10.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	13	11.5
Registered Nurses	237	127	299.6	Occupational Therapists	2	4	2.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	5	3.3
Licensed Practical Nurses	11	8	13.4	Physical Therapists	0	1	0.5
Ancillary Nursing Personnel	17	59	42.6	Physical Therapy Assistants/Aides	4	3	6.1
Medical Assistants	32	32	32.7	Recreational Therapists	0	0	0.0
Physician Assistants	7	1	7.6	Dietitians & Nutritionists	1	7	2.5
Nurse Practitioners	11	0	11.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	12	5	15.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	463	237	540.6
Health Info Mgmt-Administrators/Technicians	13	2	14.3	All Other Personnel	0	0	0.0
Pharmacy Personnel	12	13	12.0				
Clinical Laboratory Personnel	12	2	13.2				
				Total	958	554	1,160.1

011 Beloit Health System
Beloit, WI 53511

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$424,767,061	50.0%	45.7%	1.09	41.6%	1.20	41.9%	1.19	47.3%	1.06
Medical Assistance	\$135,230,460	15.9%	14.0%	1.14	11.5%	1.38	19.9%	0.80	16.3%	0.97
Commercial	\$264,307,608	31.1%	35.8%	0.87	39.3%	0.79	35.1%	0.89	33.6%	0.93
All Other	\$25,400,733	3.0%	4.5%	0.66	7.5%	0.40	3.2%	0.94	2.7%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$346,677,060	40.8%	34.1%	1.20	30.8%	1.33	31.8%	1.28	38.5%	1.06
Medical Assistance	\$112,609,549	13.3%	10.6%	1.26	8.7%	1.53	14.5%	0.91	13.5%	0.99
Commercial	\$137,064,579	16.1%	14.7%	1.10	18.2%	0.89	12.7%	1.27	17.4%	0.92
Charity Care	\$152,458	0.0%	1.0%	0.02	0.9%	0.02	1.0%	0.02	0.1%	0.16
Bad Debt	\$14,746,521	1.7%	1.1%	1.62	1.1%	1.63	1.1%	1.53	1.2%	1.40
All Other	\$0	0.0%	2.0%	N/A	3.4%	N/A	1.4%	N/A	0.0%	N/A
Total Deductions	\$611,250,167	71.9%	63.3%	1.14	62.8%	1.14	62.6%	1.15	70.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.2%	5.5%	0.59	6.4%	0.50	3.7%	0.87	3.3%	1.00
Net Gains/Losses as % of Net Income		40.9%	2.6%	16.01	1.9%	22.05	5.1%	7.97	70.3%	0.58
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$135,009,448	56.1%	44.1%	1.27	47.5%	1.18	43.3%	1.30	58.2%	0.96
Supplies & Services	\$87,792,749	36.5%	49.0%	0.74	45.0%	0.81	49.6%	0.74	34.6%	1.06
Capital Component	\$17,955,034	7.5%	6.9%	1.08	7.5%	0.99	7.1%	1.04	7.2%	1.03
Fiscal Statistics										
Operating Margin (%)		2.3%	8.4%	0.28	5.0%	0.47	10.1%	0.23	1.3%	1.75
Total Hospital Net Income (%)		3.8%	8.6%	0.45	5.0%	0.76	10.6%	0.36	4.3%	0.89
Return on Equity (%)		3.5%	6.3%	0.55	3.8%	0.91	6.8%	0.51	3.8%	0.92
Current Ratio		2.4	5.9	0.40	2.3	1.05	7.2	0.33	2.2	1.11
Days in Net Patient Accounts Receivable		70.8	51.6	1.37	47.8	1.48	53.7	1.32	60.9	1.16
Average Payment Period		51.5	38.5	1.34	55.0	0.94	35.4	1.45	50.7	1.02
Equity Financing (%)		49.7%	75.1%	0.66	59.3%	0.84	73.3%	0.68	49.2%	1.01
Long-Term Debt to Equity Ratio		0.6	0.2	3.58	0.3	1.94	0.2	2.57	0.6	0.96
Times Interest Earned		3.4	13.4	0.26	5.0	0.69	19.0	0.18	3.8	0.90
Total Asset Turnover		0.9	0.7	1.20	0.7	1.18	0.6	1.39	0.9	1.04
Average Age of Plant (Years)		11.0	9.9	1.11	10.5	1.05	8.4	1.31	12.7	0.86
Increase (Decrease) Total Net Patient Revenue		2.9%	5.4%	0.54	6.7%	0.44	5.3%	0.55	2.9%	1.02
Outpatient Gross Revenue (% of Total GPR)		74.9%	61.9%	1.21	59.8%	1.25	60.4%	1.24	75.8%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,258		\$15,830	0.84	\$17,803	0.74	\$15,632	0.85	\$13,140	1.01
Inpatient Net Revenue per Day	\$3,517		\$3,538	0.99	\$4,047	0.87	\$3,480	1.01	\$3,707	0.95
Outpatient Net Revenue per Visit	\$581		\$686	0.85	\$595	0.98	\$697	0.83	\$541	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$849,705,862	Cash & Cash Equivalents	\$16,473,136	Current Liabilities	\$32,225,491
Less Deductions	\$611,250,167	Net Patient Receivables	\$46,240,894	Long-Term Debt	\$79,005,804
Net Patient Revenue	\$238,455,695	Other Receivables	\$5,792,955	Other Liabilities	\$28,749,143
Plus Other Revenue	\$7,979,545			Subtotal	\$139,980,438
Total Revenue	\$246,435,240	Land, Buildings & Equipment (Net)	\$126,116,853	Unrestricted Fund Balance	\$138,532,951
Less Expenses	\$240,757,231	Other Assets	\$83,889,551	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,936,529			Total Liabilities & Fund Balance	\$278,513,389
Net Income	\$9,614,538	Total Assets	\$278,513,389		

013 ThedaCare Medical Center - Berlin, Inc.
 225 Memorial Drive
 Berlin, WI 54923
 920-361-1313

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

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.9%	55.7%	0.70	44.0%	0.88	38.3%	1.02	50.3%	0.77
Obstetrics	22.8%	41.5%	0.55	31.5%	0.02	24.8%	0.92	23.2%	0.98
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	39.6%	57.5%	0.69	46.2%	0.86	37.2%	1.06	41.5%	0.95
Average Census (Patients)									
Adult Medical-Surgical	6.6	26.4	0.25	20.6	0.32	6.5	1.02	8.5	0.77
Obstetrics	0.7	5.6	0.12	4.4	0.15	1.0	0.69	0.7	0.98
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.9	49.4	0.20	35.5	0.28	8.5	1.16	10.4	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.76	3.5	0.87	2.9	1.02	3.0	1.01
Obstetrics	2.2	2.5	0.87	2.4	0.92	2.2	1.00	2.2	1.03
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.70	3.8	0.81	3.1	1.00	3.4	0.91
Surgical Operations									
Inpatient	540	1,396	0.39	1,243	0.43	273	1.98	533	1.01
Outpatient	3,563	4,206	0.85	6,046	0.59	1,279	2.79	3,207	1.11
Inpatient as % of All Surgeries	13.2%	24.9%	0.53	17.1%	0.77	17.6%	0.75	14.3%	0.92
Outpatient Visits									
Non-Emergency Visits	47,984	136,074	0.35	126,761	0.38	57,910	0.83	44,559	1.08
Emergency Visits	7,852	18,688	0.42	15,547	0.51	8,090	0.97	7,796	1.01
Full-Time Equivalents (FTEs)									
Administrators	12.0	19.3	0.62	17.4	0.69	9.4	1.28	14.0	0.86
Nurses, Licensed	81.7	239.2	0.34	179.4	0.46	79.9	1.02	81.1	1.01
Ancillary Nursing Personnel	8.4	40.0	0.21	31.1	0.27	13.5	0.63	26.6	0.32
All Other Personnel	141.3	480.4	0.29	293.7	0.48	187.1	0.76	179.2	0.79
Total FTEs	243.4	779.0	0.31	521.5	0.47	289.8	0.84	300.9	0.81
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.0	14.9	1.75	14.8	1.76	24.3	1.07	34.5	0.75
Nurses, Licensed	176.9	183.7	0.96	152.4	1.16	207.6	0.85	200.0	0.88
Ancillary Nursing Personnel	18.2	30.8	0.59	26.4	0.69	35.0	0.52	65.6	0.28
All Other Personnel	305.8	369.0	0.83	249.4	1.23	486.3	0.63	441.7	0.69
Total FTEs	526.8	598.3	0.88	443.0	1.19	753.3	0.70	741.8	0.71

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,170
 Inpatient Days 3,614

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 6
 Total Births 111
 Newborn Days 215

013 ThedaCare Medical Center - Berlin, Inc.
Berlin, WI 54923

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	804	2,414	38.9%	6.6	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	113	250	22.8%	0.7	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	252	950	52.1%	2.6	3.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	5	4	7.9
Physicians & Dentists	6	1	6.6	Radiological Services Personnel	8	5	12.6
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	1	6.9
Registered Nurses	25	73	71.0	Occupational Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	1	5.2
Ancillary Nursing Personnel	2	16	8.4	Physical Therapy Assistants/Aides	9	2	10.4
Medical Assistants	2	8	7.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	3	6.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	4	9.9
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	31	33	49.6
Pharmacy Personnel	7	0	7.0				
Clinical Laboratory Personnel	6	6	10.2				
				Total	148	158	243.4

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$67,243,138	57.1%	45.7%	1.25	47.1%	1.21	46.1%	1.24	52.3%	1.09
Medical Assistance	\$12,185,962	10.4%	14.0%	0.74	10.7%	0.97	13.3%	0.78	10.6%	0.98
Commercial	\$36,126,059	30.7%	35.8%	0.86	39.9%	0.77	36.0%	0.85	34.9%	0.88
All Other	\$2,133,592	1.8%	4.5%	0.40	2.3%	0.80	4.6%	0.39	2.2%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$45,119,117	38.3%	34.1%	1.12	33.7%	1.14	29.3%	1.31	34.6%	1.11
Medical Assistance	\$8,697,224	7.4%	10.6%	0.70	7.8%	0.95	9.2%	0.80	7.3%	1.01
Commercial	\$12,070,072	10.3%	14.7%	0.70	13.1%	0.78	11.9%	0.86	13.1%	0.78
Charity Care	\$451,722	0.4%	1.0%	0.39	0.6%	0.61	1.0%	0.38	0.5%	0.76
Bad Debt	\$2,996,817	2.5%	1.1%	2.38	1.3%	1.93	1.7%	1.47	1.1%	2.27
All Other	\$1,270,898	1.1%	2.0%	0.55	1.4%	0.78	1.9%	0.57	1.4%	0.77
Total Deductions	\$70,605,850	60.0%	63.3%	0.95	57.9%	1.04	55.1%	1.09	58.0%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%	5.5%	0.05	1.7%	0.17	5.9%	0.05	0.3%	1.06	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	3.3%	N/A	14.7%	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,553,626	49.5%	44.1%	1.12	41.1%	1.20	51.5%	0.96	51.2%	0.97
Supplies & Services	\$15,870,938	40.2%	49.0%	0.82	51.9%	0.78	40.5%	0.99	35.7%	1.13
Capital Component	\$4,049,635	10.3%	6.9%	1.49	7.0%	1.46	8.0%	1.29	13.1%	0.78
Fiscal Statistics										
Operating Margin (%)	16.4%	8.4%	1.96	11.1%	1.47	5.3%	3.10	23.9%	0.69	
Total Hospital Net Income (%)	15.8%	8.6%	1.84	11.5%	1.38	6.1%	2.57	23.3%	0.68	
Return on Equity (%)	19.0%	6.3%	3.00	10.9%	1.74	5.1%	3.75	33.8%	0.56	
Current Ratio	7.2	5.9	1.22	6.8	1.05	5.4	1.34	12.6	0.57	
Days in Net Patient Accounts Receivable	49.0	51.6	0.95	56.0	0.87	51.7	0.95	69.1	0.71	
Average Payment Period	9.5	38.5	0.25	21.7	0.44	34.1	0.28	8.3	1.15	
Equity Financing (%)	97.6%	75.1%	1.30	78.3%	1.25	79.8%	1.22	97.7%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	32.7	N/A	8.4	N/A	64.8	N/A	
Total Asset Turnover	1.2	0.7	1.64	1.0	1.27	0.8	1.48	1.5	0.83	
Average Age of Plant (Years)	13.4	9.9	1.36	10.8	1.24	9.3	1.45	11.4	1.18	
Increase (Decrease) Total Net Patient Revenue	-8.6%	5.4%	N/A	6.7%	N/A	4.5%	N/A	8.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	78.5%	61.9%	1.27	69.3%	1.13	78.1%	1.01	76.3%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,167	\$15,830	0.64	\$12,540	0.81	\$12,599	0.81	\$11,267	0.90	
Inpatient Net Revenue per Day	\$3,286	\$3,538	0.93	\$3,195	1.03	\$3,643	0.90	\$3,583	0.92	
Outpatient Net Revenue per Visit	\$684	\$686	1.00	\$574	1.19	\$598	1.14	\$770	0.89	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$117,688,751	Cash & Cash Equivalents	\$0	Current Liabilities	\$945,339
Less Deductions	\$70,605,850	Net Patient Receivables	\$6,315,030	Long-Term Debt	\$0
Net Patient Revenue	\$47,082,901	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$140,016			Subtotal	\$945,339
Total Revenue	\$47,222,917	Land, Buildings & Equipment (Net)	\$32,172,711	Unrestricted Fund Balance	\$38,035,785
Less Expenses	\$39,474,199	Other Assets	\$493,383	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$350,139			Total Liabilities & Fund Balance	\$38,981,124
Net Income	\$7,398,579	Total Assets	\$38,981,124		

014 Black River Memorial Hospital
 711 West Adams Street
 Black River Falls, WI 54615
 715-284-5361

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

County: Jackson
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.9%	55.7%	0.64	48.0%	0.75	38.3%	0.94	25.1%	1.43
Obstetrics	54.7%	41.5%	1.32	44.3%	0.04	24.8%	2.21	31.3%	1.75
Pediatrics	0.3%	52.8%	0.01	31.0%	0.01	0.3%	1.00	0.3%	1.00
Total Hospital	36.2%	57.5%	0.63	50.9%	0.71	37.2%	0.97	24.6%	1.47
Average Census (Patients)									
Adult Medical-Surgical	4.7	26.4	0.18	17.1	0.27	6.5	0.72	4.5	1.03
Obstetrics	1.6	5.6	0.29	3.7	0.44	1.0	1.64	1.6	1.05
Pediatrics	0.0	1.4	0.00	0.6	0.00	0.0	0.00	0.0	1.00
Total Hospital	6.5	49.4	0.13	28.6	0.23	8.5	0.77	6.2	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	1.6	3.9	0.40	3.5	0.45	2.9	0.53	2.6	0.61
Obstetrics	3.5	2.5	1.40	2.5	1.41	2.2	1.60	2.0	1.76
Pediatrics	1.0	3.5	0.28	2.8	0.36	1.9	0.53	1.0	1.00
Total Hospital	3.6	4.4	0.83	4.3	0.85	3.1	1.18	2.7	1.36
Surgical Operations									
Inpatient	162	1,396	0.12	790	0.20	273	0.59	172	0.94
Outpatient	920	4,206	0.22	2,742	0.34	1,279	0.72	738	1.25
Inpatient as % of All Surgeries	15.0%	24.9%	0.60	22.4%	0.67	17.6%	0.85	18.9%	0.79
Outpatient Visits									
Non-Emergency Visits	8,690	136,074	0.06	119,520	0.07	57,910	0.15	6,420	1.35
Emergency Visits	5,215	18,688	0.28	13,485	0.39	8,090	0.64	5,339	0.98
Full-Time Equivalents (FTEs)									
Administrators	26.0	19.3	1.34	13.1	1.98	9.4	2.78	26.0	1.00
Nurses, Licensed	74.9	239.2	0.31	167.7	0.45	79.9	0.94	75.5	0.99
Ancillary Nursing Personnel	24.7	40.0	0.62	20.8	1.19	13.5	1.83	21.2	1.17
All Other Personnel	195.6	480.4	0.41	423.0	0.46	187.1	1.05	194.3	1.01
Total FTEs	321.2	779.0	0.41	624.6	0.51	289.8	1.11	316.9	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	87.8	14.9	5.91	11.8	7.44	24.3	3.61	105.9	0.83
Nurses, Licensed	253.0	183.7	1.38	151.1	1.67	207.6	1.22	307.4	0.82
Ancillary Nursing Personnel	83.5	30.8	2.72	18.7	4.46	35.0	2.38	86.2	0.97
All Other Personnel	660.7	369.0	1.79	381.2	1.73	486.3	1.36	791.1	0.84
Total FTEs	1,085.0	598.3	1.81	562.9	1.93	753.3	1.44	1,290.6	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	653	Preferred Provider Organization (PPO)	Yes	Discharges	37	Total Births	133
Inpatient Days	2,378			Inpatient Days	398	Newborn Days	349

014 Black River Memorial Hospital
Black River Falls, WI 54615

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	1,086	1,702	35.9%	4.7	1.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	1	1	22	76	20.8%	0.2	3.5
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	1	1	1	0.3%	0.0	1.0
Obstetrics	1	3	169	599	54.7%	1.6	3.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	26	0	26.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	5	5	7.4	Radiological Services Personnel	9	4	11.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	9.4
Registered Nurses	58	20	70.8	Occupational Therapists	1	1	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	2	1.1	Physical Therapists	5	2	6.8
Ancillary Nursing Personnel	16	10	24.7	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	3.4	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	2.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	13	21.1
Health Info Mgmt-Administrators/Technicians	4	5	6.6	All Other Personnel	89	13	99.1
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	12	0	12.0				
				Total	263	86	321.2

014 Black River Memorial Hospital
Black River Falls, WI 54615

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$34,928,873	36.5%	45.7%	0.80	45.0%	0.81	46.1%	0.79	45.1%	0.81
Medical Assistance	\$12,885,778	13.5%	14.0%	0.96	10.2%	1.32	13.3%	1.01	16.2%	0.83
Commercial	\$46,014,633	48.1%	35.8%	1.34	38.0%	1.26	36.0%	1.34	35.4%	1.36
All Other	\$1,907,323	2.0%	4.5%	0.44	6.8%	0.29	4.6%	0.43	3.2%	0.62
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,675,634	15.3%	34.1%	0.45	32.3%	0.47	29.3%	0.52	19.2%	0.80
Medical Assistance	\$8,246,942	8.6%	10.6%	0.82	8.1%	1.07	9.2%	0.94	10.8%	0.80
Commercial	\$6,743,574	7.0%	14.7%	0.48	15.4%	0.46	11.9%	0.59	5.9%	1.19
Charity Care	\$2,845,157	3.0%	1.0%	3.05	0.7%	4.32	1.0%	2.91	1.7%	1.75
Bad Debt	\$3,175,153	3.3%	1.1%	3.10	1.1%	3.09	1.7%	1.91	2.6%	1.29
All Other	\$31,859	0.0%	2.0%	0.02	4.2%	0.01	1.9%	0.02	0.2%	0.15
Total Deductions	\$35,718,319	37.3%	63.3%	0.59	61.9%	0.60	55.1%	0.68	40.4%	0.92
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.1%	5.5%	0.38	20.3%	0.10	5.9%	0.35	2.9%	0.72	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	5.3%	N/A	14.7%	N/A	47.1%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,843,154	59.6%	44.1%	1.35	57.4%	1.04	51.5%	1.16	61.9%	0.96
Supplies & Services	\$19,314,072	34.0%	49.0%	0.69	37.7%	0.90	40.5%	0.84	30.5%	1.11
Capital Component	\$3,620,310	6.4%	6.9%	0.93	4.9%	1.30	8.0%	0.80	7.5%	0.85
Fiscal Statistics										
Operating Margin (%)	7.4%	8.4%	0.88	6.6%	1.11	5.3%	1.39	3.4%	2.19	
Total Hospital Net Income (%)	6.9%	8.6%	0.80	7.0%	0.99	6.1%	1.12	6.2%	1.11	
Return on Equity (%)	6.5%	6.3%	1.03	5.7%	1.14	5.1%	1.28	5.3%	1.23	
Current Ratio	3.6	5.9	0.61	23.9	0.15	5.4	0.67	4.8	0.76	
Days in Net Patient Accounts Receivable	64.2	51.6	1.24	65.5	0.98	51.7	1.24	48.0	1.34	
Average Payment Period	49.3	38.5	1.28	13.1	3.77	34.1	1.45	38.6	1.28	
Equity Financing (%)	72.2%	75.1%	0.96	87.4%	0.83	79.8%	0.91	72.9%	0.99	
Long-Term Debt to Equity Ratio	0.2	0.2	1.22	0.1	3.37	0.2	1.02	0.2	0.84	
Times Interest Earned	9.6	13.4	0.72	42.5	0.23	8.4	1.14	6.8	1.42	
Total Asset Turnover	1.0	0.7	1.29	0.8	1.16	0.8	1.16	0.8	1.15	
Average Age of Plant (Years)	11.6	9.9	1.17	8.8	1.32	9.3	1.25	11.3	1.03	
Increase (Decrease) Total Net Patient Revenue	31.8%	5.4%	5.84	8.7%	3.65	4.5%	7.13	-5.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.5%	61.9%	1.36	77.2%	1.09	78.1%	1.08	78.0%	1.08	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,503	\$15,830	1.11	\$14,264	1.23	\$12,599	1.39	\$15,729	1.11	
Inpatient Net Revenue per Day	\$5,902	\$3,538	1.67	\$3,497	1.69	\$3,643	1.62	\$6,220	0.95	
Outpatient Net Revenue per Visit	\$3,669	\$686	5.35	\$817	4.49	\$598	6.13	\$2,874	1.28	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$95,736,607	Cash & Cash Equivalents	\$4,386,315	Current Liabilities	\$7,329,128
Less Deductions	\$35,718,319	Net Patient Receivables	\$10,557,172	Long-Term Debt	\$9,085,401
Net Patient Revenue	\$60,018,288	Other Receivables	\$957,175	Other Liabilities	\$1,496,097
Plus Other Revenue	\$1,268,402			Subtotal	\$17,910,626
Total Revenue	\$61,286,690	Land, Buildings & Equipment (Net)	\$23,109,118	Unrestricted Fund Balance	\$46,577,507
Less Expenses	\$56,777,536	Other Assets	\$25,478,353	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$322,903			Total Liabilities & Fund Balance	\$64,488,133
Net Income	\$4,186,251	Total Assets	\$64,488,133		

015 Mayo Clinic Health System - Chippewa Valley in Bloomer
 1501 Thompson Street
 Bloomer, WI 54724
 715-568-2000

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

County: Chippewa
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	7.7%	55.7%	0.14	42.7%	0.18	11.4%	0.68	7.1%	1.08
Obstetrics	0.0%	41.5%	N/A	29.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	7.7%	57.5%	0.13	44.1%	0.17	17.7%	0.43	7.1%	1.08
Average Census (Patients)									
Adult Medical-Surgical	1.6	26.4	0.06	11.9	0.14	1.9	0.85	1.5	1.08
Obstetrics	0.0	5.6	N/A	2.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.6	49.4	0.03	18.9	0.09	3.1	0.52	1.5	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	3.9	0.87	3.7	0.93	3.0	1.12	3.5	0.97
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.4	4.4	0.78	3.9	0.87	4.2	0.81	3.5	0.97
Surgical Operations									
Inpatient	2	1,396	0.00	485	0.00	55	0.04	2	1.00
Outpatient	39	4,206	0.01	1,916	0.02	307	0.13	109	0.36
Inpatient as % of All Surgeries	4.9%	24.9%	0.20	20.2%	0.24	15.1%	0.32	1.8%	2.71
Outpatient Visits									
Non-Emergency Visits	42,406	136,074	0.31	67,827	0.63	22,296	1.90	40,574	1.05
Emergency Visits	2,316	18,688	0.12	8,592	0.27	3,144	0.74	2,364	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	10.6	0.09	2.6	0.39	0.5	2.00
Nurses, Licensed	61.6	239.2	0.26	115.3	0.53	32.1	1.92	63.4	0.97
Ancillary Nursing Personnel	12.6	40.0	0.32	18.4	0.69	7.8	1.62	11.4	1.11
All Other Personnel	109.2	480.4	0.23	260.2	0.42	75.6	1.45	123.5	0.88
Total FTEs	184.4	779.0	0.24	404.6	0.46	118.0	1.56	198.8	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.2	14.9	0.89	18.0	0.73	19.1	0.69	7.0	1.87
Nurses, Licensed	812.6	183.7	4.42	195.4	4.16	236.9	3.43	891.9	0.91
Ancillary Nursing Personnel	166.6	30.8	5.42	31.2	5.34	57.6	2.89	160.5	1.04
All Other Personnel	1,441.2	369.0	3.91	440.9	3.27	557.9	2.58	1,739.2	0.83
Total FTEs	2,433.6	598.3	4.07	685.5	3.55	871.5	2.79	2,798.7	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	21	Health Maintenance		Average Beds Used	9	Bassinets	0
Discharges	172	Organization (HMO)	No	Discharges	231	Total Births	0
Inpatient Days	589	Preferred Provider		Inpatient Days	3,463	Newborn Days	0
		Organization (PPO)	Yes				

015 Mayo Clinic Health System - Chippewa Valley in Bloomer
 Bloomer, WI 54724

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	172	589	7.7%	1.6	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	3	1.0	Surgical Personnel	0	4	2.0
Physicians & Dentists	9	16	13.6	Radiological Services Personnel	2	7	6.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	4	5.7
Registered Nurses	24	55	53.2	Occupational Therapists	1	3	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	1.6
Licensed Practical Nurses	4	4	5.2	Physical Therapists	4	4	6.8
Ancillary Nursing Personnel	3	16	12.6	Physical Therapy Assistants/Aides	2	7	4.7
Medical Assistants	6	9	9.3	Recreational Therapists	0	0	0.0
Physician Assistants	4	9	7.9	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	2	2.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	4	0.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	11	13.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	13	16	22.1
Pharmacy Personnel	0	1	0.5				
Clinical Laboratory Personnel	11	2	12.6				
				Total	97	180	184.4

015 Mayo Clinic Health System - Chippewa Valley in Bloomer

Bloomer, WI 54724

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$33,884,356	55.8%	45.7%	1.22	51.0%	1.09	46.6%	1.20	56.1%	0.99
Medical Assistance	\$4,885,322	8.0%	14.0%	0.58	11.7%	0.69	13.4%	0.60	8.3%	0.97
Commercial	\$20,613,974	33.9%	35.8%	0.95	33.6%	1.01	35.9%	0.95	33.4%	1.02
All Other	\$1,353,121	2.2%	4.5%	0.50	3.7%	0.61	4.0%	0.55	2.2%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,405,034	22.1%	34.1%	0.65	33.7%	0.66	21.1%	1.05	24.4%	0.91
Medical Assistance	\$3,425,817	5.6%	10.6%	0.53	8.2%	0.69	8.5%	0.67	5.3%	1.07
Commercial	\$5,806,575	9.6%	14.7%	0.65	9.0%	1.06	9.7%	0.98	9.5%	1.01
Charity Care	\$1,365,204	2.2%	1.0%	2.30	1.1%	2.05	1.0%	2.20	2.2%	1.03
Bad Debt	\$676,424	1.1%	1.1%	1.04	1.0%	1.07	2.2%	0.51	1.4%	0.82
All Other	\$533,588	0.9%	2.0%	0.45	1.3%	0.66	1.6%	0.56	0.9%	0.95
Total Deductions	\$25,212,642	41.5%	63.3%	0.66	54.3%	0.76	44.0%	0.94	43.6%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	5.5%	0.21	2.5%	0.47	3.2%	0.36	2.1%	0.57
Net Gains/Losses as % of Net Income		10.1%	2.6%	3.96	24.5%	0.41	N/A	N/A	8,238.0%	0.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,609,382	60.7%	44.1%	1.38	52.7%	1.15	54.9%	1.11	63.0%	0.96
Supplies & Services	\$11,953,606	35.2%	49.0%	0.72	41.1%	0.86	38.5%	0.91	32.7%	1.08
Capital Component	\$1,406,915	4.1%	6.9%	0.60	6.1%	0.67	6.7%	0.62	4.3%	0.96
Fiscal Statistics										
Operating Margin (%)		5.5%	8.4%	0.66	8.1%	0.68	1.3%	4.28	-2.6%	N/A
Total Hospital Net Income (%)		6.1%	8.6%	0.71	10.4%	0.58	1.0%	6.10	0.0%	197.36
Return on Equity (%)		7.0%	6.3%	1.11	7.0%	1.01	1.2%	5.65	0.0%	189.66
Current Ratio		20.9	5.9	3.53	4.4	4.78	3.5	5.94	9.1	2.31
Days in Net Patient Accounts Receivable		55.6	51.6	1.08	49.2	1.13	53.6	1.04	51.3	1.08
Average Payment Period		7.4	38.5	0.19	52.6	0.14	37.7	0.20	12.2	0.61
Equity Financing (%)		81.7%	75.1%	1.09	78.5%	1.04	52.0%	1.57	82.5%	0.99
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		339.2	13.4	25.37	26.2	12.93	2.0	169.12	2.4	140.90
Total Asset Turnover		1.2	0.7	1.57	0.7	1.76	1.3	0.92	1.2	0.98
Average Age of Plant (Years)		10.4	9.9	1.06	11.5	0.91	10.1	1.03	9.6	1.09
Increase (Decrease) Total Net Patient Revenue		9.3%	5.4%	1.71	7.0%	1.33	6.3%	1.48	-2.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.6%	61.9%	1.27	68.3%	1.15	77.2%	1.02	78.9%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,783	\$15,830	1.69	\$14,403	1.86	\$17,237	1.55	\$24,718	1.08	
Inpatient Net Revenue per Day	\$2,503	\$3,538	0.71	\$3,489	0.72	\$2,652	0.94	\$2,086	1.20	
Outpatient Net Revenue per Visit	\$542	\$686	0.79	\$791	0.69	\$595	0.91	\$540	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$60,736,773	Cash & Cash Equivalents	\$4,550,181	Current Liabilities	\$660,614
Less Deductions	\$25,212,642	Net Patient Receivables	\$5,408,738	Long-Term Debt	\$0
Net Patient Revenue	\$35,524,131	Other Receivables	\$60,629	Other Liabilities	\$5,052,352
Plus Other Revenue	\$418,212			Subtotal	\$5,712,966
Total Revenue	\$35,942,343	Land, Buildings & Equipment (Net)	\$9,182,508	Unrestricted Fund Balance	\$25,437,079
Less Expenses	\$33,969,903	Other Assets	\$11,947,989	Restricted Fund Balance	\$419,335
Non-Operating Gains/Losses	\$221,967			Total Liabilities & Fund Balance	\$31,150,045
Net Income	\$2,194,407	Total Assets	\$31,150,045		

016 Gundersen Boscobel Area Hospital and Clinics
 205 Parker Street
 Boscobel, WI 53805
 608-375-4112

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

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.2%	55.7%	0.26	57.3%	0.25	11.4%	1.25	14.5%	0.99
Obstetrics	0.0%	41.5%	N/A	43.6%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	11.6%	57.5%	0.20	60.2%	0.19	17.7%	0.65	12.0%	0.96
Average Census (Patients)									
Adult Medical-Surgical	1.1	26.4	0.04	24.4	0.05	1.9	0.60	1.2	0.99
Obstetrics	0.0	5.6	N/A	5.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	49.4	0.02	51.9	0.02	3.1	0.38	1.2	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.72	3.9	0.72	3.0	0.93	2.4	1.17
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	2.8	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.64	4.3	0.65	4.2	0.67	2.5	1.15
Surgical Operations									
Inpatient	20	1,396	0.01	2,117	0.01	55	0.36	27	0.74
Outpatient	414	4,206	0.10	7,457	0.06	307	1.35	414	1.00
Inpatient as % of All Surgeries	4.6%	24.9%	0.18	22.1%	0.21	15.1%	0.30	6.1%	0.75
Outpatient Visits									
Non-Emergency Visits	29,824	136,074	0.22	174,723	0.17	22,296	1.34	28,309	1.05
Emergency Visits	4,386	18,688	0.23	17,254	0.25	3,144	1.39	4,241	1.03
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.3	0.31	26.0	0.23	2.6	2.32	3.0	2.00
Nurses, Licensed	28.5	239.2	0.12	251.5	0.11	32.1	0.89	24.2	1.17
Ancillary Nursing Personnel	5.8	40.0	0.14	43.3	0.13	7.8	0.74	5.0	1.17
All Other Personnel	82.3	480.4	0.17	653.1	0.13	75.6	1.09	73.2	1.12
Total FTEs	122.6	779.0	0.16	973.9	0.13	118.0	1.04	105.4	1.16
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.6	14.9	1.86	20.1	1.37	19.1	1.45	15.9	1.74
Nurses, Licensed	131.0	183.7	0.71	194.3	0.67	236.9	0.55	128.4	1.02
Ancillary Nursing Personnel	26.6	30.8	0.86	33.4	0.80	57.6	0.46	26.2	1.01
All Other Personnel	379.1	369.0	1.03	504.4	0.75	557.9	0.68	388.1	0.98
Total FTEs	564.4	598.3	0.94	752.2	0.75	871.5	0.65	558.7	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	10	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	149	Preferred Provider Organization (PPO)	Yes	Discharges	17	Total Births	0
Inpatient Days	422			Inpatient Days	181	Newborn Days	0

016 Gundersen Boscobel Area Hospital and Clinics
Boscobel, WI 53805

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	147	416	14.2%	1.1	2.8
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	2	2	6	0.8%	0.0	3.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	0	2	0.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	1	4.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	2.4
Registered Nurses	14	28	26.6	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.8
Licensed Practical Nurses	0	1	0.9	Physical Therapists	2	2	2.9
Ancillary Nursing Personnel	1	9	5.8	Physical Therapy Assistants/Aides	1	2	1.8
Medical Assistants	3	2	3.9	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	2	4.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	40	13	46.9
Pharmacy Personnel	1	4	2.8				
Clinical Laboratory Personnel	6	3	8.3				
				Total	85	73	122.6

016 Gundersen Boscobel Area Hospital and Clinics

Boscobel, WI 53805

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,677,900	40.4%	45.7%	0.88	41.6%	0.97	46.6%	0.87	41.8%	0.97
Medical Assistance	\$6,789,351	17.5%	14.0%	1.25	11.5%	1.52	13.4%	1.30	17.8%	0.98
Commercial	\$15,109,885	38.9%	35.8%	1.08	39.3%	0.99	35.9%	1.08	37.1%	1.05
All Other	\$1,274,199	3.3%	4.5%	0.73	7.5%	0.43	4.0%	0.81	3.3%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,563,788	19.5%	34.1%	0.57	30.8%	0.63	21.1%	0.92	16.3%	1.19
Medical Assistance	\$4,689,582	12.1%	10.6%	1.14	8.7%	1.39	8.5%	1.43	8.7%	1.38
Commercial	\$6,350,767	16.3%	14.7%	1.11	18.2%	0.90	9.7%	1.68	19.1%	0.85
Charity Care	\$369,525	1.0%	1.0%	0.98	0.9%	1.11	1.0%	0.93	1.3%	0.75
Bad Debt	\$484,827	1.2%	1.1%	1.17	1.1%	1.18	2.2%	0.58	1.8%	0.69
All Other	\$589,090	1.5%	2.0%	0.77	3.4%	0.45	1.6%	0.96	1.6%	0.92
Total Deductions	\$20,047,579	51.6%	63.3%	0.81	62.8%	0.82	44.0%	1.17	48.9%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.5%	5.5%	0.81	6.4%	0.70	3.2%	1.40	3.1%	1.44	
Net Gains/Losses as % of Net Income	0.0%	2.6%	N/A	1.9%	N/A	N/A	N/A	2.1%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,204,361	45.5%	44.1%	1.03	47.5%	0.96	54.9%	0.83	41.3%	1.10
Supplies & Services	\$8,640,161	47.9%	49.0%	0.98	45.0%	1.06	38.5%	1.24	52.1%	0.92
Capital Component	\$1,205,396	6.7%	6.9%	0.97	7.5%	0.89	6.7%	1.00	6.7%	1.00
Fiscal Statistics										
Operating Margin (%)	8.3%	8.4%	0.99	5.0%	1.68	1.3%	6.46	12.7%	0.65	
Total Hospital Net Income (%)	8.3%	8.6%	0.97	5.0%	1.65	1.0%	8.34	13.0%	0.64	
Return on Equity (%)	8.8%	6.3%	1.39	3.8%	2.33	1.2%	7.06	15.0%	0.59	
Current Ratio	7.2	5.9	1.22	2.3	3.21	3.5	2.06	5.7	1.27	
Days in Net Patient Accounts Receivable	45.1	51.6	0.87	47.8	0.94	53.6	0.84	34.1	1.32	
Average Payment Period	34.8	38.5	0.90	55.0	0.63	37.7	0.92	40.6	0.86	
Equity Financing (%)	73.4%	75.1%	0.98	59.3%	1.24	52.0%	1.41	69.0%	1.06	
Long-Term Debt to Equity Ratio	0.2	0.2	1.52	0.3	0.82	0.6	0.44	0.3	0.83	
Times Interest Earned	9.9	13.4	0.74	5.0	1.98	2.0	4.93	14.1	0.70	
Total Asset Turnover	1.1	0.7	1.44	0.7	1.41	1.3	0.84	1.2	0.92	
Average Age of Plant (Years)	16.0	9.9	1.62	10.5	1.52	10.1	1.58	15.6	1.02	
Increase (Decrease) Total Net Patient Revenue	-2.1%	5.4%	N/A	6.7%	N/A	6.3%	N/A	2.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	92.1%	61.9%	1.49	59.8%	1.54	77.2%	1.19	89.6%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,822	\$15,830	0.81	\$17,803	0.72	\$17,237	0.74	\$9,419	1.36	
Inpatient Net Revenue per Day	\$2,592	\$3,538	0.73	\$4,047	0.64	\$2,652	0.98	\$2,561	1.01	
Outpatient Net Revenue per Visit	\$500	\$686	0.73	\$595	0.84	\$595	0.84	\$552	0.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,851,335	Cash & Cash Equivalents	\$7,879,438	Current Liabilities	\$1,641,235
Less Deductions	\$20,047,579	Net Patient Receivables	\$2,322,497	Long-Term Debt	\$3,299,690
Net Patient Revenue	\$18,803,756	Other Receivables	\$640,593	Other Liabilities	\$0
Plus Other Revenue	\$878,925			Subtotal	\$4,940,925
Total Revenue	\$19,682,681	Land, Buildings & Equipment (Net)	\$6,002,117	Unrestricted Fund Balance	\$13,615,145
Less Expenses	\$18,049,918	Other Assets	\$1,711,425	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$18,556,070	Total Liabilities & Fund Balance	\$18,556,070
Net Income	\$1,632,763				

017 Ascension SE Wisconsin - Elmbrook Campus
 19333 West North Avenue
 Brookfield, WI 53045
 262-785-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.7%	N/A	55.0%	N/A	43.4%	N/A	44.6%	0.00
Obstetrics	36.4%	41.5%	0.88	34.6%	0.20	26.7%	1.36	21.2%	1.72
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	45.3%	57.5%	0.79	51.4%	0.88	41.9%	1.08	43.8%	1.03
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.4	N/A	31.4	N/A	13.7	N/A	37.5	0.00
Obstetrics	6.9	5.6	1.23	6.3	1.10	2.3	3.02	4.0	1.72
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	55.2	49.4	1.12	58.3	0.95	26.3	2.10	53.4	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.9	N/A	3.6	N/A	3.3	N/A	3.5	0.00
Obstetrics	2.6	2.5	1.01	2.3	1.10	2.3	1.11	2.6	0.97
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	4.4	1.04	4.0	1.15	3.6	1.28	4.2	1.09
Surgical Operations									
Inpatient	1,844	1,396	1.32	1,424	1.29	664	2.78	1,889	0.98
Outpatient	3,816	4,206	0.91	3,674	1.04	2,945	1.30	4,076	0.94
Inpatient as % of All Surgeries	32.6%	24.9%	1.31	27.9%	1.17	18.4%	1.77	31.7%	1.03
Outpatient Visits									
Non-Emergency Visits	59,669	136,074	0.44	147,557	0.40	115,364	0.52	59,459	1.00
Emergency Visits	12,091	18,688	0.65	29,988	0.40	14,511	0.83	12,534	0.96
Full-Time Equivalents (FTEs)									
Administrators	5.5	19.3	0.29	17.6	0.31	13.8	0.40	6.0	0.92
Nurses, Licensed	159.3	239.2	0.67	262.0	0.61	135.2	1.18	156.1	1.02
Ancillary Nursing Personnel	34.7	40.0	0.87	44.8	0.77	20.8	1.67	33.7	1.03
All Other Personnel	221.3	480.4	0.46	509.5	0.43	324.4	0.68	245.8	0.90
Total FTEs	420.8	779.0	0.54	833.9	0.50	494.3	0.85	441.7	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.6	14.9	0.31	10.7	0.43	14.2	0.32	5.4	0.84
Nurses, Licensed	131.3	183.7	0.71	159.4	0.82	138.6	0.95	140.8	0.93
Ancillary Nursing Personnel	28.6	30.8	0.93	27.2	1.05	21.3	1.34	30.4	0.94
All Other Personnel	182.4	369.0	0.49	310.0	0.59	332.6	0.55	221.7	0.82
Total FTEs	346.8	598.3	0.58	507.3	0.68	506.7	0.68	398.3	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	122	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	14
Discharges	4,402	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	459
Inpatient Days	20,158			Inpatient Days	0	Newborn Days	930

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	0	0	0	0.0%	0.0	0.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	9	104	2,163	65.8%	5.9	20.8
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	987	2,522	36.4%	6.9	2.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	91	1,873	51.3%	5.1	20.6
Step-Down (Special Care)	1	84	3,659	13,600	44.4%	37.3	3.7
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	1	5.5	Surgical Personnel	45	11	49.8
Physicians & Dentists	0	2	0.0	Radiological Services Personnel	28	16	38.0
Medical & Dental Residents	0	0	0.0	Sonographers	2	4	3.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	9	8.4
Registered Nurses	110	104	158.3	Occupational Therapists	3	12	6.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	7	12	11.4
Ancillary Nursing Personnel	25	36	34.7	Physical Therapy Assistants/Aides	0	2	0.6
Medical Assistants	2	0	2.0	Recreational Therapists	0	2	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	15	28.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	22	26	33.7
Pharmacy Personnel	10	9	14.6				
Clinical Laboratory Personnel	6	30	21.5				
				Total	295	293	420.8

017 Ascension SE Wisconsin - Elmbrook Campus

Brookfield, WI 53045

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$211,298,040	52.2%	45.7%	1.14	50.5%	1.03	50.0%	1.04	51.2%	1.02
Medical Assistance	\$27,206,918	6.7%	14.0%	0.48	10.1%	0.67	11.4%	0.59	6.6%	1.01
Commercial	\$151,388,197	37.4%	35.8%	1.04	36.8%	1.02	34.7%	1.08	38.6%	0.97
All Other	\$15,141,796	3.7%	4.5%	0.83	2.7%	1.40	3.9%	0.97	3.6%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$155,146,723	38.3%	34.1%	1.12	39.8%	0.96	35.4%	1.08	37.3%	1.03
Medical Assistance	\$22,727,696	5.6%	10.6%	0.53	7.8%	0.72	8.4%	0.67	6.0%	0.93
Commercial	\$66,444,071	16.4%	14.7%	1.12	16.3%	1.01	13.7%	1.20	16.9%	0.97
Charity Care	\$2,254,929	0.6%	1.0%	0.57	1.0%	0.58	0.9%	0.61	0.5%	1.01
Bad Debt	\$3,265,582	0.8%	1.1%	0.75	1.1%	0.71	1.1%	0.72	0.1%	6.97
All Other	\$10,648,486	2.6%	2.0%	1.34	1.1%	2.30	2.2%	1.20	1.0%	2.75
Total Deductions	\$260,487,487	64.3%	63.3%	1.02	67.1%	0.96	61.7%	1.04	61.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.11	4.8%	0.12	4.3%	0.14	0.6%	0.95	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$42,654,285	33.9%	44.1%	0.77	39.0%	0.87	45.3%	0.75	35.1%	0.97
Supplies & Services	\$75,198,359	59.8%	49.0%	1.22	52.6%	1.14	47.8%	1.25	58.9%	1.02
Capital Component	\$7,801,977	6.2%	6.9%	0.90	8.4%	0.74	6.9%	0.90	6.0%	1.03
Fiscal Statistics										
Operating Margin (%)	13.6%	8.4%	1.62	11.9%	1.14	6.9%	1.98	10.8%	1.26	
Total Hospital Net Income (%)	13.6%	8.6%	1.58	10.9%	1.25	5.8%	2.33	9.7%	1.40	
Return on Equity (%)	20.0%	6.3%	3.15	7.6%	2.64	4.3%	4.65	4.0%	4.96	
Current Ratio	4.8	5.9	0.80	9.7	0.49	3.9	1.22	12.1	0.39	
Days in Net Patient Accounts Receivable	45.8	51.6	0.89	48.3	0.95	51.1	0.90	55.3	0.83	
Average Payment Period	25.1	38.5	0.65	30.8	0.81	40.4	0.62	69.4	0.36	
Equity Financing (%)	78.5%	75.1%	1.04	80.8%	0.97	77.0%	1.02	93.1%	0.84	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	15.9	N/A	12.4	N/A	0.0	N/A	
Total Asset Turnover	1.5	0.7	2.00	0.7	2.10	0.7	1.97	0.4	3.50	
Average Age of Plant (Years)	2.3	9.9	0.23	9.0	0.26	9.9	0.23	1.3	1.79	
Increase (Decrease) Total Net Patient Revenue	3.7%	5.4%	0.68	4.2%	0.89	1.9%	1.94	11.9%	0.31	
Outpatient Gross Revenue (% of Total GPR)	55.6%	61.9%	0.90	63.4%	0.88	72.6%	0.77	52.9%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,273	\$15,830	0.90	\$12,178	1.17	\$10,657	1.34	\$15,243	0.94	
Inpatient Net Revenue per Day	\$3,197	\$3,538	0.90	\$2,958	1.08	\$2,933	1.09	\$3,711	0.86	
Outpatient Net Revenue per Visit	\$1,184	\$686	1.73	\$680	1.74	\$589	2.01	\$959	1.24	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$405,034,951	Cash & Cash Equivalents	\$79,142	Current Liabilities	\$8,167,976
Less Deductions	\$260,487,487	Net Patient Receivables	\$18,154,094	Long-Term Debt	\$0
Net Patient Revenue	\$144,547,464	Other Receivables	\$8,484	Other Liabilities	\$13,088,843
Plus Other Revenue	\$859,997			Subtotal	\$21,256,819
Total Revenue	\$145,407,461	Land, Buildings & Equipment (Net)	\$59,931,022	Unrestricted Fund Balance	\$77,598,294
Less Expenses	\$125,654,621	Other Assets	\$20,682,371	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$22,929	Total Assets	\$98,855,113	Total Liabilities & Fund Balance	\$98,855,113
Net Income	\$19,729,911				

018 Aurora Medical Center Burlington
 252 McHenry Street
 Burlington, WI 53105
 262-767-6000

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

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.9%	55.7%	0.65	55.0%	0.65	39.8%	0.90	33.6%	1.07
Obstetrics	0.0%	41.5%	N/A	34.6%	N/A	28.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	39.5%	57.5%	0.69	51.4%	0.77	42.4%	0.93	35.8%	1.10
Average Census (Patients)									
Adult Medical-Surgical	15.8	26.4	0.60	31.4	0.50	10.7	1.48	14.8	1.07
Obstetrics	0.0	5.6	N/A	6.3	N/A	2.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	21.7	49.4	0.44	58.3	0.37	16.6	1.31	19.7	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.75	3.6	0.82	3.0	0.98	2.8	1.04
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.84	4.0	0.93	3.3	1.14	3.2	1.17
Surgical Operations									
Inpatient	515	1,396	0.37	1,424	0.36	484	1.06	604	0.85
Outpatient	3,556	4,206	0.85	3,674	0.97	2,045	1.74	3,526	1.01
Inpatient as % of All Surgeries	12.7%	24.9%	0.51	27.9%	0.45	19.2%	0.66	14.6%	0.87
Outpatient Visits									
Non-Emergency Visits	79,970	136,074	0.59	147,557	0.54	63,222	1.26	76,162	1.05
Emergency Visits	14,837	18,688	0.79	29,988	0.49	12,717	1.17	15,264	0.97
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.3	0.52	17.6	0.57	10.6	0.95	9.0	1.11
Nurses, Licensed	161.3	239.2	0.67	262.0	0.62	104.8	1.54	156.1	1.03
Ancillary Nursing Personnel	29.7	40.0	0.74	44.8	0.66	22.9	1.30	29.0	1.03
All Other Personnel	323.9	480.4	0.67	509.5	0.64	217.2	1.49	324.6	1.00
Total FTEs	524.9	779.0	0.67	833.9	0.63	355.5	1.48	518.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.9	14.9	0.67	10.7	0.93	17.1	0.58	10.2	0.98
Nurses, Licensed	160.4	183.7	0.87	159.4	1.01	169.2	0.95	176.6	0.91
Ancillary Nursing Personnel	29.6	30.8	0.96	27.2	1.09	37.0	0.80	32.8	0.90
All Other Personnel	322.2	369.0	0.87	310.0	1.04	350.8	0.92	367.2	0.88
Total FTEs	522.1	598.3	0.87	507.3	1.03	574.1	0.91	586.8	0.89

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	55	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,135	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	7,929			Inpatient Days	0	Newborn Days	0

018 Aurora Medical Center Burlington
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	44	1,949	5,767	35.9%	15.8	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	1	97	257	70.4%	0.7	2.6
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	314	1,905	52.2%	5.2	6.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	8	2	10.0
Physicians & Dentists	13	13	15.1	Radiological Services Personnel	19	22	33.6
Medical & Dental Residents	0	0	0.0	Sonographers	6	4	9.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	5	7.7
Registered Nurses	103	69	150.9	Occupational Therapists	2	5	4.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	1.7	Physical Therapists	8	4	10.8
Ancillary Nursing Personnel	14	33	29.7	Physical Therapy Assistants/Aides	4	1	4.6
Medical Assistants	0	1	0.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.8	Dietitians & Nutritionists	0	2	1.6
Nurse Practitioners	2	1	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	2	5.7	Social Workers	0	1	0.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	78	113	129.3
Health Info Mgmt-Administrators/Technicians	5	1	5.7	All Other Personnel	52	25	69.6
Pharmacy Personnel	4	5	7.3				
Clinical Laboratory Personnel	9	2	10.9				
				Total	352	313	524.9

018 Aurora Medical Center Burlington

Burlington, WI 53105

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$172,501,224	52.9%	45.7%	1.16	50.5%	1.05	49.2%	1.07	52.0%	1.02
Medical Assistance	\$31,438,315	9.6%	14.0%	0.69	10.1%	0.96	11.3%	0.85	9.2%	1.04
Commercial	\$112,667,948	34.6%	35.8%	0.96	36.8%	0.94	36.3%	0.95	36.1%	0.96
All Other	\$9,448,959	2.9%	4.5%	0.64	2.7%	1.09	3.2%	0.92	2.7%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$142,829,077	43.8%	34.1%	1.29	39.8%	1.10	35.5%	1.23	42.7%	1.03
Medical Assistance	\$27,370,112	8.4%	10.6%	0.80	7.8%	1.07	8.4%	1.00	7.9%	1.06
Commercial	\$48,609,863	14.9%	14.7%	1.01	16.3%	0.91	13.1%	1.14	15.1%	0.99
Charity Care	\$4,789,035	1.5%	1.0%	1.51	1.0%	1.54	1.3%	1.16	1.6%	0.89
Bad Debt	\$3,795,507	1.2%	1.1%	1.09	1.1%	1.03	1.4%	0.84	1.1%	1.04
All Other	\$3,101,086	1.0%	2.0%	0.49	1.1%	0.83	1.1%	0.90	0.8%	1.13
Total Deductions	\$230,494,680	70.7%	63.3%	1.12	67.1%	1.05	60.7%	1.17	69.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	5.5%	0.36	4.8%	0.41	3.5%	0.56	2.2%	0.88
Net Gains/Losses as % of Net Income		0.1%	2.6%	0.02	N/A	N/A	18.6%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,598,851	40.8%	44.1%	0.93	39.0%	1.05	44.5%	0.92	40.1%	1.02
Supplies & Services	\$38,582,722	48.3%	49.0%	0.98	52.6%	0.92	46.9%	1.03	50.5%	0.96
Capital Component	\$8,701,186	10.9%	6.9%	1.58	8.4%	1.30	8.5%	1.28	9.3%	1.17
Fiscal Statistics										
Operating Margin (%)		18.0%	8.4%	2.16	11.9%	1.52	4.8%	3.77	14.7%	1.23
Total Hospital Net Income (%)		18.0%	8.6%	2.11	10.9%	1.66	5.8%	3.10	14.5%	1.24
Return on Equity (%)		6.8%	6.3%	1.08	7.6%	0.90	3.7%	1.84	5.6%	1.21
Current Ratio		21.7	5.9	3.66	9.7	2.24	5.5	3.91	17.4	1.25
Days in Net Patient Accounts Receivable		49.1	51.6	0.95	48.3	1.02	49.4	0.99	50.0	0.98
Average Payment Period		34.0	38.5	0.88	30.8	1.10	40.4	0.84	36.7	0.92
Equity Financing (%)		97.4%	75.1%	1.30	80.8%	1.21	75.7%	1.29	96.9%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	15.9	N/A	6.3	N/A	0.0	N/A
Total Asset Turnover		0.4	0.7	0.51	0.7	0.54	0.6	0.60	0.4	0.97
Average Age of Plant (Years)		4.7	9.9	0.47	9.0	0.52	9.1	0.51	4.3	1.08
Increase (Decrease) Total Net Patient Revenue		4.1%	5.4%	0.75	4.2%	0.97	7.2%	0.56	13.1%	0.31
Outpatient Gross Revenue (% of Total GPR)		76.9%	61.9%	1.24	63.4%	1.21	72.7%	1.06	76.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,662	\$15,830	0.67	\$12,178	0.88	\$11,444	0.93	\$10,036	1.06	
Inpatient Net Revenue per Day	\$2,684	\$3,538	0.76	\$2,958	0.91	\$3,344	0.80	\$3,004	0.89	
Outpatient Net Revenue per Visit	\$808	\$686	1.18	\$680	1.19	\$740	1.09	\$792	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$326,056,446	Cash & Cash Equivalents	\$130,958,339	Current Liabilities	\$6,658,755
Less Deductions	\$230,494,680	Net Patient Receivables	\$12,854,565	Long-Term Debt	\$0
Net Patient Revenue	\$95,561,766	Other Receivables	\$27,208	Other Liabilities	\$65,152
Plus Other Revenue	\$1,906,414			Subtotal	\$6,723,907
Total Revenue	\$97,468,180	Land, Buildings & Equipment (Net)	\$110,411,638	Unrestricted Fund Balance	\$251,791,528
Less Expenses	\$79,882,759	Other Assets	\$4,263,685	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,130			Total Liabilities & Fund Balance	\$258,515,435
Net Income	\$17,594,551	Total Assets	\$258,515,435		

019 Ascension Calumet Hospital, Inc
 614 Memorial Drive
 Chilton, WI 53014
 920-849-2386

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Calumet
 Analysis Area: Lake Winnebago (3)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	11.3%	55.7%	0.20	44.0%	0.26	20.1%	0.56	17.7%	0.64
Obstetrics	0.0%	41.5%	N/A	31.5%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	11.3%	57.5%	0.20	46.2%	0.24	24.5%	0.46	17.7%	0.64
Average Census (Patients)									
Adult Medical-Surgical	1.7	26.4	0.06	20.6	0.08	3.2	0.53	2.6	0.64
Obstetrics	0.0	5.6	N/A	4.4	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.7	49.4	0.03	35.5	0.05	4.6	0.36	2.6	0.64
Average Length of Stay (Days)									
Adult Medical-Surgical	2.2	3.9	0.56	3.5	0.64	3.0	0.73	2.7	0.82
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.9	4.4	0.43	3.8	0.49	2.9	0.65	2.7	0.70
Surgical Operations									
Inpatient	111	1,396	0.08	1,243	0.09	350	0.32	150	0.74
Outpatient	430	4,206	0.10	6,046	0.07	1,888	0.23	443	0.97
Inpatient as % of All Surgeries	20.5%	24.9%	0.82	17.1%	1.20	15.6%	1.31	25.3%	0.81
Outpatient Visits									
Non-Emergency Visits	52,296	136,074	0.38	126,761	0.41	24,234	2.16	54,287	0.96
Emergency Visits	5,746	18,688	0.31	15,547	0.37	3,778	1.52	5,929	0.97
Full-Time Equivalents (FTEs)									
Administrators	2.7	19.3	0.14	17.4	0.15	5.4	0.49	1.7	1.54
Nurses, Licensed	25.2	239.2	0.11	179.4	0.14	46.6	0.54	34.3	0.73
Ancillary Nursing Personnel	7.7	40.0	0.19	31.1	0.25	8.1	0.96	3.9	2.01
All Other Personnel	59.9	480.4	0.12	293.7	0.20	107.7	0.56	65.6	0.91
Total FTEs	95.5	779.0	0.12	521.5	0.18	167.8	0.57	105.5	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	19.2	14.9	1.30	14.8	1.30	30.5	0.63	11.3	1.70
Nurses, Licensed	180.3	183.7	0.98	152.4	1.18	261.4	0.69	223.0	0.81
Ancillary Nursing Personnel	55.5	30.8	1.80	26.4	2.10	45.4	1.22	25.1	2.21
All Other Personnel	429.7	369.0	1.16	249.4	1.72	604.7	0.71	427.0	1.01
Total FTEs	684.7	598.3	1.14	443.0	1.55	941.9	0.73	686.4	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	10	Bassinets	0
Discharges	329	Preferred Provider Organization (PPO)	Yes	Discharges	44	Total Births	0
Inpatient Days	616			Inpatient Days	518	Newborn Days	0

019 Ascension Calumet Hospital, Inc
 Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	280	616	11.3%	1.7	2.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	1	2.7	Surgical Personnel	2	2	3.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	7.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.0
Registered Nurses	11	22	21.3	Occupational Therapists	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	3	2	3.8	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	4	12	7.7	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	9	1	9.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	0	12.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	4	10.9
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	6	1	6.6				
				Total	72	54	95.5

019 Ascension Calumet Hospital, Inc
Chilton, WI 53014

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area ³		Volume Group ²		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$28,089,391	55.2%	45.7%	1.21	47.1%	1.17	45.3%	1.22	52.5%	1.05
Medical Assistance	\$3,588,006	7.1%	14.0%	0.50	10.7%	0.66	9.6%	0.73	7.5%	0.94
Commercial	\$17,536,421	34.5%	35.8%	0.96	39.9%	0.86	42.0%	0.82	37.0%	0.93
All Other	\$1,679,879	3.3%	4.5%	0.73	2.3%	1.46	3.1%	1.08	3.0%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,263,708	26.1%	34.1%	0.76	33.7%	0.77	27.2%	0.96	23.1%	1.13
Medical Assistance	\$2,463,036	4.8%	10.6%	0.46	7.8%	0.62	7.0%	0.69	5.6%	0.87
Commercial	\$2,976,884	5.8%	14.7%	0.40	13.1%	0.45	13.4%	0.44	6.1%	0.96
Charity Care	\$288,078	0.6%	1.0%	0.58	0.6%	0.90	0.6%	0.96	0.4%	1.37
Bad Debt	\$1,545,512	3.0%	1.1%	2.84	1.3%	2.31	1.3%	2.28	2.9%	1.06
All Other	\$807,335	1.6%	2.0%	0.81	1.4%	1.15	1.4%	1.12	1.3%	1.20
Total Deductions	\$21,344,553	41.9%	63.3%	0.66	57.9%	0.72	50.9%	0.82	39.4%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%	5.5%	0.12	1.7%	0.40	3.0%	0.23	0.9%	0.78	
Net Gains/Losses as % of Net Income	0.6%	2.6%	0.22	3.3%	0.17	2.7%	0.21	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,379,336	30.6%	44.1%	0.70	41.1%	0.75	45.2%	0.68	34.1%	0.90
Supplies & Services	\$17,288,756	63.2%	49.0%	1.29	51.9%	1.22	46.7%	1.35	59.5%	1.06
Capital Component	\$1,676,300	6.1%	6.9%	0.89	7.0%	0.87	8.1%	0.76	6.3%	0.97
Fiscal Statistics										
Operating Margin (%)	8.1%	8.4%	0.97	11.1%	0.73	14.9%	0.54	15.1%	0.54	
Total Hospital Net Income (%)	8.1%	8.6%	0.95	11.5%	0.71	15.3%	0.53	15.0%	0.54	
Return on Equity (%)	8.6%	6.3%	1.36	10.9%	0.79	14.6%	0.59	12.9%	0.67	
Current Ratio	7.0	5.9	1.18	6.8	1.03	3.0	2.35	6.8	1.03	
Days in Net Patient Accounts Receivable	66.6	51.6	1.29	56.0	1.19	58.4	1.14	55.3	1.20	
Average Payment Period	20.2	38.5	0.53	21.7	0.93	56.8	0.36	34.3	0.59	
Equity Financing (%)	84.3%	75.1%	1.12	78.3%	1.08	61.3%	1.38	85.8%	0.98	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	32.7	N/A	18.7	N/A	0.0	N/A	
Total Asset Turnover	1.1	0.7	1.44	1.0	1.11	1.0	1.11	0.9	1.22	
Average Age of Plant (Years)	3.7	9.9	0.37	10.8	0.34	8.5	0.44	2.8	1.31	
Increase (Decrease) Total Net Patient Revenue	0.9%	5.4%	0.16	6.7%	0.13	2.5%	0.36	31.0%	0.03	
Outpatient Gross Revenue (% of Total GPR)	87.8%	61.9%	1.42	69.3%	1.27	73.7%	1.19	83.1%	1.06	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,751	\$15,830	0.74	\$12,540	0.94	\$15,847	0.74	\$14,433	0.81	
Inpatient Net Revenue per Day	\$3,852	\$3,538	1.09	\$3,195	1.21	\$4,787	0.80	\$3,777	1.02	
Outpatient Net Revenue per Visit	\$459	\$686	0.67	\$574	0.80	\$991	0.46	\$402	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$50,893,697	Cash & Cash Equivalents	\$1,053,976	Current Liabilities	\$1,433,637
Less Deductions	\$21,344,553	Net Patient Receivables	\$5,389,469	Long-Term Debt	\$0
Net Patient Revenue	\$29,549,144	Other Receivables	-\$47	Other Liabilities	\$2,986,529
Plus Other Revenue	\$204,305			Subtotal	\$4,420,166
Total Revenue	\$29,753,449	Land, Buildings & Equipment (Net)	\$16,799,417	Unrestricted Fund Balance	\$23,704,607
Less Expenses	\$27,344,392	Other Assets	\$4,881,958	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$13,895			Total Liabilities & Fund Balance	\$28,124,773
Net Income	\$2,422,952	Total Assets	\$28,124,773		

020 St Joseph's Hospital
 2661 County Highway I
 Chippewa Falls, WI 54729
 715-717-7200

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Chippewa
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.1%	55.7%	0.32	42.7%	0.42	43.4%	0.42	17.6%	1.03
Obstetrics	20.1%	41.5%	0.48	29.5%	0.07	26.7%	0.75	22.1%	0.91
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.8%	57.5%	0.57	44.1%	0.75	41.9%	0.78	31.9%	1.03
Average Census (Patients)									
Adult Medical-Surgical	7.2	26.4	0.27	11.9	0.61	13.7	0.53	7.0	1.03
Obstetrics	2.0	5.6	0.36	2.1	0.98	2.3	0.88	2.2	0.91
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	33.5	49.4	0.68	18.9	1.78	26.3	1.27	32.5	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	3.9	0.85	3.7	0.91	3.3	1.00	3.4	1.00
Obstetrics	2.1	2.5	0.82	2.3	0.91	2.3	0.90	2.2	0.95
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	4.4	0.94	3.9	1.05	3.6	1.15	4.0	1.02
Surgical Operations									
Inpatient	283	1,396	0.20	485	0.58	664	0.43	350	0.81
Outpatient	1,660	4,206	0.39	1,916	0.87	2,945	0.56	1,863	0.89
Inpatient as % of All Surgeries	14.6%	24.9%	0.58	20.2%	0.72	18.4%	0.79	15.8%	0.92
Outpatient Visits									
Non-Emergency Visits	39,173	136,074	0.29	67,827	0.58	115,364	0.34	51,202	0.77
Emergency Visits	13,269	18,688	0.71	8,592	1.54	14,511	0.91	10,605	1.25
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	10.6	0.38	13.8	0.29	0.0	N/A
Nurses, Licensed	101.3	239.2	0.42	115.3	0.88	135.2	0.75	105.3	0.96
Ancillary Nursing Personnel	6.1	40.0	0.15	18.4	0.33	20.8	0.29	4.0	1.50
All Other Personnel	175.7	480.4	0.37	260.2	0.68	324.4	0.54	193.0	0.91
Total FTEs	287.1	779.0	0.37	404.6	0.71	494.3	0.58	302.3	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.7	14.9	0.25	18.0	0.20	14.2	0.26	0.0	N/A
Nurses, Licensed	93.4	183.7	0.51	195.4	0.48	138.6	0.67	99.8	0.94
Ancillary Nursing Personnel	5.6	30.8	0.18	31.2	0.18	21.3	0.26	3.8	1.46
All Other Personnel	161.9	369.0	0.44	440.9	0.37	332.6	0.49	183.0	0.88
Total FTEs	264.5	598.3	0.44	685.5	0.39	506.7	0.52	286.6	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	102	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,965	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	345
Inpatient Days	12,223			Inpatient Days	0	Newborn Days	718

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	40	788	2,640	18.1%	7.2	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	354	734	20.1%	2.0	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	46	1,562	8,108	48.3%	22.2	5.2
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	261	741	33.8%	2.0	2.8
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	1	1	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	7	10.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	48	74	96.6	Occupational Therapists	2	4	4.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.9
Licensed Practical Nurses	0	3	2.1	Physical Therapists	5	8	11.0
Ancillary Nursing Personnel	4	5	6.1	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	47	39	73.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	41	14	50.0
Pharmacy Personnel	8	6	10.3				
Clinical Laboratory Personnel	5	5	7.7				
				Total	176	172	287.1

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$52,111,615	35.8%	45.7%	0.78	51.0%	0.70	50.0%	0.72	35.6%	1.01
Medical Assistance	\$33,063,611	22.7%	14.0%	1.63	11.7%	1.94	11.4%	1.99	23.0%	0.99
Commercial	\$40,604,371	27.9%	35.8%	0.78	33.6%	0.83	34.7%	0.81	30.4%	0.92
All Other	\$19,581,889	13.5%	4.5%	2.99	3.7%	3.68	3.9%	3.48	11.0%	1.22
Deductions as % of Total Gross Patient Revenue										
Medicare	\$40,888,699	28.1%	34.1%	0.83	33.7%	0.84	35.4%	0.79	21.4%	1.31
Medical Assistance	\$25,052,163	17.2%	10.6%	1.63	8.2%	2.10	8.4%	2.06	12.7%	1.36
Commercial	\$10,430,702	7.2%	14.7%	0.49	9.0%	0.80	13.7%	0.52	17.9%	0.40
Charity Care	\$3,796,641	2.6%	1.0%	2.68	1.1%	2.38	0.9%	2.86	2.0%	1.28
Bad Debt	\$563,920	0.4%	1.1%	0.36	1.0%	0.37	1.1%	0.34	0.2%	2.44
All Other	\$5,050,358	3.5%	2.0%	1.77	1.3%	2.59	2.2%	1.59	4.1%	0.86
Total Deductions	\$85,782,483	59.0%	63.3%	0.93	54.3%	1.09	61.7%	0.96	58.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.28		2.5%	0.63	4.3%	0.36	2.3%	0.66
Net Gains/Losses as % of Net Income	61.5%	2.6%	24.06		24.5%	2.51	N/A	N/A	51.9%	1.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,471,074	47.8%	44.1%	1.08	52.7%	0.91	45.3%	1.06	52.9%	0.90
Supplies & Services	\$25,162,353	43.8%	49.0%	0.89	41.1%	1.06	47.8%	0.92	38.8%	1.13
Capital Component	\$4,842,631	8.4%	6.9%	1.23	6.1%	1.37	6.9%	1.22	8.4%	1.01
Fiscal Statistics										
Operating Margin (%)	5.0%	8.4%	0.60		8.1%	0.62	6.9%	0.73	10.1%	0.50
Total Hospital Net Income (%)	12.1%	8.6%	1.41		10.4%	1.16	5.8%	2.08	18.9%	0.64
Return on Equity (%)	5.6%	6.3%	0.89		7.0%	0.80	4.3%	1.30	9.6%	0.58
Current Ratio	1.1	5.9	0.19		4.4	0.26	3.9	0.29	1.4	0.80
Days in Net Patient Accounts Receivable	40.8	51.6	0.79		49.2	0.83	51.1	0.80	58.9	0.69
Average Payment Period	92.5	38.5	2.40		52.6	1.76	40.4	2.29	79.5	1.16
Equity Financing (%)	76.0%	75.1%	1.01		78.5%	0.97	77.0%	0.99	70.7%	1.08
Long-Term Debt to Equity Ratio	0.1	0.2	0.58		0.1	0.77	0.2	0.60	0.1	0.74
Times Interest Earned	45.4	13.4	3.39		26.2	1.73	12.4	3.67	63.4	0.72
Total Asset Turnover	0.4	0.7	0.58		0.7	0.65	0.7	0.58	0.5	0.94
Average Age of Plant (Years)	11.8	9.9	1.20		11.5	1.02	9.9	1.20	11.2	1.05
Increase (Decrease) Total Net Patient Revenue	-5.3%	5.4%	N/A		7.0%	N/A	1.9%	N/A	-6.1%	0.88
Outpatient Gross Revenue (% of Total GPR)	69.1%	61.9%	1.12		68.3%	1.01	72.6%	0.95	69.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,583	\$15,830	0.42		\$14,403	0.46	\$10,657	0.62	\$7,719	0.85
Inpatient Net Revenue per Day	\$1,597	\$3,538	0.45		\$3,489	0.46	\$2,933	0.54	\$1,907	0.84
Outpatient Net Revenue per Visit	\$775	\$686	1.13		\$791	0.98	\$589	1.32	\$656	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$145,361,486	Cash & Cash Equivalents	\$1,670,828	Current Liabilities	\$13,670,112
Less Deductions	\$85,782,483	Net Patient Receivables	\$6,657,679	Long-Term Debt	\$9,899,629
Net Patient Revenue	\$59,579,003	Other Receivables	\$88,194	Other Liabilities	\$10,235,593
Plus Other Revenue	\$935,702			Subtotal	\$33,805,334
Total Revenue	\$60,514,705	Land, Buildings & Equipment (Net)	\$27,319,245	Unrestricted Fund Balance	\$107,133,527
Less Expenses	\$57,476,058	Other Assets	\$105,202,915	Restricted Fund Balance	\$11,441,452
Non-Operating Gains/Losses	\$4,856,851			Total Liabilities & Fund Balance	\$140,938,861
Net Income	\$7,895,498	Total Assets	\$140,938,861		

022 Columbus Community Hospital
 1515 Park Avenue
 Columbus, WI 53925
 920-623-2200

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Columbia
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.3%	55.7%	0.58	57.3%	0.56	20.1%	1.60	33.8%	0.96
Obstetrics	11.4%	41.5%	0.28	43.6%	0.01	16.5%	0.69	14.2%	0.81
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	26.6%	57.5%	0.46	60.2%	0.44	24.5%	1.09	28.4%	0.94
Average Census (Patients)									
Adult Medical-Surgical	4.5	26.4	0.17	24.4	0.19	3.2	1.43	4.7	0.96
Obstetrics	0.5	5.6	0.08	5.1	0.09	0.6	0.71	0.6	0.81
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.7	49.4	0.13	51.9	0.13	4.6	1.43	7.1	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.9	0.94	3.9	0.94	3.0	1.22	4.0	0.91
Obstetrics	2.1	2.5	0.84	2.7	0.79	2.1	1.01	2.3	0.95
Pediatrics	0.0	3.5	N/A	3.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.4	0.62	4.3	0.63	2.9	0.96	3.0	0.93
Surgical Operations									
Inpatient	331	1,396	0.24	2,117	0.16	350	0.95	321	1.03
Outpatient	703	4,206	0.17	7,457	0.09	1,888	0.37	704	1.00
Inpatient as % of All Surgeries	32.0%	24.9%	1.28	22.1%	1.45	15.6%	2.05	31.3%	1.02
Outpatient Visits									
Non-Emergency Visits	43,923	136,074	0.32	174,723	0.25	24,234	1.81	46,843	0.94
Emergency Visits	4,006	18,688	0.21	17,254	0.23	3,778	1.06	3,688	1.09
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.3	0.31	26.0	0.23	5.4	1.11	6.0	1.00
Nurses, Licensed	52.0	239.2	0.22	251.5	0.21	46.6	1.12	53.8	0.97
Ancillary Nursing Personnel	6.0	40.0	0.15	43.3	0.14	8.1	0.74	6.1	0.98
All Other Personnel	158.9	480.4	0.33	653.1	0.24	107.7	1.48	158.2	1.00
Total FTEs	222.9	779.0	0.29	973.9	0.23	167.8	1.33	224.1	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.9	14.9	1.48	20.1	1.09	30.5	0.72	21.2	1.03
Nurses, Licensed	190.1	183.7	1.03	194.3	0.98	261.4	0.73	190.2	1.00
Ancillary Nursing Personnel	21.9	30.8	0.71	33.4	0.66	45.4	0.48	21.7	1.01
All Other Personnel	580.7	369.0	1.57	504.4	1.15	604.7	0.96	559.6	1.04
Total FTEs	814.6	598.3	1.36	752.2	1.08	941.9	0.86	792.7	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	4
Discharges	887	Preferred Provider Organization (PPO)	Yes	Discharges	29	Total Births	81
Inpatient Days	2,431			Inpatient Days	168	Newborn Days	166

022 Columbus Community Hospital
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	448	1,650	32.3%	4.5	3.7
Orthopedic	1	3	210	299	27.3%	0.8	1.4
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	78	167	11.4%	0.5	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	151	315	21.6%	0.9	2.1
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	4	1	4.6	Radiological Services Personnel	5	5	6.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	1	0.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	5	2.0
Registered Nurses	19	34	41.7	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	2	5	5.8	Physical Therapists	4	6	6.3
Ancillary Nursing Personnel	2	6	6.0	Physical Therapy Assistants/Aides	1	1	1.3
Medical Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	3	3.4
Nurse Practitioners	4	1	4.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	1	2.6	All Other Personnel	67	82	110.6
Pharmacy Personnel	4	4	5.2				
Clinical Laboratory Personnel	6	5	8.8				
				Total	133	162	222.9

022 Columbus Community Hospital
Columbus, WI 53925

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$46,011,996	46.4%	45.7%	1.02	41.6%	1.12	45.3%	1.03	45.7%	1.02
Medical Assistance	\$8,122,994	8.2%	14.0%	0.59	11.5%	0.71	9.6%	0.85	8.0%	1.03
Commercial	\$41,891,268	42.3%	35.8%	1.18	39.3%	1.07	42.0%	1.01	43.7%	0.97
All Other	\$3,058,367	3.1%	4.5%	0.69	7.5%	0.41	3.1%	1.01	2.6%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,138,540	28.4%	34.1%	0.83	30.8%	0.92	27.2%	1.04	27.1%	1.05
Medical Assistance	\$5,927,997	6.0%	10.6%	0.57	8.7%	0.69	7.0%	0.85	5.6%	1.07
Commercial	\$15,356,315	15.5%	14.7%	1.05	18.2%	0.85	13.4%	1.16	15.9%	0.97
Charity Care	\$613,350	0.6%	1.0%	0.63	0.9%	0.72	0.6%	1.05	0.7%	0.88
Bad Debt	\$1,615,429	1.6%	1.1%	1.52	1.1%	1.54	1.3%	1.23	1.5%	1.08
All Other	\$1,721,368	1.7%	2.0%	0.89	3.4%	0.52	1.4%	1.23	1.7%	1.02
Total Deductions	\$53,372,999	53.9%	63.3%	0.85	62.8%	0.86	50.9%	1.06	52.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.6%	5.5%	0.47	6.4%	0.40	3.0%	0.85	2.4%	1.08	
Net Gains/Losses as % of Net Income	21.5%	2.6%	8.43	1.9%	11.61	2.7%	7.96	24.3%	0.89	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,161,927	52.9%	44.1%	1.20	47.5%	1.11	45.2%	1.17	52.6%	1.01
Supplies & Services	\$15,814,765	36.1%	49.0%	0.74	45.0%	0.80	46.7%	0.77	36.1%	1.00
Capital Component	\$4,846,651	11.1%	6.9%	1.61	7.5%	1.47	8.1%	1.37	11.4%	0.97
Fiscal Statistics										
Operating Margin (%)	6.6%	8.4%	0.79	5.0%	1.33	14.9%	0.44	4.4%	1.49	
Total Hospital Net Income (%)	8.3%	8.6%	0.96	5.0%	1.64	15.3%	0.54	5.8%	1.43	
Return on Equity (%)	5.4%	6.3%	0.86	3.8%	1.43	14.6%	0.37	3.8%	1.41	
Current Ratio	2.7	5.9	0.45	2.3	1.19	3.0	0.90	2.8	0.95	
Days in Net Patient Accounts Receivable	53.6	51.6	1.04	47.8	1.12	58.4	0.92	53.0	1.01	
Average Payment Period	57.3	38.5	1.49	55.0	1.04	56.8	1.01	45.0	1.27	
Equity Financing (%)	65.8%	75.1%	0.88	59.3%	1.11	61.3%	1.07	64.2%	1.02	
Long-Term Debt to Equity Ratio	0.4	0.2	2.42	0.3	1.31	0.4	1.01	0.4	0.87	
Times Interest Earned	5.8	13.4	0.43	5.0	1.15	18.7	0.31	4.0	1.44	
Total Asset Turnover	0.6	0.7	0.88	0.7	0.86	1.0	0.68	0.7	0.98	
Average Age of Plant (Years)	10.5	9.9	1.06	10.5	1.00	8.5	1.24	9.7	1.07	
Increase (Decrease) Total Net Patient Revenue	4.3%	5.4%	0.79	6.7%	0.65	2.5%	1.73	5.7%	0.75	
Outpatient Gross Revenue (% of Total GPR)	75.7%	61.9%	1.22	59.8%	1.26	73.7%	1.03	74.7%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,715	\$15,830	0.99	\$17,803	0.88	\$15,847	0.99	\$15,482	1.02	
Inpatient Net Revenue per Day	\$5,438	\$3,538	1.54	\$4,047	1.34	\$4,787	1.14	\$5,086	1.07	
Outpatient Net Revenue per Visit	\$687	\$686	1.00	\$595	1.15	\$991	0.69	\$617	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$99,084,625	Cash & Cash Equivalents	\$8,532,336	Current Liabilities	\$6,362,210
Less Deductions	\$53,372,999	Net Patient Receivables	\$6,715,664	Long-Term Debt	\$18,482,670
Net Patient Revenue	\$45,711,626	Other Receivables	\$685,186	Other Liabilities	\$0
Plus Other Revenue	\$1,205,051			Subtotal	\$24,844,880
Total Revenue	\$46,916,677	Land, Buildings & Equipment (Net)	\$29,545,555	Unrestricted Fund Balance	\$47,830,413
Less Expenses	\$43,823,343	Other Assets	\$27,196,552	Restricted Fund Balance	\$1,041,428
Non-Operating Gains/Losses	\$849,588			Total Liabilities & Fund Balance	\$72,675,293
Net Income	\$3,942,922	Total Assets	\$72,675,293		

024 Cumberland Healthcare
 1110 Seventh Avenue
 Cumberland, WI 54829
 715-822-2741

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.9%	55.7%	0.29	42.7%	0.37	20.1%	0.79	14.1%	1.13
Obstetrics	10.6%	41.5%	0.26	29.5%	0.01	16.5%	0.64	7.5%	1.41
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	15.3%	57.5%	0.27	44.1%	0.35	24.5%	0.63	13.4%	1.14
Average Census (Patients)									
Adult Medical-Surgical	3.5	26.4	0.13	11.9	0.30	3.2	1.11	3.1	1.13
Obstetrics	0.3	5.6	0.06	2.1	0.15	0.6	0.49	0.2	1.41
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	49.4	0.08	18.9	0.20	4.6	0.83	3.4	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.85	3.7	0.91	3.0	1.11	3.2	1.03
Obstetrics	2.1	2.5	0.85	2.3	0.94	2.1	1.01	1.9	1.13
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.85	3.9	0.95	2.9	1.31	3.1	1.21
Surgical Operations									
Inpatient	35	1,396	0.03	485	0.07	350	0.10	20	1.75
Outpatient	355	4,206	0.08	1,916	0.19	1,888	0.19	367	0.97
Inpatient as % of All Surgeries	9.0%	24.9%	0.36	20.2%	0.44	15.6%	0.57	5.2%	1.74
Outpatient Visits									
Non-Emergency Visits	10,117	136,074	0.07	67,827	0.15	24,234	0.42	10,295	0.98
Emergency Visits	2,497	18,688	0.13	8,592	0.29	3,778	0.66	2,551	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	10.6	0.09	5.4	0.18	1.0	1.00
Nurses, Licensed	40.2	239.2	0.17	115.3	0.35	46.6	0.86	36.6	1.10
Ancillary Nursing Personnel	10.8	40.0	0.27	18.4	0.58	8.1	1.33	12.4	0.87
All Other Personnel	117.0	480.4	0.24	260.2	0.45	107.7	1.09	115.9	1.01
Total FTEs	168.9	779.0	0.22	404.6	0.42	167.8	1.01	165.9	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.4	14.9	0.43	18.0	0.36	30.5	0.21	5.7	1.12
Nurses, Licensed	257.7	183.7	1.40	195.4	1.32	261.4	0.99	209.8	1.23
Ancillary Nursing Personnel	69.1	30.8	2.25	31.2	2.21	45.4	1.52	71.1	0.97
All Other Personnel	750.0	369.0	2.03	440.9	1.70	604.7	1.24	663.4	1.13
Total FTEs	1,083.3	598.3	1.81	685.5	1.58	941.9	1.15	950.0	1.14

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	No	Average Beds Used	5	Bassinets	2
Discharges	374	Preferred Provider Organization (PPO)	Yes	Discharges	142	Total Births	55
Inpatient Days	1,400			Inpatient Days	1,774	Newborn Days	112

024 Cumberland Healthcare
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	22	382	1,277	15.9%	3.5	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	1	7	0.0%	0.0	7.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	3	54	116	10.6%	0.3	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	5	3	6.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.9
Registered Nurses	27	12	35.1	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.7
Licensed Practical Nurses	1	0	1.0	Physical Therapists	6	1	6.5
Ancillary Nursing Personnel	8	7	10.8	Physical Therapy Assistants/Aides	1	1	1.6
Medical Assistants	10	0	10.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.1	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	0	17.0
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	39	16	49.2
Pharmacy Personnel	4	1	4.1				
Clinical Laboratory Personnel	5	4	7.0				
				Total	140	49	168.9

024 Cumberland Healthcare

Cumberland, WI 54829

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$27,399,636	57.5%	45.7%	1.26	51.0%	1.13	45.3%	1.27	53.0%	1.08
Medical Assistance	\$4,724,075	9.9%	14.0%	0.71	11.7%	0.84	9.6%	1.03	12.0%	0.83
Commercial	\$12,721,684	26.7%	35.8%	0.74	33.6%	0.79	42.0%	0.63	31.0%	0.86
All Other	\$2,834,445	5.9%	4.5%	1.32	3.7%	1.63	3.1%	1.94	4.0%	1.48
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,973,814	29.3%	34.1%	0.86	33.7%	0.87	27.2%	1.08	26.3%	1.11
Medical Assistance	\$2,976,167	6.2%	10.6%	0.59	8.2%	0.76	7.0%	0.89	7.0%	0.89
Commercial	\$2,980,123	6.3%	14.7%	0.43	9.0%	0.70	13.4%	0.47	6.9%	0.91
Charity Care	\$116,198	0.2%	1.0%	0.25	1.1%	0.22	0.6%	0.41	0.1%	1.75
Bad Debt	\$939,876	2.0%	1.1%	1.84	1.0%	1.90	1.3%	1.48	1.8%	1.10
All Other	\$1,417,223	3.0%	2.0%	1.52	1.3%	2.22	1.4%	2.10	2.0%	1.48
Total Deductions	\$22,403,401	47.0%	63.3%	0.74	54.3%	0.87	50.9%	0.92	44.1%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.3%	5.5%	0.24	2.5%	0.54	3.0%	0.44	1.6%	0.86
Net Gains/Losses as % of Net Income		16.0%	2.6%	6.26	24.5%	0.65	2.7%	5.91	29.3%	0.55
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,283,083	57.9%	44.1%	1.31	52.7%	1.10	45.2%	1.28	56.7%	1.02
Supplies & Services	\$8,914,251	36.1%	49.0%	0.74	41.1%	0.88	46.7%	0.77	37.3%	0.97
Capital Component	\$1,489,664	6.0%	6.9%	0.88	6.1%	0.98	8.1%	0.75	6.1%	1.00
Fiscal Statistics										
Operating Margin (%)		3.6%	8.4%	0.44	8.1%	0.45	14.9%	0.24	1.8%	1.97
Total Hospital Net Income (%)		4.3%	8.6%	0.50	10.4%	0.41	15.3%	0.28	2.6%	1.66
Return on Equity (%)		5.1%	6.3%	0.81	7.0%	0.73	14.6%	0.35	3.3%	1.55
Current Ratio		1.6	5.9	0.27	4.4	0.37	3.0	0.54	3.4	0.47
Days in Net Patient Accounts Receivable		52.7	51.6	1.02	49.2	1.07	58.4	0.90	48.7	1.08
Average Payment Period		51.8	38.5	1.34	52.6	0.98	56.8	0.91	39.8	1.30
Equity Financing (%)		0.0%	75.1%	N/A	78.5%	N/A	61.3%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		7.5	13.4	0.56	26.2	0.29	18.7	0.40	4.9	1.53
Total Asset Turnover		1.2	0.7	1.60	0.7	1.80	1.0	1.24	1.3	0.94
Average Age of Plant (Years)		13.6	9.9	1.38	11.5	1.18	8.5	1.61	13.4	1.01
Increase (Decrease) Total Net Patient Revenue		-3.3%	5.4%	N/A	7.0%	N/A	2.5%	N/A	-0.8%	4.35
Outpatient Gross Revenue (% of Total GPR)		77.7%	61.9%	1.26	68.3%	1.14	73.7%	1.05	80.7%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,627		\$15,830	0.73	\$14,403	0.81	\$15,847	0.73	\$9,908	1.17
Inpatient Net Revenue per Day	\$2,033		\$3,538	0.57	\$3,489	0.58	\$4,787	0.42	\$2,112	0.96
Outpatient Net Revenue per Visit	\$1,605		\$686	2.34	\$791	2.03	\$991	1.62	\$1,700	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$47,679,840	Cash & Cash Equivalents	\$1,118,393	Current Liabilities	\$3,336,570
Less Deductions	\$22,403,401	Net Patient Receivables	\$3,649,838	Long-Term Debt	\$3,505,903
Net Patient Revenue	\$25,276,439	Other Receivables	\$22,502	Other Liabilities	\$14,832,565
Plus Other Revenue	\$343,029			Subtotal	\$21,675,038
Total Revenue	\$25,619,468	Land, Buildings & Equipment (Net)	\$10,155,554	Unrestricted Fund Balance	\$0
Less Expenses	\$24,686,998	Other Assets	\$6,728,751	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$177,712			Total Liabilities & Fund Balance	\$21,675,038
Net Income	\$1,110,182	Total Assets	\$21,675,038		

025 Memorial Hospital of Lafayette Co.
 800 Clay Street
 Darlington, WI 53530
 608-776-4466

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: County

County: Lafayette
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.4%	55.7%	0.12	57.3%	0.11	11.4%	0.56	6.0%	1.08
Obstetrics	0.0%	41.5%	N/A	43.6%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	6.4%	57.5%	0.11	60.2%	0.11	17.7%	0.36	6.0%	1.08
Average Census (Patients)									
Adult Medical-Surgical	1.6	26.4	0.06	24.4	0.07	1.9	0.84	1.5	1.08
Obstetrics	0.0	5.6	N/A	5.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.6	49.4	0.03	51.9	0.03	3.1	0.52	1.5	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	3.9	0.58	3.9	0.59	3.0	0.75	2.6	0.86
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	2.8	N/A	0.0	N/A
Total Hospital	2.3	4.4	0.52	4.3	0.53	4.2	0.54	2.6	0.86
Surgical Operations									
Inpatient	128	1,396	0.09	2,117	0.06	55	2.33	53	2.42
Outpatient	275	4,206	0.07	7,457	0.04	307	0.89	222	1.24
Inpatient as % of All Surgeries	31.8%	24.9%	1.27	22.1%	1.44	15.1%	2.10	19.3%	1.65
Outpatient Visits									
Non-Emergency Visits	21,270	136,074	0.16	174,723	0.12	22,296	0.95	18,562	1.15
Emergency Visits	2,122	18,688	0.11	17,254	0.12	3,144	0.67	2,137	0.99
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.3	0.26	26.0	0.19	2.6	1.94	5.0	1.00
Nurses, Licensed	27.2	239.2	0.11	251.5	0.11	32.1	0.85	718.4	0.04
Ancillary Nursing Personnel	17.3	40.0	0.43	43.3	0.40	7.8	2.21	61.2	0.28
All Other Personnel	62.4	480.4	0.13	653.1	0.10	75.6	0.83	599.2	0.10
Total FTEs	111.8	779.0	0.14	973.9	0.11	118.0	0.95	1,383.8	0.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	61.0	14.9	4.11	20.1	3.04	19.1	3.20	63.4	0.96
Nurses, Licensed	331.3	183.7	1.80	194.3	1.71	236.9	1.40	9,114.1	0.04
Ancillary Nursing Personnel	210.5	30.8	6.84	33.4	6.30	57.6	3.65	776.2	0.27
All Other Personnel	760.8	369.0	2.06	504.4	1.51	557.9	1.36	7,602.7	0.10
Total FTEs	1,363.6	598.3	2.28	752.2	1.81	871.5	1.56	17,556.4	0.08

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 255
 Inpatient Days 584

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 61
 Inpatient Days 446

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

025 Memorial Hospital of Lafayette Co.
Darlington, WI 53530

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	25	255	584	6.4%	1.6	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	3	4.4	Radiological Services Personnel	5	1	5.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	23	1	23.2	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	16	5	17.3	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	5	0	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	4	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	29	0	29.0
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	6	1	6.2				
				Total	105	16	111.8

025 Memorial Hospital of Lafayette Co.

Darlington, WI 53530

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,536,090	42.7%	45.7%	0.93	41.6%	1.03	46.6%	0.91	39.5%	1.08
Medical Assistance	\$3,089,147	8.0%	14.0%	0.57	11.5%	0.69	13.4%	0.59	7.4%	1.08
Commercial	\$18,294,255	47.2%	35.8%	1.32	39.3%	1.20	35.9%	1.31	44.6%	1.06
All Other	\$848,663	2.2%	4.5%	0.49	7.5%	0.29	4.0%	0.54	8.4%	0.26
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,506,620	24.5%	34.1%	0.72	30.8%	0.80	21.1%	1.16	22.3%	1.10
Medical Assistance	\$2,190,780	5.7%	10.6%	0.54	8.7%	0.65	8.5%	0.67	7.4%	0.76
Commercial	\$6,513,502	16.8%	14.7%	1.14	18.2%	0.93	9.7%	1.73	15.7%	1.07
Charity Care	\$143,484	0.4%	1.0%	0.38	0.9%	0.43	1.0%	0.36	0.1%	3.25
Bad Debt	\$571,741	1.5%	1.1%	1.38	1.1%	1.39	2.2%	0.68	1.7%	0.86
All Other	\$0	0.0%	2.0%	N/A	3.4%	N/A	1.6%	N/A	0.0%	N/A
Total Deductions	\$18,926,127	48.8%	63.3%	0.77	62.8%	0.78	44.0%	1.11	47.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	5.5%	0.01		6.4%	0.01	3.2%	0.01	0.2%	0.24
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A		1.9%	N/A	N/A	N/A	108.3%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,388,354	47.1%	44.1%	1.07	47.5%	0.99	54.9%	0.86	48.4%	0.97
Supplies & Services	\$9,647,454	48.4%	49.0%	0.99	45.0%	1.08	38.5%	1.26	47.8%	1.01
Capital Component	\$904,632	4.5%	6.9%	0.66	7.5%	0.60	6.7%	0.68	3.9%	1.18
Fiscal Statistics										
Operating Margin (%)		-0.4%	8.4%	N/A	5.0%	N/A	1.3%	N/A	0.0%	10.30
Total Hospital Net Income (%)		-0.4%	8.6%	N/A	5.0%	N/A	1.0%	N/A	0.5%	N/A
Return on Equity (%)		-0.6%	6.3%	N/A	3.8%	N/A	1.2%	N/A	0.7%	N/A
Current Ratio		3.7	5.9	0.63	2.3	1.64	3.5	1.05	2.5	1.47
Days in Net Patient Accounts Receivable		68.8	51.6	1.33	47.8	1.44	53.6	1.28	70.4	0.98
Average Payment Period		27.4	38.5	0.71	55.0	0.50	37.7	0.73	41.4	0.66
Equity Financing (%)		48.6%	75.1%	0.65	59.3%	0.82	52.0%	0.94	56.5%	0.86
Long-Term Debt to Equity Ratio		0.4	0.2	2.46	0.3	1.33	0.6	0.71	0.3	1.39
Times Interest Earned		0.2	13.4	0.01	5.0	0.03	2.0	0.08	3.0	0.05
Total Asset Turnover		1.4	0.7	1.88	0.7	1.84	1.3	1.10	1.4	0.98
Average Age of Plant (Years)		12.5	9.9	1.26	10.5	1.19	10.1	1.23	13.8	0.90
Increase (Decrease) Total Net Patient Revenue		7.5%	5.4%	1.37	6.7%	1.12	6.3%	1.19	31.3%	0.24
Outpatient Gross Revenue (% of Total GPR)		80.5%	61.9%	1.30	59.8%	1.35	77.2%	1.04	81.1%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,049	\$15,830	0.51		\$17,803	0.45	\$17,237	0.47	\$14,970	0.54
Inpatient Net Revenue per Day	\$2,474	\$3,538	0.70		\$4,047	0.61	\$2,652	0.93	\$3,453	0.72
Outpatient Net Revenue per Visit	\$759	\$686	1.11		\$595	1.28	\$595	1.28	\$719	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,768,155	Cash & Cash Equivalents	\$635,005	Current Liabilities	\$1,438,868
Less Deductions	\$18,926,127	Net Patient Receivables	\$3,741,658	Long-Term Debt	\$2,741,067
Net Patient Revenue	\$19,842,028	Other Receivables	\$147,331	Other Liabilities	\$3,197,380
Plus Other Revenue	\$9,288			Subtotal	\$7,377,315
Total Revenue	\$19,851,316	Land, Buildings & Equipment (Net)	\$5,982,404		
Less Expenses	\$19,940,440	Other Assets	\$3,856,901	Unrestricted Fund Balance	\$6,985,984
Non-Operating Gains/Losses	\$2,446			Restricted Fund Balance	\$0
Net Income	-\$86,678	Total Assets	\$14,363,299	Total Liabilities & Fund Balance	\$14,363,299

026 Upland Hills Health Inc
 800 Compassion Way, PO Box 800
 Dodgeville, WI 53533
 608-930-8000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Iowa
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.2%	55.7%	0.76	57.3%	0.74	38.3%	1.10	46.1%	0.92
Obstetrics	20.7%	41.5%	0.50	43.6%	0.03	24.8%	0.83	22.3%	0.93
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	34.8%	57.5%	0.61	60.2%	0.58	37.2%	0.94	37.7%	0.92
Average Census (Patients)									
Adult Medical-Surgical	6.3	26.4	0.24	24.4	0.26	6.5	0.97	6.9	0.92
Obstetrics	1.4	5.6	0.26	5.1	0.29	1.0	1.45	1.6	0.93
Pediatrics	0.0	1.4	0.04	2.3	0.02	0.0	0.04	0.1	0.53
Total Hospital	8.7	49.4	0.18	51.9	0.17	8.5	1.02	9.4	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.9	0.94	3.9	0.95	2.9	1.26	3.7	1.00
Obstetrics	2.4	2.5	0.95	2.7	0.89	2.2	1.08	2.4	1.00
Pediatrics	2.0	3.5	0.57	3.8	0.53	1.9	1.05	2.1	0.94
Total Hospital	3.4	4.4	0.78	4.3	0.79	3.1	1.11	3.5	0.99
Surgical Operations									
Inpatient	186	1,396	0.13	2,117	0.09	273	0.68	215	0.87
Outpatient	1,023	4,206	0.24	7,457	0.14	1,279	0.80	1,127	0.91
Inpatient as % of All Surgeries	15.4%	24.9%	0.62	22.1%	0.70	17.6%	0.87	16.0%	0.96
Outpatient Visits									
Non-Emergency Visits	52,220	136,074	0.38	174,723	0.30	57,910	0.90	49,938	1.05
Emergency Visits	6,616	18,688	0.35	17,254	0.38	8,090	0.82	6,384	1.04
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	26.0	0.12	9.4	0.32	3.0	1.00
Nurses, Licensed	80.4	239.2	0.34	251.5	0.32	79.9	1.01	71.3	1.13
Ancillary Nursing Personnel	14.2	40.0	0.35	43.3	0.33	13.5	1.05	14.1	1.01
All Other Personnel	232.9	480.4	0.48	653.1	0.36	187.1	1.24	196.9	1.18
Total FTEs	330.5	779.0	0.42	973.9	0.34	289.8	1.14	285.3	1.16
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.6	14.9	0.45	20.1	0.33	24.3	0.27	6.7	0.99
Nurses, Licensed	177.8	183.7	0.97	194.3	0.92	207.6	0.86	158.8	1.12
Ancillary Nursing Personnel	31.4	30.8	1.02	33.4	0.94	35.0	0.90	31.5	1.00
All Other Personnel	514.7	369.0	1.40	504.4	1.02	486.3	1.06	438.4	1.17
Total FTEs	730.5	598.3	1.22	752.2	0.97	753.3	0.97	635.4	1.15

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 928
 Inpatient Days 3,179

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 4
 Inpatient Days 13

Newborn Nursery:
 Bassinets 0
 Total Births 215
 Newborn Days 466

026 Upland Hills Health Inc
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	623	2,310	42.2%	6.3	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	12	47	0.0%	0.1	3.9
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	9	18	0.0%	0.0	2.0
Obstetrics	1	7	220	528	20.7%	1.4	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	136	276	25.2%	0.8	2.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	2	1.7
Physicians & Dentists	11	4	13.9	Radiological Services Personnel	4	4	7.2
Medical & Dental Residents	0	0	0.0	Sonographers	2	0	2.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	3	4.8
Registered Nurses	42	41	65.9	Occupational Therapists	4	1	4.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	1.9
Licensed Practical Nurses	5	3	7.5	Physical Therapists	7	4	10.1
Ancillary Nursing Personnel	6	17	14.2	Physical Therapy Assistants/Aides	2	1	2.3
Medical Assistants	9	2	10.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	3	3.6
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	8	15.0
Health Info Mgmt-Administrators/Technicians	8	3	9.7	All Other Personnel	86	58	120.9
Pharmacy Personnel	4	4	5.7				
Clinical Laboratory Personnel	12	5	14.8				
				Total	231	166	330.5

026 Upland Hills Health Inc
Dodgeville, WI 53533

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$48,370,019	41.9%	45.7%	0.92	41.6%	1.01	46.1%	0.91	42.8%	0.98
Medical Assistance	\$13,354,740	11.6%	14.0%	0.83	11.5%	1.00	13.3%	0.87	11.5%	1.01
Commercial	\$51,370,371	44.5%	35.8%	1.24	39.3%	1.13	36.0%	1.24	43.2%	1.03
All Other	\$2,312,307	2.0%	4.5%	0.45	7.5%	0.27	4.6%	0.43	2.5%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$31,019,494	26.9%	34.1%	0.79	30.8%	0.87	29.3%	0.92	27.3%	0.99
Medical Assistance	\$9,893,159	8.6%	10.6%	0.81	8.7%	0.99	9.2%	0.93	8.0%	1.07
Commercial	\$20,792,640	18.0%	14.7%	1.23	18.2%	0.99	11.9%	1.51	18.4%	0.98
Charity Care	\$1,586,053	1.4%	1.0%	1.41	0.9%	1.60	1.0%	1.34	1.1%	1.23
Bad Debt	\$786,956	0.7%	1.1%	0.64	1.1%	0.64	1.7%	0.39	0.7%	1.04
All Other	\$1,525,368	1.3%	2.0%	0.67	3.4%	0.39	1.9%	0.70	1.7%	0.78
Total Deductions	\$65,603,670	56.8%	63.3%	0.90	62.8%	0.90	55.1%	1.03	57.2%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	5.5%	0.60	6.4%	0.51	5.9%	0.55	2.9%	1.11
Net Gains/Losses as % of Net Income		12.4%	2.6%	4.85	1.9%	6.67	14.7%	0.85	21.3%	0.58
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,743,413	57.4%	44.1%	1.30	47.5%	1.21	51.5%	1.11	55.1%	1.04
Supplies & Services	\$14,727,562	31.6%	49.0%	0.64	45.0%	0.70	40.5%	0.78	32.2%	0.98
Capital Component	\$5,149,784	11.0%	6.9%	1.61	7.5%	1.47	8.0%	1.39	12.7%	0.87
Fiscal Statistics										
Operating Margin (%)		9.5%	8.4%	1.13	5.0%	1.91	5.3%	1.79	8.7%	1.09
Total Hospital Net Income (%)		10.7%	8.6%	1.24	5.0%	2.11	6.1%	1.73	10.8%	0.99
Return on Equity (%)		5.6%	6.3%	0.89	3.8%	1.49	5.1%	1.12	11.4%	0.50
Current Ratio		2.3	5.9	0.39	2.3	1.02	5.4	0.43	2.7	0.86
Days in Net Patient Accounts Receivable		36.0	51.6	0.70	47.8	0.75	51.7	0.70	35.4	1.02
Average Payment Period		50.0	38.5	1.30	55.0	0.91	34.1	1.47	49.5	1.01
Equity Financing (%)		77.4%	75.1%	1.03	59.3%	1.31	79.8%	0.97	145.1%	0.53
Long-Term Debt to Equity Ratio		0.2	0.2	1.49	0.3	0.81	0.2	1.24	0.4	0.65
Times Interest Earned		8.0	13.4	0.60	5.0	1.60	8.4	0.95	5.4	1.48
Total Asset Turnover		0.5	0.7	0.71	0.7	0.70	0.8	0.64	1.0	0.51
Average Age of Plant (Years)		9.8	9.9	1.00	10.5	0.94	9.3	1.06	9.3	1.05
Increase (Decrease) Total Net Patient Revenue		2.8%	5.4%	0.51	6.7%	0.41	4.5%	0.62	6.8%	0.41
Outpatient Gross Revenue (% of Total GPR)		81.8%	61.9%	1.32	59.8%	1.37	78.1%	1.05	80.3%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,855		\$15,830	0.75	\$17,803	0.67	\$12,599	0.94	\$10,441	1.14
Inpatient Net Revenue per Day	\$2,282		\$3,538	0.65	\$4,047	0.56	\$3,643	0.63	\$2,997	0.76
Outpatient Net Revenue per Visit	\$661		\$686	0.96	\$595	1.11	\$598	1.11	\$675	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$115,407,437	Cash & Cash Equivalents	\$5,739,542	Current Liabilities	\$5,842,552
Less Deductions	\$65,603,670	Net Patient Receivables	\$4,911,157	Long-Term Debt	\$18,120,735
Net Patient Revenue	\$49,803,767	Other Receivables	\$814,040	Other Liabilities	\$0
Plus Other Revenue	\$1,689,291			Subtotal	\$23,963,287
Total Revenue	\$51,493,058	Land, Buildings & Equipment (Net)	\$38,865,767	Unrestricted Fund Balance	\$76,202,671
Less Expenses	\$46,620,759	Other Assets	\$48,107,468	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$689,204			Total Liabilities & Fund Balance	\$100,165,958
Net Income	\$5,561,503	Total Assets	\$98,437,974		

027 AdventHealth Durand
 1220 Third Avenue, PO Box 224
 Durand, WI 54736
 715-672-4211

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Pepin
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	7.6%	55.7%	0.14	42.7%	0.18	11.4%	0.67	9.2%	0.83
Obstetrics	0.0%	41.5%	N/A	29.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	7.6%	57.5%	0.13	44.1%	0.17	17.7%	0.43	9.2%	0.83
Average Census (Patients)									
Adult Medical-Surgical	1.9	26.4	0.07	11.9	0.16	1.9	1.00	2.3	0.83
Obstetrics	0.0	5.6	N/A	2.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.9	49.4	0.04	18.9	0.10	3.1	0.62	2.3	0.83
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.91	3.7	0.98	3.0	1.18	3.5	1.04
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.83	3.9	0.94	4.2	0.87	10.7	0.34
Surgical Operations									
Inpatient	0	1,396	N/A	485	N/A	55	N/A	0	N/A
Outpatient	447	4,206	0.11	1,916	0.23	307	1.45	208	2.15
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	20.2%	N/A	15.1%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	25,587	136,074	0.19	67,827	0.38	22,296	1.15	26,024	0.98
Emergency Visits	1,360	18,688	0.07	8,592	0.16	3,144	0.43	1,356	1.00
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	10.6	0.09	2.6	0.39	1.0	1.00
Nurses, Licensed	21.8	239.2	0.09	115.3	0.19	32.1	0.68	24.2	0.90
Ancillary Nursing Personnel	8.3	40.0	0.21	18.4	0.45	7.8	1.06	9.8	0.85
All Other Personnel	52.3	480.4	0.11	260.2	0.20	75.6	0.69	54.3	0.96
Total FTEs	83.4	779.0	0.11	404.6	0.21	118.0	0.71	89.2	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	14.9	0.62	18.0	0.51	19.1	0.48	9.6	0.96
Nurses, Licensed	200.9	183.7	1.09	195.4	1.03	236.9	0.85	232.5	0.86
Ancillary Nursing Personnel	76.4	30.8	2.48	31.2	2.45	57.6	1.33	93.8	0.81
All Other Personnel	481.2	369.0	1.30	440.9	1.09	557.9	0.86	522.2	0.92
Total FTEs	767.7	598.3	1.28	685.5	1.12	871.5	0.88	858.1	0.89

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 189
 Inpatient Days 693

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 58
 Inpatient Days 611

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

027 AdventHealth Durand
Durand, WI 54736

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	193	693	7.6%	1.9	3.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	3	2	4.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.2
Registered Nurses	12	3	13.3	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	3	3.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	5	7	8.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	3	1	3.6	All Other Health Professionals	2	1	2.6
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	20	14	27.8
Pharmacy Personnel	1	1	1.4				
Clinical Laboratory Personnel	3	3	5.0				
				Total	65	36	83.4

027 AdventHealth Durand

Durand, WI 54736

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,985,403	63.9%	45.7%	1.40	51.0%	1.25	46.6%	1.37	62.5%	1.02
Medical Assistance	\$1,497,323	6.4%	14.0%	0.46	11.7%	0.54	13.4%	0.48	7.1%	0.90
Commercial	\$6,600,244	28.1%	35.8%	0.78	33.6%	0.84	35.9%	0.78	28.8%	0.98
All Other	\$381,237	1.6%	4.5%	0.36	3.7%	0.44	4.0%	0.40	1.7%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,542,867	19.4%	34.1%	0.57	33.7%	0.58	21.1%	0.92	23.6%	0.82
Medical Assistance	\$991,886	4.2%	10.6%	0.40	8.2%	0.52	8.5%	0.50	4.6%	0.92
Commercial	\$1,679,833	7.2%	14.7%	0.49	9.0%	0.80	9.7%	0.74	3.9%	1.81
Charity Care	\$190,024	0.8%	1.0%	0.83	1.1%	0.74	1.0%	0.79	0.7%	1.09
Bad Debt	\$550,430	2.3%	1.1%	2.19	1.0%	2.26	2.2%	1.08	1.6%	1.44
All Other	\$97,397	0.4%	2.0%	0.21	1.3%	0.31	1.6%	0.26	0.5%	0.82
Total Deductions	\$8,052,437	34.3%	63.3%	0.54	54.3%	0.63	44.0%	0.78	35.1%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.4%	5.5%	0.25	2.5%	0.56	3.2%	0.43	1.7%	0.81	
Net Gains/Losses as % of Net Income	57.3%	2.6%	22.40	24.5%	2.34	N/A	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,950,084	54.4%	44.1%	1.23	52.7%	1.03	54.9%	0.99	54.0%	1.01
Supplies & Services	\$6,366,822	43.5%	49.0%	0.89	41.1%	1.06	38.5%	1.13	44.0%	0.99
Capital Component	\$308,227	2.1%	6.9%	0.31	6.1%	0.34	6.7%	0.32	2.0%	1.07
Fiscal Statistics										
Operating Margin (%)	6.4%	8.4%	0.77	8.1%	0.80	1.3%	4.99	6.6%	0.97	
Total Hospital Net Income (%)	13.8%	8.6%	1.61	10.4%	1.33	1.0%	13.88	6.6%	2.10	
Return on Equity (%)	35.0%	6.3%	5.53	7.0%	4.99	1.2%	28.06	16.3%	2.15	
Current Ratio	2.9	5.9	0.48	4.4	0.65	3.5	0.81	1.6	1.77	
Days in Net Patient Accounts Receivable	42.9	51.6	0.83	49.2	0.87	53.6	0.80	45.5	0.94	
Average Payment Period	54.0	38.5	1.40	52.6	1.03	37.7	1.43	93.1	0.58	
Equity Financing (%)	13.2%	75.1%	0.18	78.5%	0.17	52.0%	0.25	0.0%	N/A	
Long-Term Debt to Equity Ratio	4.1	0.2	25.92	0.1	34.47	0.6	7.48	-2.8	N/A	
Times Interest Earned	19.3	13.4	1.44	26.2	0.74	2.0	9.63	8.1	2.37	
Total Asset Turnover	2.3	0.7	3.17	0.7	3.55	1.3	1.86	2.5	0.94	
Average Age of Plant (Years)	0.6	9.9	0.06	11.5	0.05	10.1	0.06	0.2	3.85	
Increase (Decrease) Total Net Patient Revenue	7.1%	5.4%	1.31	7.0%	1.02	6.3%	1.14	13.2%	0.54	
Outpatient Gross Revenue (% of Total GPR)	82.4%	61.9%	1.33	68.3%	1.21	77.2%	1.07	78.0%	1.06	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,421	\$15,830	1.04	\$14,403	1.14	\$17,237	0.95	\$27,199	0.60	
Inpatient Net Revenue per Day	\$3,109	\$3,538	0.88	\$3,489	0.89	\$2,652	1.17	\$2,286	1.36	
Outpatient Net Revenue per Visit	\$441	\$686	0.64	\$791	0.56	\$595	0.74	\$391	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$23,464,207	Cash & Cash Equivalents	\$3,347,010	Current Liabilities	\$2,149,028
Less Deductions	\$8,052,437	Net Patient Receivables	\$1,809,570	Long-Term Debt	\$3,662,451
Net Patient Revenue	\$15,411,770	Other Receivables	\$533,236	Other Liabilities	\$0
Plus Other Revenue	\$214,698			Subtotal	\$5,811,479
Total Revenue	\$15,626,468	Land, Buildings & Equipment (Net)	\$559,565	Unrestricted Fund Balance	\$886,556
Less Expenses	\$14,625,133	Other Assets	\$448,654	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,341,903			Total Liabilities & Fund Balance	\$6,698,035
Net Income	\$2,343,238	Total Assets	\$6,698,035		

028 Ascension Eagle River Hospital
 201 Hospital Road
 Eagle River, WI 54521
 715-479-7411

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Vilas
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	20.0%	55.7%	0.36	65.6%	0.31	20.1%	1.00	17.9%	1.12	
Obstetrics	0.0%	41.5%	N/A	46.3%	N/A	16.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	20.0%	57.5%	0.35	69.2%	0.29	24.5%	0.82	17.9%	1.12	
Average Census (Patients)										
Adult Medical-Surgical	2.8	26.4	0.11	22.1	0.13	3.2	0.89	2.5	1.12	
Obstetrics	0.0	5.6	N/A	3.6	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.8	49.4	0.06	39.5	0.07	4.6	0.60	2.5	1.12	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.0	3.9	0.76	3.8	0.78	3.0	0.99	2.9	1.02	
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.0	4.4	0.68	4.2	0.72	2.9	1.04	2.9	1.02	
Surgical Operations										
Inpatient	4	1,396	0.00	1,155	0.00	350	0.01	3	1.33	
Outpatient	596	4,206	0.14	1,740	0.34	1,888	0.32	667	0.89	
Inpatient as % of All Surgeries	0.7%	24.9%	0.03	39.9%	0.02	15.6%	0.04	0.4%	1.49	
Outpatient Visits										
Non-Emergency Visits	16,197	136,074	0.12	68,636	0.24	24,234	0.67	16,059	1.01	
Emergency Visits	5,462	18,688	0.29	13,080	0.42	3,778	1.45	5,409	1.01	
Full-Time Equivalents (FTEs)										
Administrators	1.0	19.3	0.05	16.3	0.06	5.4	0.18	2.4	0.41	
Nurses, Licensed	17.6	239.2	0.07	145.3	0.12	46.6	0.38	19.1	0.93	
Ancillary Nursing Personnel	5.2	40.0	0.13	28.4	0.18	8.1	0.64	6.3	0.83	
All Other Personnel	28.7	480.4	0.06	245.2	0.12	107.7	0.27	35.7	0.81	
Total FTEs	52.6	779.0	0.07	435.2	0.12	167.8	0.31	63.4	0.83	
FTEs per 100 Patient Census (Adjusted)										
Administrators	4.6	14.9	0.31	16.6	0.28	30.5	0.15	14.4	0.32	
Nurses, Licensed	82.0	183.7	0.45	147.7	0.56	261.4	0.31	113.2	0.72	
Ancillary Nursing Personnel	24.1	30.8	0.78	28.9	0.83	45.4	0.53	37.3	0.65	
All Other Personnel	133.5	369.0	0.36	249.4	0.54	604.7	0.22	211.8	0.63	
Total FTEs	244.3	598.3	0.41	442.6	0.55	941.9	0.26	376.7	0.65	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	14	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	343	Preferred Provider Organization (PPO)	Yes	Discharges	62	Total Births	0
Inpatient Days	1,024			Inpatient Days	569	Newborn Days	0

028 Ascension Eagle River Hospital
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	343	1,024	20.0%	2.8	3.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	1	4.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	17	5	17.6	Occupational Therapists	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	2	2.0
Ancillary Nursing Personnel	4	2	5.2	Physical Therapy Assistants/Aides	1	1	1.9
Medical Assistants	0	1	0.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	8	12.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	2	1.4
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	4	1	4.0				
				Total	45	24	52.6

028 Ascension Eagle River Hospital
Eagle River, WI 54521

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$20,460,073	57.4%	45.7%	1.26	50.9%	1.13	45.3%	1.27	56.5%	1.01
Medical Assistance	\$4,820,432	13.5%	14.0%	0.97	13.8%	0.98	9.6%	1.41	14.9%	0.91
Commercial	\$8,223,755	23.1%	35.8%	0.64	31.0%	0.74	42.0%	0.55	23.6%	0.98
All Other	\$2,165,826	6.1%	4.5%	1.35	4.2%	1.44	3.1%	1.98	5.0%	1.22
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,103,603	33.9%	34.1%	1.00	35.1%	0.97	27.2%	1.25	32.9%	1.03
Medical Assistance	\$3,573,663	10.0%	10.6%	0.95	10.3%	0.97	7.0%	1.42	11.0%	0.91
Commercial	\$1,175,954	3.3%	14.7%	0.22	7.8%	0.42	13.4%	0.25	2.9%	1.13
Charity Care	\$730,556	2.0%	1.0%	2.10	1.3%	1.61	0.6%	3.47	1.8%	1.12
Bad Debt	\$591,477	1.7%	1.1%	1.55	1.0%	1.67	1.3%	1.25	1.9%	0.86
All Other	\$743,080	2.1%	2.0%	1.06	1.9%	1.13	1.4%	1.47	2.0%	1.02
Total Deductions	\$18,918,333	53.0%	63.3%	0.84	57.3%	0.93	50.9%	1.04	52.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	5.5%	0.40	3.4%	0.64	3.0%	0.73	2.3%	0.98
Net Gains/Losses as % of Net Income		0.0%	2.6%	0.00	22.1%	0.00	2.7%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,544,153	42.6%	44.1%	0.97	41.2%	1.04	45.2%	0.94	53.0%	0.80
Supplies & Services	\$7,889,136	51.4%	49.0%	1.05	52.5%	0.98	46.7%	1.10	36.5%	1.41
Capital Component	\$916,116	6.0%	6.9%	0.87	6.3%	0.95	8.1%	0.74	10.4%	0.57
Fiscal Statistics										
Operating Margin (%)		10.4%	8.4%	1.24	5.1%	2.04	14.9%	0.70	16.4%	0.63
Total Hospital Net Income (%)		10.4%	8.6%	1.21	6.4%	1.61	15.3%	0.68	16.2%	0.64
Return on Equity (%)		18.4%	6.3%	2.91	5.1%	3.61	14.6%	1.26	27.6%	0.67
Current Ratio		3.6	5.9	0.61	4.2	0.86	3.0	1.21	1.9	1.87
Days in Net Patient Accounts Receivable		65.7	51.6	1.27	62.5	1.05	58.4	1.13	51.5	1.28
Average Payment Period		28.7	38.5	0.74	37.9	0.76	56.8	0.50	56.9	0.50
Equity Financing (%)		69.9%	75.1%	0.93	51.9%	1.35	61.3%	1.14	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.7	N/A	0.4	N/A	-7.4	N/A
Times Interest Earned		0.0	13.4	N/A	14.9	N/A	18.7	N/A	11.1	N/A
Total Asset Turnover		1.8	0.7	2.40	0.8	2.27	1.0	1.86	1.7	1.03
Average Age of Plant (Years)		4.7	9.9	0.48	7.8	0.61	8.5	0.56	3.9	1.20
Increase (Decrease) Total Net Patient Revenue		0.0%	5.4%	N/A	4.2%	N/A	2.5%	N/A	-4.3%	0.00
Outpatient Gross Revenue (% of Total GPR)		86.7%	61.9%	1.40	59.8%	1.45	73.7%	1.18	85.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,118		\$15,830	0.51	\$14,144	0.57	\$15,847	0.51	\$8,247	0.98
Inpatient Net Revenue per Day	\$2,029		\$3,538	0.57	\$3,385	0.60	\$4,787	0.42	\$1,759	1.15
Outpatient Net Revenue per Visit	\$649		\$686	0.95	\$932	0.70	\$991	0.65	\$659	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,670,086	Cash & Cash Equivalents	\$74,234	Current Liabilities	\$1,134,155
Less Deductions	\$18,918,333	Net Patient Receivables	\$3,017,456	Long-Term Debt	\$0
Net Patient Revenue	\$16,751,753	Other Receivables	\$0	Other Liabilities	\$1,778,648
Plus Other Revenue	\$376,506			Subtotal	\$2,912,803
Total Revenue	\$17,128,259	Land, Buildings & Equipment (Net)	\$5,114,982	Unrestricted Fund Balance	\$6,756,553
Less Expenses	\$15,349,405	Other Assets	\$1,462,684	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$38			Total Liabilities & Fund Balance	\$9,669,356
Net Income	\$1,778,892	Total Assets	\$9,669,356		

029 Mayo Clinic Health System in Eau Claire
 1221 Whipple Street, PO Box 5
 Eau Claire, WI 54702
 715-838-3311

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

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 7		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	76.8%	55.7%	1.38	42.7%	1.80	69.4%	1.11	71.7%	1.07	
Obstetrics	32.9%	41.5%	0.79	29.5%	0.26	52.7%	0.62	31.6%	1.04	
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	32.8%	N/A	0.0%	N/A	
Total Hospital	68.3%	57.5%	1.19	44.1%	1.55	67.8%	1.01	63.4%	1.08	
Average Census (Patients)										
Adult Medical-Surgical	81.4	26.4	3.09	11.9	6.86	101.2	0.80	76.0	1.07	
Obstetrics	7.6	5.6	1.34	2.1	3.68	15.7	0.48	7.3	1.04	
Pediatrics	0.0	1.4	N/A	0.0	N/A	3.8	N/A	0.0	N/A	
Total Hospital	126.4	49.4	2.56	18.9	6.70	195.9	0.65	117.3	1.08	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.9	3.9	0.99	3.7	1.06	4.4	0.89	4.1	0.96	
Obstetrics	2.5	2.5	1.00	2.3	1.10	2.6	0.96	3.1	0.82	
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.6	N/A	0.0	N/A	
Total Hospital	4.3	4.4	0.98	3.9	1.10	4.8	0.90	4.3	1.01	
Surgical Operations										
Inpatient	2,898	1,396	2.08	485	5.97	5,208	0.56	2,931	0.99	
Outpatient	7,255	4,206	1.72	1,916	3.79	14,763	0.49	7,124	1.02	
Inpatient as % of All Surgeries	28.5%	24.9%	1.15	20.2%	1.41	26.1%	1.09	29.1%	0.98	
Outpatient Visits										
Non-Emergency Visits	375,281	136,074	2.76	67,827	5.53	473,499	0.79	350,467	1.07	
Emergency Visits	35,381	18,688	1.89	8,592	4.12	53,629	0.66	30,492	1.16	
Full-Time Equivalents (FTEs)										
Administrators	45.0	19.3	2.33	10.6	4.23	64.0	0.70	32.1	1.40	
Nurses, Licensed	960.0	239.2	4.01	115.3	8.32	866.8	1.11	968.2	0.99	
Ancillary Nursing Personnel	114.5	40.0	2.86	18.4	6.21	141.9	0.81	103.7	1.10	
All Other Personnel	1,498.3	480.4	3.12	260.2	5.76	1,693.5	0.88	1,448.1	1.03	
Total FTEs	2,617.7	779.0	3.36	404.6	6.47	2,766.3	0.95	2,552.1	1.03	
FTEs per 100 Patient Census (Adjusted)										
Administrators	12.9	14.9	0.87	18.0	0.71	13.7	0.94	10.0	1.28	
Nurses, Licensed	274.4	183.7	1.49	195.4	1.40	186.0	1.48	303.0	0.91	
Ancillary Nursing Personnel	32.7	30.8	1.06	31.2	1.05	30.4	1.07	32.5	1.01	
All Other Personnel	428.3	369.0	1.16	440.9	0.97	363.3	1.18	453.2	0.95	
Total FTEs	748.3	598.3	1.25	685.5	1.09	593.5	1.26	798.7	0.94	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	185	Health Maintenance Organization (HMO)	No	Average Beds Used	0	Bassinets	23
Discharges	10,671	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,068
Inpatient Days	46,137			Inpatient Days	0	Newborn Days	2,924

029 Mayo Clinic Health System in Eau Claire
Eau Claire, WI 54702

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	106	7,643	29,701	76.8%	81.4	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,092	2,761	32.9%	7.6	2.5
Psychiatric	1	20	1,224	5,666	77.6%	15.5	4.6
Alcoholism/chemical dependency	1	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	18	432	6,047	92.0%	16.6	14.0
Step-Down (Special Care)	1	6	269	1,792	81.8%	4.9	6.7
Neonatal Intensive/Intermediate Care	1	12	11	170	3.9%	0.5	15.5
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	44	3	45.0	Surgical Personnel	50	47	74.3
Physicians & Dentists	168	145	227.1	Radiological Services Personnel	35	50	65.0
Medical & Dental Residents	10	0	10.0	Sonographers	3	28	12.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	21	14	27.5
Registered Nurses	383	826	826.3	Occupational Therapists	3	15	11.6
Certified Nurse Midwives	5	1	5.3	Occupational Therapy Assistants/Aides	0	2	0.8
Licensed Practical Nurses	39	44	65.3	Physical Therapists	11	36	28.9
Ancillary Nursing Personnel	27	198	114.5	Physical Therapy Assistants/Aides	3	14	7.1
Medical Assistants	41	83	82.7	Recreational Therapists	5	3	5.4
Physician Assistants	25	12	30.8	Dietitians & Nutritionists	7	15	13.7
Nurse Practitioners	44	33	63.1	Psychologists	18	5	21.7
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	22	19	32.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	120	175	208.5
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	382	276	515.3
Pharmacy Personnel	42	44	63.1				
Clinical Laboratory Personnel	45	22	59.0				
				Total	1,554	2,110	2,617.7

029 Mayo Clinic Health System in Eau Claire

Eau Claire, WI 54702

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	7 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$778,093,138	54.8%	45.7%	1.20	51.0%	1.07	46.0%	1.19	53.3%	1.03
Medical Assistance	\$140,890,757	9.9%	14.0%	0.71	11.7%	0.84	12.8%	0.78	9.7%	1.03
Commercial	\$465,346,888	32.8%	35.8%	0.91	33.6%	0.97	36.0%	0.91	34.0%	0.96
All Other	\$36,446,683	2.6%	4.5%	0.57	3.7%	0.70	5.3%	0.49	3.0%	0.86
Deductions as % of Total Gross Patient Revenue										
Medicare	\$583,532,937	41.1%	34.1%	1.21	33.7%	1.22	35.3%	1.16	40.5%	1.01
Medical Assistance	\$107,047,855	7.5%	10.6%	0.71	8.2%	0.92	10.0%	0.75	8.1%	0.93
Commercial	\$131,026,289	9.2%	14.7%	0.63	9.0%	1.03	16.0%	0.58	10.6%	0.87
Charity Care	\$14,680,793	1.0%	1.0%	1.06	1.1%	0.94	1.0%	1.07	0.6%	1.60
Bad Debt	\$9,497,315	0.7%	1.1%	0.62	1.0%	0.64	0.9%	0.71	1.2%	0.54
All Other	\$14,260,363	1.0%	2.0%	0.51	1.3%	0.75	2.2%	0.45	1.3%	0.78
Total Deductions	\$860,045,552	60.5%	63.3%	0.96	54.3%	1.11	65.5%	0.92	62.3%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	5.5%	0.48	2.5%	1.09	6.8%	0.39	6.9%	0.39
Net Gains/Losses as % of Net Income		21.9%	2.6%	8.58	24.5%	0.90	1.9%	11.60	85.4%	0.26
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$325,769,344	59.9%	44.1%	1.36	52.7%	1.14	43.1%	1.39	58.8%	1.02
Supplies & Services	\$194,399,881	35.7%	49.0%	0.73	41.1%	0.87	50.4%	0.71	36.6%	0.98
Capital Component	\$23,907,005	4.4%	6.9%	0.64	6.1%	0.71	6.4%	0.68	4.6%	0.95
Fiscal Statistics										
Operating Margin (%)		5.6%	8.4%	0.66	8.1%	0.69	8.5%	0.65	1.3%	4.14
Total Hospital Net Income (%)		7.0%	8.6%	0.82	10.4%	0.67	8.7%	0.81	8.6%	0.82
Return on Equity (%)		4.6%	6.3%	0.73	7.0%	0.66	6.7%	0.69	5.9%	0.78
Current Ratio		7.0	5.9	1.18	4.4	1.60	6.2	1.13	5.2	1.34
Days in Net Patient Accounts Receivable		51.5	51.6	1.00	49.2	1.05	50.7	1.02	57.0	0.90
Average Payment Period		57.0	38.5	1.48	52.6	1.08	38.6	1.48	63.8	0.89
Equity Financing (%)		73.2%	75.1%	0.97	78.5%	0.93	76.2%	0.96	73.4%	1.00
Long-Term Debt to Equity Ratio		0.1	0.2	0.57	0.1	0.75	0.1	0.79	0.1	0.88
Times Interest Earned		270.4	13.4	20.22	26.2	10.31	13.7	19.75	2,377.6	0.11
Total Asset Turnover		0.6	0.7	0.88	0.7	0.99	0.8	0.84	0.6	1.02
Average Age of Plant (Years)		13.1	9.9	1.33	11.5	1.14	10.8	1.22	11.9	1.10
Increase (Decrease) Total Net Patient Revenue		13.7%	5.4%	2.51	7.0%	1.96	6.1%	2.24	69.4%	0.20
Outpatient Gross Revenue (% of Total GPR)		64.1%	61.9%	1.03	68.3%	0.94	58.0%	1.10	64.1%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,626		\$15,830	1.11	\$14,403	1.22	\$17,621	1.00	\$17,646	1.00
Inpatient Net Revenue per Day	\$4,099		\$3,538	1.16	\$3,489	1.17	\$3,654	1.12	\$4,201	0.98
Outpatient Net Revenue per Visit	\$931		\$686	1.36	\$791	1.18	\$698	1.33	\$876	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,420,777,466	Cash & Cash Equivalents	\$456,388,202	Current Liabilities	\$81,517,503
Less Deductions	\$860,045,552	Net Patient Receivables	\$79,074,751	Long-Term Debt	\$58,811,613
Net Patient Revenue	\$560,731,914	Other Receivables	\$558,729	Other Liabilities	\$97,950,696
Plus Other Revenue	\$15,368,005			Subtotal	\$238,279,812
Total Revenue	\$576,099,919	Land, Buildings & Equipment (Net)	\$230,103,727	Unrestricted Fund Balance	\$650,060,825
Less Expenses	\$544,076,230	Other Assets	\$122,215,228	Restricted Fund Balance	\$13,493,067
Non-Operating Gains/Losses	\$8,995,380			Total Liabilities & Fund Balance	\$888,340,637
Net Income	\$41,019,069	Total Assets	\$888,340,637		

030 Sacred Heart Hospital
 900 West Clairemont Avenue
 Eau Claire, WI 54701
 715-839-4121

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	61.7%	55.7%	1.11	42.7%	1.44	57.4%	1.07	61.0%	1.01
Obstetrics	28.8%	41.5%	0.69	29.5%	0.18	40.0%	0.72	31.6%	0.91
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	54.8%	57.5%	0.95	44.1%	1.24	59.0%	0.93	54.4%	1.01
Average Census (Patients)									
Adult Medical-Surgical	72.8	26.4	2.76	11.9	6.14	36.9	1.97	72.0	1.01
Obstetrics	5.2	5.6	0.92	2.1	2.51	7.9	0.66	5.7	0.91
Pediatrics	0.0	1.4	N/A	0.0	N/A	5.2	N/A	0.0	N/A
Total Hospital	118.3	49.4	2.40	18.9	6.27	78.6	1.50	117.5	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	3.9	1.22	3.7	1.31	3.8	1.26	4.7	1.03
Obstetrics	2.2	2.5	0.87	2.3	0.96	2.6	0.86	2.3	0.97
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.8	4.4	1.08	3.9	1.21	4.4	1.07	4.6	1.03
Surgical Operations									
Inpatient	2,361	1,396	1.69	485	4.87	1,842	1.28	2,456	0.96
Outpatient	2,470	4,206	0.59	1,916	1.29	4,876	0.51	2,268	1.09
Inpatient as % of All Surgeries	48.9%	24.9%	1.96	20.2%	2.42	27.4%	1.78	52.0%	0.94
Outpatient Visits									
Non-Emergency Visits	58,704	136,074	0.43	67,827	0.87	168,131	0.35	74,521	0.79
Emergency Visits	23,446	18,688	1.25	8,592	2.73	31,181	0.75	23,911	0.98
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.3	0.52	10.6	0.94	25.9	0.39	11.0	0.91
Nurses, Licensed	240.1	239.2	1.00	115.3	2.08	358.4	0.67	261.0	0.92
Ancillary Nursing Personnel	62.6	40.0	1.56	18.4	3.40	57.2	1.09	57.0	1.10
All Other Personnel	622.7	480.4	1.30	260.2	2.39	660.2	0.94	642.9	0.97
Total FTEs	935.4	779.0	1.20	404.6	2.31	1,101.6	0.85	971.9	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.3	14.9	0.36	18.0	0.30	12.9	0.41	5.8	0.92
Nurses, Licensed	127.8	183.7	0.70	195.4	0.65	178.3	0.72	137.7	0.93
Ancillary Nursing Personnel	33.3	30.8	1.08	31.2	1.07	28.5	1.17	30.1	1.11
All Other Personnel	331.4	369.0	0.90	440.9	0.75	328.4	1.01	339.2	0.98
Total FTEs	497.8	598.3	0.83	685.5	0.73	548.0	0.91	512.8	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	216	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	9,084	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	840
Inpatient Days	43,174			Inpatient Days	0	Newborn Days	1,797

030 Sacred Heart Hospital
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	118	5,522	26,583	61.7%	72.8	4.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	185	3,294	37.6%	9.0	17.8
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	859	1,889	28.8%	5.2	2.2
Psychiatric	1	29	1,279	7,049	66.6%	19.3	5.5
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	1,238	4,358	54.3%	11.9	3.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	5	1	1	0.1%	0.0	1.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	12	14	18.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	31	12	38.6
Medical & Dental Residents	0	0	0.0	Sonographers	1	9	8.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	12	18	24.0
Registered Nurses	120	185	240.1	Occupational Therapists	6	5	8.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	7	7	10.4
Ancillary Nursing Personnel	30	48	62.6	Physical Therapy Assistants/Aides	6	3	6.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	3	2.4
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	1	3.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	5	7.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	90	79	137.3
Health Info Mgmt-Administrators/Technicians	28	3	29.8	All Other Personnel	231	93	283.0
Pharmacy Personnel	25	7	28.7				
Clinical Laboratory Personnel	11	7	13.5				
				Total	628	500	935.4

030 Sacred Heart Hospital
Eau Claire, WI 54701

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$307,452,797	57.1%	45.7%	1.25	51.0%	1.12	41.9%	1.36	54.6%	1.04
Medical Assistance	\$72,937,007	13.5%	14.0%	0.97	11.7%	1.15	19.9%	0.68	14.3%	0.95
Commercial	\$137,797,219	25.6%	35.8%	0.71	33.6%	0.76	35.1%	0.73	26.3%	0.97
All Other	\$20,441,328	3.8%	4.5%	0.84	3.7%	1.04	3.2%	1.19	4.8%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$226,813,171	42.1%	34.1%	1.24	33.7%	1.25	31.8%	1.32	41.0%	1.03
Medical Assistance	\$50,455,628	9.4%	10.6%	0.89	8.2%	1.14	14.5%	0.65	10.2%	0.92
Commercial	\$27,504,355	5.1%	14.7%	0.35	9.0%	0.57	12.7%	0.40	4.8%	1.07
Charity Care	\$9,792,194	1.8%	1.0%	1.86	1.1%	1.66	1.0%	1.85	1.7%	1.09
Bad Debt	\$1,311,239	0.2%	1.1%	0.23	1.0%	0.23	1.1%	0.21	0.2%	1.18
All Other	\$8,558,098	1.6%	2.0%	0.81	1.3%	1.19	1.4%	1.11	2.3%	0.70
Total Deductions	\$324,434,685	60.2%	63.3%	0.95	54.3%	1.11	62.6%	0.96	60.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	5.5%	0.09	2.5%	0.20	3.7%	0.13	0.7%	0.75
Net Gains/Losses as % of Net Income		44.8%	2.6%	17.52	24.5%	1.83	5.1%	8.72	51.5%	0.87
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$75,267,201	40.7%	44.1%	0.92	52.7%	0.77	43.3%	0.94	48.3%	0.84
Supplies & Services	\$94,837,561	51.3%	49.0%	1.05	41.1%	1.25	49.6%	1.04	43.4%	1.18
Capital Component	\$14,652,122	7.9%	6.9%	1.15	6.1%	1.29	7.1%	1.11	8.3%	0.96
Fiscal Statistics										
Operating Margin (%)		14.2%	8.4%	1.69	8.1%	1.76	10.1%	1.41	15.0%	0.95
Total Hospital Net Income (%)		23.0%	8.6%	2.69	10.4%	2.21	10.6%	2.18	26.6%	0.86
Return on Equity (%)		8.1%	6.3%	1.27	7.0%	1.15	6.8%	1.19	10.3%	0.78
Current Ratio		1.3	5.9	0.22	4.4	0.30	7.2	0.18	1.4	0.94
Days in Net Patient Accounts Receivable		36.3	51.6	0.70	49.2	0.74	53.7	0.68	49.8	0.73
Average Payment Period		99.0	38.5	2.57	52.6	1.88	35.4	2.79	88.1	1.12
Equity Financing (%)		87.2%	75.1%	1.16	78.5%	1.11	73.3%	1.19	83.7%	1.04
Long-Term Debt to Equity Ratio		0.0	0.2	0.26	0.1	0.34	0.2	0.19	0.1	0.66
Times Interest Earned		83.2	13.4	6.22	26.2	3.17	19.0	4.39	82.3	1.01
Total Asset Turnover		0.3	0.7	0.43	0.7	0.48	0.6	0.49	0.3	0.94
Average Age of Plant (Years)		14.4	9.9	1.46	11.5	1.25	8.4	1.72	13.1	1.10
Increase (Decrease) Total Net Patient Revenue		-0.2%	5.4%	N/A	7.0%	N/A	5.3%	N/A	-8.1%	0.02
Outpatient Gross Revenue (% of Total GPR)		37.1%	61.9%	0.60	68.3%	0.54	60.4%	0.61	37.9%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,400		\$15,830	0.91	\$14,403	1.00	\$15,632	0.92	\$14,218	1.01
Inpatient Net Revenue per Day	\$3,030		\$3,538	0.86	\$3,489	0.87	\$3,480	0.87	\$3,087	0.98
Outpatient Net Revenue per Visit	\$1,031		\$686	1.50	\$791	1.30	\$697	1.48	\$843	1.22

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$538,628,351	Cash & Cash Equivalents	\$9,052,244	Current Liabilities	\$46,994,659
Less Deductions	\$324,434,685	Net Patient Receivables	\$21,306,123	Long-Term Debt	\$24,674,626
Net Patient Revenue	\$214,193,666	Other Receivables	\$1,005,061	Other Liabilities	\$16,349,994
Plus Other Revenue	\$1,062,127			Subtotal	\$88,019,279
Total Revenue	\$215,255,793	Land, Buildings & Equipment (Net)	\$90,642,562	Unrestricted Fund Balance	\$597,976,432
Less Expenses	\$184,756,884	Other Assets	\$563,989,721	Restricted Fund Balance	\$19,659,886
Non-Operating Gains/Losses	\$24,748,002			Total Liabilities & Fund Balance	\$685,995,711
Net Income	\$55,246,911	Total Assets	\$685,995,711		

031 Edgerton Hospital and Health Services
 11101 N. Sherman Rd
 Edgerton, WI 53534
 608-884-3441

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

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	7.7%	55.7%	0.14	57.3%	0.13	11.4%	0.67	10.1%	0.76
Obstetrics	0.0%	41.5%	N/A	43.6%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	7.7%	57.5%	0.13	60.2%	0.13	17.7%	0.43	10.1%	0.76
Average Census (Patients)									
Adult Medical-Surgical	1.4	26.4	0.05	24.4	0.06	1.9	0.72	1.8	0.76
Obstetrics	0.0	5.6	N/A	5.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.4	49.4	0.03	51.9	0.03	3.1	0.45	1.8	0.76
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.9	0.79	3.0	1.02	3.0	1.05
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	4.3	0.72	4.2	0.74	3.0	1.05
Surgical Operations									
Inpatient	0	1,396	N/A	2,117	N/A	55	N/A	0	N/A
Outpatient	342	4,206	0.08	7,457	0.05	307	1.11	302	1.13
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	22.1%	N/A	15.1%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	14,527	136,074	0.11	174,723	0.08	22,296	0.65	14,656	0.99
Emergency Visits	1,827	18,688	0.10	17,254	0.11	3,144	0.58	1,816	1.01
Full-Time Equivalents (FTEs)									
Administrators	3.9	19.3	0.20	26.0	0.15	2.6	1.52	5.0	0.78
Nurses, Licensed	28.3	239.2	0.12	251.5	0.11	32.1	0.88	32.1	0.88
Ancillary Nursing Personnel	11.3	40.0	0.28	43.3	0.26	7.8	1.45	11.9	0.96
All Other Personnel	80.2	480.4	0.17	653.1	0.12	75.6	1.06	75.1	1.07
Total FTEs	123.8	779.0	0.16	973.9	0.13	118.0	1.05	124.1	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	65.1	14.9	4.38	20.1	3.24	19.1	3.41	68.5	0.95
Nurses, Licensed	470.2	183.7	2.56	194.3	2.42	236.9	1.98	440.2	1.07
Ancillary Nursing Personnel	188.6	30.8	6.13	33.4	5.64	57.6	3.27	162.4	1.16
All Other Personnel	1,333.7	369.0	3.61	504.4	2.64	557.9	2.39	1,029.0	1.30
Total FTEs	2,057.6	598.3	3.44	752.2	2.74	871.5	2.36	1,700.0	1.21

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance		Average Beds Used	8	Bassinets	0
Discharges	162	Organization (HMO)	Yes	Discharges	166	Total Births	0
Inpatient Days	503	Preferred Provider		Inpatient Days	2,108	Newborn Days	0
		Organization (PPO)	Yes				

031 Edgerton Hospital and Health Services
Edgerton, WI 53534

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	162	503	7.7%	1.4	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	1	3.9	Surgical Personnel	0	2	1.6
Physicians & Dentists	3	2	3.9	Radiological Services Personnel	2	7	5.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.9
Registered Nurses	15	20	26.8	Occupational Therapists	0	2	0.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.1
Licensed Practical Nurses	1	1	1.5	Physical Therapists	0	4	2.7
Ancillary Nursing Personnel	2	14	11.3	Physical Therapy Assistants/Aides	2	2	2.3
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	7	8.8
Health Info Mgmt-Administrators/Technicians	6	8	12.0	All Other Personnel	13	17	26.1
Pharmacy Personnel	2	1	2.8				
Clinical Laboratory Personnel	4	5	7.7				
				Total	59	99	123.8

031 Edgerton Hospital and Health Services

Edgerton, WI 53534

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$22,993,122	54.2%	45.7%	1.19	41.6%	1.30	46.6%	1.16	56.7%	0.96
Medical Assistance	\$3,919,733	9.2%	14.0%	0.66	11.5%	0.80	13.4%	0.69	10.2%	0.90
Commercial	\$14,366,712	33.9%	35.8%	0.95	39.3%	0.86	35.9%	0.94	30.5%	1.11
All Other	\$1,131,635	2.7%	4.5%	0.59	7.5%	0.35	4.0%	0.66	2.6%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,108,298	26.2%	34.1%	0.77	30.8%	0.85	21.1%	1.24	29.0%	0.90
Medical Assistance	\$2,969,099	7.0%	10.6%	0.66	8.7%	0.81	8.5%	0.83	7.0%	0.99
Commercial	\$5,702,134	13.4%	14.7%	0.91	18.2%	0.74	9.7%	1.38	12.6%	1.06
Charity Care	\$72,934	0.2%	1.0%	0.18	0.9%	0.20	1.0%	0.17	0.1%	2.04
Bad Debt	\$1,121,651	2.6%	1.1%	2.47	1.1%	2.49	2.2%	1.22	1.9%	1.37
All Other	\$299,208	0.7%	2.0%	0.36	3.4%	0.21	1.6%	0.45	0.5%	1.41
Total Deductions	\$21,273,324	50.2%	63.3%	0.79	62.8%	0.80	44.0%	1.14	51.2%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.6%	5.5%	0.29	6.4%	0.25	3.2%	0.50	1.3%	1.22	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	1.9%	N/A	N/A	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,748,953	58.1%	44.1%	1.32	47.5%	1.22	54.9%	1.06	58.0%	1.00
Supplies & Services	\$6,092,176	27.7%	49.0%	0.57	45.0%	0.62	38.5%	0.72	27.6%	1.00
Capital Component	\$3,115,510	14.2%	6.9%	2.06	7.5%	1.89	6.7%	2.13	14.4%	0.99
Fiscal Statistics										
Operating Margin (%)	-2.2%	8.4%	N/A	5.0%	N/A	1.3%	N/A	-1.7%	1.27	
Total Hospital Net Income (%)	-2.0%	8.6%	N/A	5.0%	N/A	1.0%	N/A	-1.6%	1.20	
Return on Equity (%)	-1.8%	6.3%	N/A	3.8%	N/A	1.2%	N/A	-1.4%	1.29	
Current Ratio	1.3	5.9	0.21	2.3	0.56	3.5	0.36	1.3	0.97	
Days in Net Patient Accounts Receivable	51.1	51.6	0.99	47.8	1.07	53.6	0.95	61.0	0.84	
Average Payment Period	64.8	38.5	1.68	55.0	1.18	37.7	1.72	77.3	0.84	
Equity Financing (%)	0.0%	75.1%	N/A	59.3%	N/A	52.0%	N/A	0.0%	1.58	
Long-Term Debt to Equity Ratio	-12.4	0.2	N/A	0.3	N/A	0.6	N/A	-18.6	0.66	
Times Interest Earned	0.6	13.4	0.04	5.0	0.11	2.0	0.28	0.6	0.88	
Total Asset Turnover	0.9	0.7	1.27	0.7	1.24	1.3	0.74	0.9	1.07	
Average Age of Plant (Years)	8.9	9.9	0.90	10.5	0.85	10.1	0.88	7.8	1.14	
Increase (Decrease) Total Net Patient Revenue	-1.6%	5.4%	N/A	6.7%	N/A	6.3%	N/A	6.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	77.2%	61.9%	1.25	59.8%	1.29	77.2%	1.00	75.0%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,147	\$15,830	1.02	\$17,803	0.91	\$17,237	0.94	\$12,860	1.26	
Inpatient Net Revenue per Day	\$2,053	\$3,538	0.58	\$4,047	0.51	\$2,652	0.77	\$1,757	1.17	
Outpatient Net Revenue per Visit	\$1,028	\$686	1.50	\$595	1.73	\$595	1.73	\$1,024	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,411,202	Cash & Cash Equivalents	\$1,085,789	Current Liabilities	\$3,638,824
Less Deductions	\$21,273,324	Net Patient Receivables	\$2,956,495	Long-Term Debt	\$21,078,380
Net Patient Revenue	\$21,137,878	Other Receivables	\$20,408	Other Liabilities	\$0
Plus Other Revenue	\$344,929			Subtotal	\$24,717,204
Total Revenue	\$21,482,807	Land, Buildings & Equipment (Net)	\$14,850,974	Unrestricted Fund Balance	-\$1,702,181
Less Expenses	\$21,956,639	Other Assets	\$4,101,357	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$53,171			Total Liabilities & Fund Balance	\$23,015,023
Net Income	-\$420,661	Total Assets	\$23,015,023		

032 Aurora Lakeland Medical Center in Elkhorn
W3985 Cty Rd NN
Elkhorn, WI 53121
262-741-2000

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

County: Walworth
Analysis Area: Southeastern (2A)
Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.2%	55.7%	0.72	55.0%	0.73	39.8%	1.01	37.9%	1.06
Obstetrics	26.3%	41.5%	0.63	34.6%	0.11	28.9%	0.91	24.0%	1.09
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	39.5%	57.5%	0.69	51.4%	0.77	42.4%	0.93	37.1%	1.07
Average Census (Patients)									
Adult Medical-Surgical	11.7	26.4	0.44	31.4	0.37	10.7	1.09	11.0	1.06
Obstetrics	3.9	5.6	0.70	6.3	0.63	2.0	1.98	3.6	1.09
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.5	49.4	0.54	58.3	0.45	16.6	1.59	24.8	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.9	0.74	3.6	0.81	3.0	0.97	2.8	1.04
Obstetrics	2.1	2.5	0.81	2.3	0.89	2.2	0.92	2.1	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.76	4.0	0.84	3.3	1.02	3.2	1.04
Surgical Operations									
Inpatient	600	1,396	0.43	1,424	0.42	484	1.24	554	1.08
Outpatient	1,432	4,206	0.34	3,674	0.39	2,045	0.70	1,514	0.95
Inpatient as % of All Surgeries	29.5%	24.9%	1.18	27.9%	1.06	19.2%	1.54	26.8%	1.10
Outpatient Visits									
Non-Emergency Visits	55,097	136,074	0.40	147,557	0.37	63,222	0.87	52,198	1.06
Emergency Visits	14,982	18,688	0.80	29,988	0.50	12,717	1.18	15,516	0.97
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.3	0.26	17.6	0.28	10.6	0.47	8.0	0.63
Nurses, Licensed	115.7	239.2	0.48	262.0	0.44	104.8	1.10	115.2	1.00
Ancillary Nursing Personnel	24.3	40.0	0.61	44.8	0.54	22.9	1.06	27.3	0.89
All Other Personnel	258.9	480.4	0.54	509.5	0.51	217.2	1.19	249.4	1.04
Total FTEs	403.9	779.0	0.52	833.9	0.48	355.5	1.14	399.9	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.5	14.9	0.44	10.7	0.61	17.1	0.38	10.5	0.62
Nurses, Licensed	150.2	183.7	0.82	159.4	0.94	169.2	0.89	151.3	0.99
Ancillary Nursing Personnel	31.6	30.8	1.03	27.2	1.16	37.0	0.86	35.8	0.88
All Other Personnel	336.3	369.0	0.91	310.0	1.08	350.8	0.96	327.5	1.03
Total FTEs	524.7	598.3	0.88	507.3	1.03	574.1	0.91	525.0	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	67	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,897	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	710
Inpatient Days	9,658			Inpatient Days	0	Newborn Days	1,325

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	29	1,458	4,258	40.2%	11.7	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	136	1,380	37.8%	3.8	10.1
Hospice	2	1	87	282	77.3%	0.8	3.2
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	697	1,438	26.3%	3.9	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	405	2,300	52.5%	6.3	5.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	17	14	18.8	Radiological Services Personnel	14	7	19.8
Medical & Dental Residents	4	0	4.0	Sonographers	3	2	3.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	1	7.2
Registered Nurses	90	41	109.7	Occupational Therapists	5	3	5.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	11	8	16.6
Ancillary Nursing Personnel	15	26	24.3	Physical Therapy Assistants/Aides	4	2	5.5
Medical Assistants	3	1	4.0	Recreational Therapists	0	1	0.6
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	63	38	83.8
Health Info Mgmt-Administrators/Technicians	1	4	3.7	All Other Personnel	39	26	56.9
Pharmacy Personnel	10	3	10.9				
Clinical Laboratory Personnel	10	3	10.0				
				Total	314	181	403.9

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$101,720,745	49.1%	45.7%	1.07	50.5%	0.97	49.2%	1.00	48.1%	1.02
Medical Assistance	\$30,091,632	14.5%	14.0%	1.04	10.1%	1.44	11.3%	1.29	15.3%	0.95
Commercial	\$66,470,299	32.1%	35.8%	0.89	36.8%	0.87	36.3%	0.88	32.3%	0.99
All Other	\$9,088,099	4.4%	4.5%	0.97	2.7%	1.65	3.2%	1.39	4.2%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$79,982,083	38.6%	34.1%	1.13	39.8%	0.97	35.5%	1.09	36.9%	1.04
Medical Assistance	\$22,372,596	10.8%	10.6%	1.02	7.8%	1.38	8.4%	1.29	11.3%	0.96
Commercial	\$26,678,740	12.9%	14.7%	0.88	16.3%	0.79	13.1%	0.99	13.0%	0.99
Charity Care	\$4,736,807	2.3%	1.0%	2.34	1.0%	2.39	1.3%	1.81	2.6%	0.87
Bad Debt	\$3,653,263	1.8%	1.1%	1.65	1.1%	1.55	1.4%	1.27	1.4%	1.27
All Other	\$2,579,302	1.2%	2.0%	0.63	1.1%	1.09	1.1%	1.17	1.1%	1.11
Total Deductions	\$140,002,791	67.5%	63.3%	1.07	67.1%	1.01	60.7%	1.11	66.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	5.5%	0.07		4.8%	0.08	3.5%	0.12	0.4%	1.01
Net Gains/Losses as % of Net Income	0.1%	2.6%	0.03		N/A	N/A	18.6%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,322,842	46.2%	44.1%	1.05	39.0%	1.18	44.5%	1.04	44.1%	1.05
Supplies & Services	\$26,010,325	45.7%	49.0%	0.93	52.6%	0.87	46.9%	0.97	48.4%	0.94
Capital Component	\$4,632,904	8.1%	6.9%	1.18	8.4%	0.97	8.5%	0.95	7.5%	1.09
Fiscal Statistics										
Operating Margin (%)	15.8%	8.4%	1.89		11.9%	1.33	4.8%	3.29	13.0%	1.22
Total Hospital Net Income (%)	15.8%	8.6%	1.84		10.9%	1.45	5.8%	2.71	12.6%	1.25
Return on Equity (%)	4.2%	6.3%	0.67		7.6%	0.56	3.7%	1.14	3.4%	1.23
Current Ratio	51.2	5.9	8.64		9.7	5.27	5.5	9.23	45.5	1.13
Days in Net Patient Accounts Receivable	55.5	51.6	1.08		48.3	1.15	49.4	1.12	56.7	0.98
Average Payment Period	29.2	38.5	0.76		30.8	0.95	40.4	0.72	31.2	0.94
Equity Financing (%)	97.5%	75.1%	1.30		80.8%	1.21	75.7%	1.29	97.1%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	0.06		0.1	0.08	0.2	0.05	0.0	0.91
Times Interest Earned	35.3	13.4	2.64		15.9	2.23	6.3	5.65	27.0	1.31
Total Asset Turnover	0.3	0.7	0.36		0.7	0.38	0.6	0.42	0.3	0.98
Average Age of Plant (Years)	7.8	9.9	0.79		9.0	0.87	9.1	0.86	7.6	1.02
Increase (Decrease) Total Net Patient Revenue	1.7%	5.4%	0.31		4.2%	0.40	7.2%	0.23	-18.2%	N/A
Outpatient Gross Revenue (% of Total GPR)	63.0%	61.9%	1.02		63.4%	0.99	72.7%	0.87	64.8%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,310	\$15,830	0.65		\$12,178	0.85	\$11,444	0.90	\$9,693	1.06
Inpatient Net Revenue per Day	\$2,871	\$3,538	0.81		\$2,958	0.97	\$3,344	0.86	\$2,803	1.02
Outpatient Net Revenue per Visit	\$587	\$686	0.86		\$680	0.86	\$740	0.79	\$614	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$207,370,775	Cash & Cash Equivalents	\$206,250,882	Current Liabilities	\$4,241,187
Less Deductions	\$140,002,791	Net Patient Receivables	\$10,241,090	Long-Term Debt	\$2,186,753
Net Patient Revenue	\$67,367,984	Other Receivables	\$37,429	Other Liabilities	\$25,015
Plus Other Revenue	\$275,724			Subtotal	\$6,452,955
Total Revenue	\$67,643,708	Land, Buildings & Equipment (Net)	\$34,467,369	Unrestricted Fund Balance	\$246,902,941
Less Expenses	\$56,966,071	Other Assets	\$2,359,126	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,344	Total Assets	\$253,355,896	Total Liabilities & Fund Balance	\$253,355,896
Net Income	\$10,684,981				

034 St. Agnes Hospital – Fond du Lac
 430 E Division, PO Box 385
 Fond du Lac, WI 54935
 920-929-2300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.0%	55.7%	0.90	44.0%	1.14	69.4%	0.72	59.8%	0.84
Obstetrics	27.4%	41.5%	0.66	31.5%	0.17	52.7%	0.52	18.6%	1.48
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	52.2%	57.5%	0.91	46.2%	1.13	67.8%	0.77	52.8%	0.99
Average Census (Patients)									
Adult Medical-Surgical	43.5	26.4	1.65	20.6	2.11	101.2	0.43	43.6	1.00
Obstetrics	5.2	5.6	0.93	4.4	1.17	15.7	0.33	5.6	0.94
Pediatrics	0.0	1.4	N/A	0.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	72.5	49.4	1.47	35.5	2.04	195.9	0.37	74.0	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	3.9	0.90	3.5	1.02	4.4	0.81	3.5	1.01
Obstetrics	2.3	2.5	0.92	2.4	0.97	2.6	0.89	2.4	0.99
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.6	4.4	0.83	3.8	0.95	4.8	0.75	3.4	1.08
Surgical Operations									
Inpatient	1,540	1,396	1.10	1,243	1.24	5,208	0.30	1,949	0.79
Outpatient	12,334	4,206	2.93	6,046	2.04	14,763	0.84	12,327	1.00
Inpatient as % of All Surgeries	11.1%	24.9%	0.45	17.1%	0.65	26.1%	0.43	13.7%	0.81
Outpatient Visits									
Non-Emergency Visits	711,755	136,074	5.23	126,761	5.61	473,499	1.50	711,868	1.00
Emergency Visits	31,169	18,688	1.67	15,547	2.00	53,629	0.58	30,480	1.02
Full-Time Equivalents (FTEs)									
Administrators	43.0	19.3	2.22	17.4	2.47	64.0	0.67	133.0	0.32
Nurses, Licensed	416.5	239.2	1.74	179.4	2.32	866.8	0.48	586.1	0.71
Ancillary Nursing Personnel	95.8	40.0	2.39	31.1	3.08	141.9	0.67	87.5	1.09
All Other Personnel	943.4	480.4	1.96	293.7	3.21	1,693.5	0.56	1,291.2	0.73
Total FTEs	1,498.6	779.0	1.92	521.5	2.87	2,766.3	0.54	2,097.7	0.71
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.6	14.9	0.92	14.8	0.92	13.7	0.99	43.6	0.31
Nurses, Licensed	131.7	183.7	0.72	152.4	0.86	186.0	0.71	192.2	0.69
Ancillary Nursing Personnel	30.3	30.8	0.98	26.4	1.15	30.4	0.99	28.7	1.06
All Other Personnel	298.4	369.0	0.81	249.4	1.20	363.3	0.82	423.5	0.70
Total FTEs	473.9	598.3	0.79	443.0	1.07	593.5	0.80	688.0	0.69

Total Hospital:

Beds Set Up & Staffed 139
 Discharges 7,283
 Inpatient Days 26,469

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 20
 Total Births 750
 Newborn Days 1,782

034 St. Agnes Hospital – Fond du Lac
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	87	4,511	15,879	50.0%	43.5	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	89	1,085	59.5%	3.0	12.2
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	812	1,903	27.4%	5.2	2.3
Psychiatric	1	16	776	3,832	65.6%	10.5	4.9
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	146	1,916	65.6%	5.2	13.1
Step-Down (Special Care)	1	4	183	1,293	88.6%	3.5	7.1
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	1	0	66	561	0.0%	1.5	8.5
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	43	0	43.0	Surgical Personnel	15	7	18.4
Physicians & Dentists	41	3	41.6	Radiological Services Personnel	23	40	46.8
Medical & Dental Residents	0	0	0.0	Sonographers	5	12	13.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	4	10.9
Registered Nurses	146	375	374.2	Occupational Therapists	6	8	10.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	2	3.5
Licensed Practical Nurses	9	16	18.4	Physical Therapists	22	11	28.7
Ancillary Nursing Personnel	30	129	95.8	Physical Therapy Assistants/Aides	3	16	9.0
Medical Assistants	4	6	8.0	Recreational Therapists	1	2	1.5
Physician Assistants	2	7	8.4	Dietitians & Nutritionists	2	7	5.7
Nurse Practitioners	14	6	18.3	Psychologists	1	1	1.7
Certified Registered Nurse Anesthetists	5	1	5.6	Social Workers	11	18	23.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	92	62	126.5
Health Info Mgmt-Administrators/Technicians	15	10	21.0	All Other Personnel	382	340	532.7
Pharmacy Personnel	26	15	32.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	910	1,098	1,498.6

034 St. Agnes Hospital – Fond du Lac

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$467,872,410	47.4%	45.7%	1.04	47.1%	1.00	46.0%	1.03	46.1%	1.03
Medical Assistance	\$103,759,401	10.5%	14.0%	0.75	10.7%	0.98	12.8%	0.82	11.0%	0.96
Commercial	\$400,828,234	40.6%	35.8%	1.13	39.9%	1.02	36.0%	1.13	41.2%	0.98
All Other	\$15,575,243	1.6%	4.5%	0.35	2.3%	0.69	5.3%	0.30	1.7%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$347,698,084	35.2%	34.1%	1.03	33.7%	1.04	35.3%	1.00	34.5%	1.02
Medical Assistance	\$81,509,253	8.2%	10.6%	0.78	7.8%	1.06	10.0%	0.83	8.7%	0.95
Commercial	\$167,008,580	16.9%	14.7%	1.15	13.1%	1.29	16.0%	1.05	16.7%	1.01
Charity Care	\$2,888,710	0.3%	1.0%	0.30	0.6%	0.47	1.0%	0.30	0.3%	0.99
Bad Debt	\$12,935,903	1.3%	1.1%	1.22	1.3%	0.99	0.9%	1.40	1.2%	1.05
All Other	\$3,777,926	0.4%	2.0%	0.20	1.4%	0.28	2.2%	0.17	0.4%	0.87
Total Deductions	\$615,818,456	62.3%	63.3%	0.98	57.9%	1.08	65.5%	0.95	61.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	5.5%	0.40	1.7%	1.30	6.8%	0.33	2.3%	0.98
Net Gains/Losses as % of Net Income		63.2%	2.6%	24.73	3.3%	19.07	1.9%	33.45	237.8%	0.27
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$173,450,079	46.0%	44.1%	1.04	41.1%	1.12	43.1%	1.07	46.8%	0.98
Supplies & Services	\$173,110,766	45.9%	49.0%	0.94	51.9%	0.89	50.4%	0.91	45.2%	1.02
Capital Component	\$30,203,724	8.0%	6.9%	1.17	7.0%	1.14	6.4%	1.25	8.0%	1.00
Fiscal Statistics										
Operating Margin (%)		1.0%	8.4%	0.12	11.1%	0.09	8.5%	0.12	-2.6%	N/A
Total Hospital Net Income (%)		2.7%	8.6%	0.32	11.5%	0.24	8.7%	0.32	1.8%	1.54
Return on Equity (%)		1.8%	6.3%	0.29	10.9%	0.17	6.7%	0.27	1.2%	1.50
Current Ratio		2.9	5.9	0.48	6.8	0.42	6.2	0.46	1.9	1.49
Days in Net Patient Accounts Receivable		61.2	51.6	1.19	56.0	1.09	50.7	1.21	54.7	1.12
Average Payment Period		39.4	38.5	1.02	21.7	1.81	38.6	1.02	40.2	0.98
Equity Financing (%)		57.0%	75.1%	0.76	78.3%	0.73	76.2%	0.75	57.3%	0.99
Long-Term Debt to Equity Ratio		0.4	0.2	2.41	0.1	3.09	0.1	3.34	0.4	0.98
Times Interest Earned		3.4	13.4	0.25	32.7	0.10	13.7	0.25	2.4	1.42
Total Asset Turnover		0.7	0.7	0.88	1.0	0.68	0.8	0.84	0.7	0.99
Average Age of Plant (Years)		11.3	9.9	1.15	10.8	1.05	10.8	1.05	10.9	1.04
Increase (Decrease) Total Net Patient Revenue		4.1%	5.4%	0.76	6.7%	0.62	6.1%	0.68	2.9%	1.40
Outpatient Gross Revenue (% of Total GPR)		75.8%	61.9%	1.22	69.3%	1.09	58.0%	1.31	75.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,405		\$15,830	0.78	\$12,540	0.99	\$17,621	0.70	\$10,851	1.14
Inpatient Net Revenue per Day	\$3,235		\$3,538	0.91	\$3,195	1.01	\$3,654	0.89	\$3,230	1.00
Outpatient Net Revenue per Visit	\$397		\$686	0.58	\$574	0.69	\$698	0.57	\$380	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$988,035,288	Cash & Cash Equivalents	\$25,051,511	Current Liabilities	\$38,437,844
Less Deductions	\$615,818,456	Net Patient Receivables	\$62,419,731	Long-Term Debt	\$128,271,543
Net Patient Revenue	\$372,216,832	Other Receivables	\$4,693,989	Other Liabilities	\$85,002,153
Plus Other Revenue	\$8,449,428			Subtotal	\$251,711,540
Total Revenue	\$380,666,260	Land, Buildings & Equipment (Net)	\$164,031,630	Unrestricted Fund Balance	\$333,485,140
Less Expenses	\$376,764,569	Other Assets	\$328,999,819	Restricted Fund Balance	\$13,257,747
Non-Operating Gains/Losses	\$6,713,206			Total Liabilities & Fund Balance	\$585,196,680
Net Income	\$10,614,897	Total Assets	\$585,196,680		

035 Fort HealthCare
 611 East Sherman Avenue
 Fort Atkinson, WI 53538
 920-568-5000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Jefferson
 Analysis Area: Southern (1)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.9%	55.7%	0.50	57.3%	0.49	57.4%	0.49	25.2%	1.10
Obstetrics	18.8%	41.5%	0.45	43.6%	0.05	40.0%	0.47	15.6%	1.21
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	26.2%	57.5%	0.46	60.2%	0.43	59.0%	0.44	19.4%	1.35
Average Census (Patients)									
Adult Medical-Surgical	9.2	26.4	0.35	24.4	0.38	36.9	0.25	10.1	0.91
Obstetrics	2.3	5.6	0.40	5.1	0.45	7.9	0.29	2.5	0.91
Pediatrics	0.0	1.4	N/A	2.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	12.8	49.4	0.26	51.9	0.25	78.6	0.16	13.9	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.69	3.9	0.70	3.8	0.71	2.9	0.94
Obstetrics	2.3	2.5	0.91	2.7	0.86	2.6	0.90	2.2	1.04
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.63	4.3	0.64	4.4	0.62	2.9	0.96
Surgical Operations									
Inpatient	496	1,396	0.36	2,117	0.23	1,842	0.27	631	0.79
Outpatient	2,800	4,206	0.67	7,457	0.38	4,876	0.57	2,817	0.99
Inpatient as % of All Surgeries	15.0%	24.9%	0.60	22.1%	0.68	27.4%	0.55	18.3%	0.82
Outpatient Visits									
Non-Emergency Visits	248,443	136,074	1.83	174,723	1.42	168,131	1.48	251,266	0.99
Emergency Visits	16,549	18,688	0.89	17,254	0.96	31,181	0.53	16,471	1.00
Full-Time Equivalents (FTEs)									
Administrators	4.8	19.3	0.25	26.0	0.19	25.9	0.19	4.8	1.00
Nurses, Licensed	106.0	239.2	0.44	251.5	0.42	358.4	0.30	108.8	0.97
Ancillary Nursing Personnel	10.9	40.0	0.27	43.3	0.25	57.2	0.19	12.6	0.87
All Other Personnel	327.7	480.4	0.68	653.1	0.50	660.2	0.50	310.3	1.06
Total FTEs	449.4	779.0	0.58	973.9	0.46	1,101.6	0.41	436.5	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.7	14.9	0.32	20.1	0.23	12.9	0.37	4.9	0.96
Nurses, Licensed	103.6	183.7	0.56	194.3	0.53	178.3	0.58	110.3	0.94
Ancillary Nursing Personnel	10.7	30.8	0.35	33.4	0.32	28.5	0.38	12.8	0.84
All Other Personnel	320.4	369.0	0.87	504.4	0.64	328.4	0.98	314.8	1.02
Total FTEs	439.4	598.3	0.73	752.2	0.58	548.0	0.80	442.8	0.99

Total Hospital:
 Beds Set Up & Staffed 49
 Discharges 1,696
 Inpatient Days 4,684

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 10
 Total Births 342
 Newborn Days 756

035 Fort HealthCare
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	33	1,235	3,360	27.9%	9.2	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	356	824	18.8%	2.3	2.3
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	105	500	34.2%	1.4	4.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	1	4.8	Surgical Personnel	8	1	8.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	17	9	22.3
Medical & Dental Residents	1	0	1.0	Sonographers	2	3	5.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	9	4.0
Registered Nurses	31	117	96.7	Occupational Therapists	2	8	6.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	10	7.3	Physical Therapists	9	9	14.3
Ancillary Nursing Personnel	2	24	10.9	Physical Therapy Assistants/Aides	3	2	4.4
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.7
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	43	45	69.2
Health Info Mgmt-Administrators/Technicians	19	5	21.4	All Other Personnel	101	119	147.9
Pharmacy Personnel	4	7	7.4				
Clinical Laboratory Personnel	9	6	12.4				
				Total	261	379	449.4

035 Fort HealthCare
Fort Atkinson, WI 53538

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$131,291,604	42.7%	45.7%	0.94	41.6%	1.03	41.9%	1.02	41.0%	1.04
Medical Assistance	\$31,613,420	10.3%	14.0%	0.74	11.5%	0.89	19.9%	0.52	10.8%	0.95
Commercial	\$136,374,570	44.4%	35.8%	1.24	39.3%	1.13	35.1%	1.27	45.5%	0.98
All Other	\$7,910,670	2.6%	4.5%	0.57	7.5%	0.34	3.2%	0.81	2.7%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$101,102,386	32.9%	34.1%	0.97	30.8%	1.07	31.8%	1.03	31.3%	1.05
Medical Assistance	\$26,820,790	8.7%	10.6%	0.83	8.7%	1.01	14.5%	0.60	9.2%	0.94
Commercial	\$60,190,210	19.6%	14.7%	1.33	18.2%	1.08	12.7%	1.54	19.8%	0.99
Charity Care	\$1,611,370	0.5%	1.0%	0.54	0.9%	0.61	1.0%	0.53	0.5%	1.01
Bad Debt	\$2,579,157	0.8%	1.1%	0.78	1.1%	0.79	1.1%	0.74	0.9%	0.92
All Other	\$4,471,940	1.5%	2.0%	0.74	3.4%	0.43	1.4%	1.02	1.5%	0.98
Total Deductions	\$196,775,853	64.1%	63.3%	1.01	62.8%	1.02	62.6%	1.02	63.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.8%	5.5%	1.96		6.4%	1.68	3.7%	2.89	11.0%	0.98
Net Gains/Losses as % of Net Income	68.3%	2.6%	26.69		1.9%	36.76	5.1%	13.28	75.1%	0.91
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$49,543,587	41.0%	44.1%	0.93	47.5%	0.86	43.3%	0.95	39.9%	1.03
Supplies & Services	\$57,868,910	47.9%	49.0%	0.98	45.0%	1.06	49.6%	0.97	48.9%	0.98
Capital Component	\$13,484,603	11.2%	6.9%	1.62	7.5%	1.48	7.1%	1.56	11.2%	1.00
Fiscal Statistics										
Operating Margin (%)	2.3%	8.4%	0.28		5.0%	0.47	10.1%	0.23	2.3%	1.00
Total Hospital Net Income (%)	7.0%	8.6%	0.81		5.0%	1.38	10.6%	0.66	8.7%	0.80
Return on Equity (%)	4.4%	6.3%	0.70		3.8%	1.17	6.8%	0.65	5.7%	0.78
Current Ratio	2.5	5.9	0.42		2.3	1.10	7.2	0.34	2.1	1.17
Days in Net Patient Accounts Receivable	54.0	51.6	1.05		47.8	1.13	53.7	1.01	45.8	1.18
Average Payment Period	45.6	38.5	1.18		55.0	0.83	35.4	1.29	51.9	0.88
Equity Financing (%)	69.7%	75.1%	0.93		59.3%	1.17	73.3%	0.95	66.6%	1.05
Long-Term Debt to Equity Ratio	0.3	0.2	2.11		0.3	1.14	0.2	1.51	0.4	0.88
Times Interest Earned	4.5	13.4	0.34		5.0	0.90	19.0	0.24	5.2	0.87
Total Asset Turnover	0.6	0.7	0.82		0.7	0.81	0.6	0.95	0.6	0.99
Average Age of Plant (Years)	16.3	9.9	1.65		10.5	1.56	8.4	1.95	16.1	1.01
Increase (Decrease) Total Net Patient Revenue	1.8%	5.4%	0.33		6.7%	0.27	5.3%	0.33	-1.9%	N/A
Outpatient Gross Revenue (% of Total GPR)	86.9%	61.9%	1.40		59.8%	1.45	60.4%	1.44	85.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,659	\$15,830	0.55		\$17,803	0.49	\$15,632	0.55	\$8,919	0.97
Inpatient Net Revenue per Day	\$3,005	\$3,538	0.85		\$4,047	0.74	\$3,480	0.86	\$3,079	0.98
Outpatient Net Revenue per Visit	\$371	\$686	0.54		\$595	0.62	\$697	0.53	\$356	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$307,190,264	Cash & Cash Equivalents	\$14,338,557	Current Liabilities	\$14,162,851
Less Deductions	\$196,775,853	Net Patient Receivables	\$16,338,519	Long-Term Debt	\$47,724,029
Net Patient Revenue	\$110,414,411	Other Receivables	\$402,302	Other Liabilities	\$0
Plus Other Revenue	\$13,350,003			Subtotal	\$61,886,880
Total Revenue	\$123,764,414	Land, Buildings & Equipment (Net)	\$50,454,295	Unrestricted Fund Balance	\$142,186,500
Less Expenses	\$120,897,100	Other Assets	\$122,539,707	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,165,762			Total Liabilities & Fund Balance	\$204,073,380
Net Income	\$9,033,076	Total Assets	\$204,073,380		

311 Ascension SE Wisconsin Hospital - Franklin Campus
 10101 S. 27th Street
 Franklin, WI 53132
 414-325-4700

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.3%	55.7%	0.83	69.6%	0.66	39.8%	1.16	77.3%	0.60
Obstetrics	0.0%	41.5%	N/A	56.7%	N/A	28.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	78.7%	57.5%	1.37	72.0%	1.09	42.4%	1.86	74.9%	1.05
Average Census (Patients)									
Adult Medical-Surgical	16.7	26.4	0.63	111.4	0.15	10.7	1.56	27.8	0.60
Obstetrics	0.0	5.6	N/A	25.1	N/A	2.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	16.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.6	49.4	0.70	172.5	0.20	16.6	2.08	33.0	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	3.9	1.08	4.8	0.89	3.0	1.41	4.1	1.03
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.4	4.4	1.00	5.6	0.79	3.3	1.34	4.4	1.00
Surgical Operations									
Inpatient	720	1,396	0.52	3,208	0.22	484	1.49	520	1.38
Outpatient	1,321	4,206	0.31	5,759	0.23	2,045	0.65	1,455	0.91
Inpatient as % of All Surgeries	35.3%	24.9%	1.42	35.8%	0.99	19.2%	1.84	26.3%	1.34
Outpatient Visits									
Non-Emergency Visits	71,344	136,074	0.52	268,757	0.27	63,222	1.13	71,697	1.00
Emergency Visits	21,976	18,688	1.18	47,390	0.46	12,717	1.73	22,481	0.98
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	44.4	0.07	10.6	0.28	3.0	1.00
Nurses, Licensed	107.3	239.2	0.45	740.7	0.14	104.8	1.02	109.1	0.98
Ancillary Nursing Personnel	28.4	40.0	0.71	137.5	0.21	22.9	1.24	22.9	1.24
All Other Personnel	160.5	480.4	0.33	1,202.9	0.13	217.2	0.74	183.9	0.87
Total FTEs	299.2	779.0	0.38	2,125.5	0.14	355.5	0.84	319.0	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.3	14.9	0.22	12.3	0.27	17.1	0.19	3.4	0.99
Nurses, Licensed	118.7	183.7	0.65	205.0	0.58	169.2	0.70	121.8	0.97
Ancillary Nursing Personnel	31.4	30.8	1.02	38.0	0.82	37.0	0.85	25.6	1.22
All Other Personnel	177.5	369.0	0.48	332.9	0.53	350.8	0.51	205.4	0.86
Total FTEs	330.9	598.3	0.55	588.2	0.56	574.1	0.58	356.3	0.93

Total Hospital:
 Beds Set Up & Staffed 44
 Discharges 2,875
 Inpatient Days 12,634

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

311 Ascension SE Wisconsin Hospital - Franklin Campus
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,431	6,083	46.3%	16.7	4.3
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	1,444	6,551	224.3%	17.9	4.5
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	8	3	8.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	33	37.5
Medical & Dental Residents	0	0	0.0	Sonographers	2	4	4.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	4	10.5
Registered Nurses	79	55	107.3	Occupational Therapists	3	11	7.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	16	12	19.3
Ancillary Nursing Personnel	17	23	28.4	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	14	25.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	12	15	19.1
Pharmacy Personnel	10	9	12.6	Total	213	191	299.2
Clinical Laboratory Personnel	11	7	15.4				

311 Ascension SE Wisconsin Hospital - Franklin Campus
Franklin, WI 53132

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	2B Value	Ratio	4 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$130,279,444	47.8%	45.7%	1.05	42.9%	1.11	49.2%	0.97	46.3%	1.03
Medical Assistance	\$31,519,467	11.6%	14.0%	0.83	20.9%	0.55	11.3%	1.03	10.8%	1.07
Commercial	\$104,972,003	38.5%	35.8%	1.08	32.3%	1.19	36.3%	1.06	40.7%	0.95
All Other	\$5,547,229	2.0%	4.5%	0.45	3.8%	0.53	3.2%	0.64	2.1%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$99,621,601	36.6%	34.1%	1.07	33.8%	1.08	35.5%	1.03	35.0%	1.04
Medical Assistance	\$23,895,306	8.8%	10.6%	0.83	15.9%	0.55	8.4%	1.05	8.4%	1.05
Commercial	\$42,238,885	15.5%	14.7%	1.06	14.3%	1.09	13.1%	1.19	16.4%	0.95
Charity Care	\$3,149,067	1.2%	1.0%	1.19	1.1%	1.02	1.3%	0.92	1.0%	1.10
Bad Debt	\$4,569,577	1.7%	1.1%	1.57	1.0%	1.63	1.4%	1.21	0.8%	2.22
All Other	\$1,837,737	0.7%	2.0%	0.34	1.2%	0.56	1.1%	0.64	1.7%	0.40
Total Deductions	\$175,312,173	64.4%	63.3%	1.02	67.4%	0.96	60.7%	1.06	63.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.7%	5.5%	0.85	4.0%	1.15	3.5%	1.34	5.6%	0.83
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	N/A	N/A	18.6%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,988,646	35.4%	44.1%	0.80	36.9%	0.96	44.5%	0.80	38.7%	0.91
Supplies & Services	\$48,130,086	56.9%	49.0%	1.16	56.8%	1.00	46.9%	1.21	46.5%	1.22
Capital Component	\$6,528,470	7.7%	6.9%	1.12	6.2%	1.24	8.5%	0.90	14.7%	0.52
Fiscal Statistics										
Operating Margin (%)		16.8%	8.4%	2.01	10.0%	1.68	4.8%	3.51	13.0%	1.29
Total Hospital Net Income (%)		16.8%	8.6%	1.96	9.5%	1.77	5.8%	2.88	12.1%	1.38
Return on Equity (%)		14.2%	6.3%	2.25	6.8%	2.10	3.7%	3.84	7.8%	1.82
Current Ratio		4.9	5.9	0.83	10.4	0.48	5.5	0.89	9.5	0.52
Days in Net Patient Accounts Receivable		49.0	51.6	0.95	48.9	1.00	49.4	0.99	54.4	0.90
Average Payment Period		25.5	38.5	0.66	29.1	0.88	40.4	0.63	22.7	1.12
Equity Financing (%)		83.1%	75.1%	1.11	86.6%	0.96	75.7%	1.10	11.4%	7.30
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	6.3	N/A
Times Interest Earned		0.0	13.4	N/A	17.3	N/A	6.3	N/A	3.2	N/A
Total Asset Turnover		0.8	0.7	1.15	0.7	1.18	0.6	1.35	0.7	1.30
Average Age of Plant (Years)		2.4	9.9	0.24	10.0	0.24	9.1	0.26	1.3	1.84
Increase (Decrease) Total Net Patient Revenue		11.9%	5.4%	2.18	4.2%	2.80	7.2%	1.65	7.8%	1.53
Outpatient Gross Revenue (% of Total GPR)		60.9%	61.9%	0.98	52.1%	1.17	72.7%	0.84	63.2%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,695	\$15,830	0.87	\$20,637	0.66	\$11,444	1.20	\$12,280	1.12
Inpatient Net Revenue per Day		\$3,049	\$3,538	0.86	\$3,697	0.82	\$3,344	0.91	\$2,782	1.10
Outpatient Net Revenue per Visit		\$667	\$686	0.97	\$783	0.85	\$740	0.90	\$584	1.14

Income Statement		Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$272,318,143	Cash & Cash Equivalents		- \$3,796	Current Liabilities	\$5,477,325
Less Deductions	\$175,312,173	Net Patient Receivables		\$13,015,205	Long-Term Debt	\$0
Net Patient Revenue	\$97,005,970	Other Receivables		\$140,524	Other Liabilities	\$14,827,468
Plus Other Revenue	\$4,741,778				Subtotal	\$20,304,793
Total Revenue	\$101,747,748	Land, Buildings & Equipment (Net)		\$92,988,979	Unrestricted Fund Balance	\$99,658,549
Less Expenses	\$84,647,202	Other Assets		\$13,822,430	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$39,864				Total Liabilities & Fund Balance	\$119,963,342
Net Income	\$17,060,682	Total Assets		\$119,963,342		

313 Midwest Orthopedic Specialty Hospital
 10101 South 27th Street
 Franklin, WI 53132
 414-817-5800

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 General Medical & Surgical
 Control: **Partnership**

County: **Milwaukee**
 Analysis Area: **Milwaukee County (2B)**
 Volume Group: **2**

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	0.0%	55.7%	N/A	69.6%	N/A	20.1%	N/A	0.0%	N/A	
Obstetrics	0.0%	41.5%	N/A	56.7%	N/A	16.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	53.8%	57.5%	0.94	72.0%	0.75	24.5%	2.19	52.7%	1.02	
Average Census (Patients)										
Adult Medical-Surgical	0.0	26.4	N/A	111.4	N/A	3.2	N/A	0.0	N/A	
Obstetrics	0.0	5.6	N/A	25.1	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.4	N/A	16.3	N/A	0.0	N/A	0.0	N/A	
Total Hospital	8.6	49.4	0.17	172.5	0.05	4.6	1.85	8.4	1.02	
Average Length of Stay (Days)										
Adult Medical-Surgical	0.0	3.9	N/A	4.8	N/A	3.0	N/A	0.0	N/A	
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	3.6	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.0	4.4	0.45	5.6	0.36	2.9	0.69	2.1	0.92	
Surgical Operations										
Inpatient	1,615	1,396	1.16	3,208	0.50	350	4.61	1,448	1.12	
Outpatient	3,558	4,206	0.85	5,759	0.62	1,888	1.88	3,707	0.96	
Inpatient as % of All Surgeries	31.2%	24.9%	1.25	35.8%	0.87	15.6%	2.00	28.1%	1.11	
Outpatient Visits										
Non-Emergency Visits	6,493	136,074	0.05	268,757	0.02	24,234	0.27	5,979	1.09	
Emergency Visits	0	18,688	N/A	47,390	N/A	3,778	N/A	0	N/A	
Full-Time Equivalents (FTEs)										
Administrators	2.0	19.3	0.10	44.4	0.05	5.4	0.37	2.0	1.00	
Nurses, Licensed	51.6	239.2	0.22	740.7	0.07	46.6	1.11	50.7	1.02	
Ancillary Nursing Personnel	13.3	40.0	0.33	137.5	0.10	8.1	1.65	14.3	0.93	
All Other Personnel	71.8	480.4	0.15	1,202.9	0.06	107.7	0.67	41.6	1.72	
Total FTEs	138.7	779.0	0.18	2,125.5	0.07	167.8	0.83	108.6	1.28	
FTEs per 100 Patient Census (Adjusted)										
Administrators	11.3	14.9	0.76	12.3	0.92	30.5	0.37	10.8	1.04	
Nurses, Licensed	290.4	183.7	1.58	205.0	1.42	261.4	1.11	274.3	1.06	
Ancillary Nursing Personnel	75.0	30.8	2.44	38.0	1.97	45.4	1.65	77.5	0.97	
All Other Personnel	404.1	369.0	1.10	332.9	1.21	604.7	0.67	225.4	1.79	
Total FTEs	780.7	598.3	1.30	588.2	1.33	941.9	0.83	588.0	1.33	

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 1,588
 Inpatient Days 3,140

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

313 Midwest Orthopedic Specialty Hospital
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	16	1,588	3,140	53.8%	8.6	2.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	30	6	32.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	37	23	50.6	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	9	11	13.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	22	8	23.4
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	9	4	10.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	115	52	138.7

313 Midwest Orthopedic Specialty Hospital

Franklin, WI 53132

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$65,358,606	37.3%	45.7%	0.82	42.9%	0.87	45.3%	0.82	33.0%	1.13
Medical Assistance	\$11,793,205	6.7%	14.0%	0.48	20.9%	0.32	9.6%	0.70	6.9%	0.98
Commercial	\$97,713,845	55.8%	35.8%	1.56	32.3%	1.73	42.0%	1.33	59.7%	0.93
All Other	\$264,654	0.2%	4.5%	0.03	3.8%	0.04	3.1%	0.05	0.4%	0.34
Deductions as % of Total Gross Patient Revenue										
Medicare	\$51,242,358	29.3%	34.1%	0.86	33.8%	0.87	27.2%	1.08	25.3%	1.16
Medical Assistance	\$8,651,671	4.9%	10.6%	0.47	15.9%	0.31	7.0%	0.70	6.3%	0.78
Commercial	\$38,506,598	22.0%	14.7%	1.50	14.3%	1.54	13.4%	1.64	22.9%	0.96
Charity Care	\$376,270	0.2%	1.0%	0.22	1.1%	0.19	0.6%	0.36	0.1%	2.37
Bad Debt	\$1,285,779	0.7%	1.1%	0.69	1.0%	0.71	1.3%	0.55	0.4%	2.00
All Other	\$129,552	0.1%	2.0%	0.04	1.2%	0.06	1.4%	0.05	0.4%	0.17
Total Deductions	\$100,192,228	57.2%	63.3%	0.90	67.4%	0.85	50.9%	1.12	55.4%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%	5.5%	0.09		4.0%	0.13	3.0%	0.17	0.6%	0.89
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A		N/A	N/A	2.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,477,540	21.2%	44.1%	0.48	36.9%	0.57	45.2%	0.47	20.6%	1.03
Supplies & Services	\$30,291,490	75.8%	49.0%	1.55	56.8%	1.33	46.7%	1.62	76.2%	0.99
Capital Component	\$1,194,087	3.0%	6.9%	0.43	6.2%	0.48	8.1%	0.37	3.2%	0.94
Fiscal Statistics										
Operating Margin (%)		46.9%	8.4%	5.61	10.0%	4.70	14.9%	3.15	47.5%	0.99
Total Hospital Net Income (%)		46.9%	8.6%	5.48	9.5%	4.96	15.3%	3.08	47.5%	0.99
Return on Equity (%)		70.2%	6.3%	11.10	6.8%	10.37	14.6%	4.82	68.2%	1.03
Current Ratio		3.2	5.9	0.53	10.4	0.30	3.0	1.06	3.3	0.94
Days in Net Patient Accounts Receivable		57.0	51.6	1.10	48.9	1.17	58.4	0.98	60.8	0.94
Average Payment Period		94.0	38.5	2.44	29.1	3.23	56.8	1.65	92.5	1.02
Equity Financing (%)		80.1%	75.1%	1.07	86.6%	0.93	61.3%	1.31	81.0%	0.99
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	17.3	N/A	18.7	N/A	0.0	N/A
Total Asset Turnover		1.5	0.7	2.03	0.7	2.08	1.0	1.57	1.4	1.04
Average Age of Plant (Years)		14.4	9.9	1.46	10.0	1.44	8.5	1.70	12.4	1.15
Increase (Decrease) Total Net Patient Revenue		1.2%	5.4%	0.22	4.2%	0.28	2.5%	0.48	-1.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		51.5%	61.9%	0.83	52.1%	0.99	73.7%	0.70	54.7%	0.94
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,963	\$15,830	1.39		\$20,637	1.06	\$15,847	1.39	\$23,625	0.93
Inpatient Net Revenue per Day	\$11,090	\$3,538	3.13		\$3,697	3.00	\$4,787	2.32	\$11,070	1.00
Outpatient Net Revenue per Visit	\$6,368	\$686	9.28		\$783	8.13	\$991	6.43	\$6,829	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$175,130,310	Cash & Cash Equivalents	\$17,150,804	Current Liabilities	\$9,996,506
Less Deductions	\$100,192,228	Net Patient Receivables	\$11,703,121	Long-Term Debt	\$0
Net Patient Revenue	\$74,938,082	Other Receivables	\$801,844	Other Liabilities	\$0
Plus Other Revenue	\$386,319			Subtotal	\$9,996,506
Total Revenue	\$75,324,401	Land, Buildings & Equipment (Net)	\$15,256,102	Unrestricted Fund Balance	\$40,350,040
Less Expenses	\$39,963,117	Other Assets	\$5,434,675	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$13,438	Total Assets	\$50,346,546	Total Liabilities & Fund Balance	\$50,346,546
Net Income	\$35,347,846				

037 Gundersen Moundview Hospital and Clinics
 402 W Lake Street, PO Box 40
 Friendship, WI 53934
 608-339-3331

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

County: Adams
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	4.8%	55.7%	0.09	65.6%	0.07	20.1%	0.24	4.6%	1.05
Obstetrics	0.0%	41.5%	N/A	46.3%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	4.8%	57.5%	0.08	69.2%	0.07	24.5%	0.20	4.6%	1.05
Average Census (Patients)									
Adult Medical-Surgical	1.2	26.4	0.05	22.1	0.05	3.2	0.38	1.2	1.05
Obstetrics	0.0	5.6	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	49.4	0.02	39.5	0.03	4.6	0.26	1.2	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	3.9	0.63	3.8	0.65	3.0	0.83	2.7	0.93
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.5	4.4	0.56	4.2	0.60	2.9	0.87	2.7	0.93
Surgical Operations									
Inpatient	4	1,396	0.00	1,155	0.00	350	0.01	1	4.00
Outpatient	154	4,206	0.04	1,740	0.09	1,888	0.08	421	0.37
Inpatient as % of All Surgeries	2.5%	24.9%	0.10	39.9%	0.06	15.6%	0.16	0.2%	10.68
Outpatient Visits									
Non-Emergency Visits	36,564	136,074	0.27	68,636	0.53	24,234	1.51	30,544	1.20
Emergency Visits	5,020	18,688	0.27	13,080	0.38	3,778	1.33	5,306	0.95
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.3	N/A	16.3	N/A	5.4	N/A	1.0	0.00
Nurses, Licensed	29.1	239.2	0.12	145.3	0.20	46.6	0.62	31.7	0.92
Ancillary Nursing Personnel	1.6	40.0	0.04	28.4	0.06	8.1	0.20	3.0	0.54
All Other Personnel	89.3	480.4	0.19	245.2	0.36	107.7	0.83	98.0	0.91
Total FTEs	120.0	779.0	0.15	435.2	0.28	167.8	0.72	133.6	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	14.9	N/A	16.6	N/A	30.5	N/A	5.7	0.00
Nurses, Licensed	173.1	183.7	0.94	147.7	1.17	261.4	0.66	181.1	0.96
Ancillary Nursing Personnel	9.5	30.8	0.31	28.9	0.33	45.4	0.21	17.0	0.56
All Other Personnel	531.9	369.0	1.44	249.4	2.13	604.7	0.88	559.5	0.95
Total FTEs	714.6	598.3	1.19	442.6	1.61	941.9	0.76	763.3	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	177	Preferred Provider Organization (PPO)	Yes	Discharges	26	Total Births	0
Inpatient Days	440			Inpatient Days	185	Newborn Days	0

037 Gundersen Moundview Hospital and Clinics
 Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	25	177	440	4.8%	1.2	2.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	2	2	2.3	Radiological Services Personnel	4	0	4.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.6
Registered Nurses	21	6	23.1	Occupational Therapists	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	1	3.4
Ancillary Nursing Personnel	1	2	1.6	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	7	1	7.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	0	6.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	0	5.0
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	48	0	48.0
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	4	0	4.0				
				Total	115	16	120.0

037 Gundersen Moundview Hospital and Clinics

Friendship, WI 53934

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$21,192,402	50.1%	45.7%	1.10	50.9%	0.98	45.3%	1.10	50.4%	0.99
Medical Assistance	\$9,034,807	21.3%	14.0%	1.53	13.8%	1.55	9.6%	2.22	20.6%	1.03
Commercial	\$9,980,000	23.6%	35.8%	0.66	31.0%	0.76	42.0%	0.56	24.6%	0.96
All Other	\$2,135,166	5.0%	4.5%	1.12	4.2%	1.19	3.1%	1.65	4.3%	1.17
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,846,609	30.3%	34.1%	0.89	35.1%	0.86	27.2%	1.12	30.0%	1.01
Medical Assistance	\$7,532,314	17.8%	10.6%	1.69	10.3%	1.72	7.0%	2.53	15.9%	1.12
Commercial	\$2,576,941	6.1%	14.7%	0.41	7.8%	0.78	13.4%	0.46	9.6%	0.63
Charity Care	\$93,197	0.2%	1.0%	0.23	1.3%	0.17	0.6%	0.37	0.2%	0.94
Bad Debt	\$1,241,663	2.9%	1.1%	2.74	1.0%	2.96	1.3%	2.21	3.7%	0.80
All Other	\$166,270	0.4%	2.0%	0.20	1.9%	0.21	1.4%	0.28	-2.3%	N/A
Total Deductions	\$24,456,994	57.8%	63.3%	0.91	57.3%	1.01	50.9%	1.13	57.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	5.5%	0.21	3.4%	0.34	3.0%	0.38	3.3%	0.35	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	22.1%	N/A	2.7%	N/A	25.5%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,686,966	51.5%	44.1%	1.17	41.2%	1.25	45.2%	1.14	50.3%	1.02
Supplies & Services	\$8,160,075	43.4%	49.0%	0.88	52.5%	0.83	46.7%	0.93	42.1%	1.03
Capital Component	\$964,760	5.1%	6.9%	0.75	6.3%	0.82	8.1%	0.64	7.5%	0.68
Fiscal Statistics										
Operating Margin (%)	-4.0%	8.4%	N/A	5.1%	N/A	14.9%	N/A	3.4%	N/A	
Total Hospital Net Income (%)	-2.9%	8.6%	N/A	6.4%	N/A	15.3%	N/A	4.5%	N/A	
Return on Equity (%)	-3.6%	6.3%	N/A	5.1%	N/A	14.6%	N/A	5.2%	N/A	
Current Ratio	2.3	5.9	0.39	4.2	0.55	3.0	0.78	2.8	0.82	
Days in Net Patient Accounts Receivable	61.4	51.6	1.19	62.5	0.98	58.4	1.05	52.0	1.18	
Average Payment Period	62.1	38.5	1.61	37.9	1.64	56.8	1.09	58.4	1.06	
Equity Financing (%)	62.8%	75.1%	0.84	51.9%	1.21	61.3%	1.02	65.7%	0.96	
Long-Term Debt to Equity Ratio	0.3	0.2	1.58	0.7	0.38	0.4	0.66	0.3	0.95	
Times Interest Earned	-1.9	13.4	N/A	14.9	N/A	18.7	N/A	5.0	N/A	
Total Asset Turnover	1.2	0.7	1.65	0.8	1.55	1.0	1.28	1.2	1.06	
Average Age of Plant (Years)	1.3	9.9	0.14	7.8	0.17	8.5	0.16	13.6	0.10	
Increase (Decrease) Total Net Patient Revenue	-8.3%	5.4%	N/A	4.2%	N/A	2.5%	N/A	1.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	92.9%	61.9%	1.50	59.8%	1.55	73.7%	1.26	93.4%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,184	\$15,830	0.90	\$14,144	1.00	\$15,847	0.90	\$16,091	0.88	
Inpatient Net Revenue per Day	\$4,188	\$3,538	1.18	\$3,385	1.24	\$4,787	0.87	\$3,653	1.15	
Outpatient Net Revenue per Visit	\$388	\$686	0.56	\$932	0.42	\$991	0.39	\$505	0.77	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,342,375	Cash & Cash Equivalents	\$2,590,373	Current Liabilities	\$3,118,193
Less Deductions	\$24,456,994	Net Patient Receivables	\$3,008,932	Long-Term Debt	\$2,355,336
Net Patient Revenue	\$17,885,381	Other Receivables	\$1,277,307	Other Liabilities	\$67,620
Plus Other Revenue	\$208,037			Subtotal	\$5,541,149
Total Revenue	\$18,093,418	Land, Buildings & Equipment (Net)	\$6,362,175		
Less Expenses	\$18,811,801	Other Assets	\$1,654,979	Unrestricted Fund Balance	\$9,352,617
Non-Operating Gains/Losses	\$181,536			Restricted Fund Balance	\$530,436
Net Income	-\$536,847	Total Assets	\$14,893,766	Total Liabilities & Fund Balance	\$14,893,766

195 Orthopaedic Hospital of Wisconsin
 475 West River Woods Parkway
 Glendale, WI 53212
 414-961-6800

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Partnership

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.7%	N/A	69.6%	N/A	20.1%	N/A	0.0%	N/A
Obstetrics	0.0%	41.5%	N/A	56.7%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.1%	57.5%	0.51	72.0%	0.40	24.5%	1.19	29.0%	1.00
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.4	N/A	111.4	N/A	3.2	N/A	0.0	N/A
Obstetrics	0.0	5.6	N/A	25.1	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	16.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.7	49.4	0.18	172.5	0.05	4.6	1.88	8.7	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.9	N/A	4.8	N/A	3.0	N/A	0.0	N/A
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	4.4	0.49	5.6	0.39	2.9	0.75	2.3	0.94
Surgical Operations									
Inpatient	1,470	1,396	1.05	3,208	0.46	350	4.20	1,371	1.07
Outpatient	7,493	4,206	1.78	5,759	1.30	1,888	3.97	6,920	1.08
Inpatient as % of All Surgeries	16.4%	24.9%	0.66	35.8%	0.46	15.6%	1.05	16.5%	0.99
Outpatient Visits									
Non-Emergency Visits	39,586	136,074	0.29	268,757	0.15	24,234	1.63	36,158	1.09
Emergency Visits	0	18,688	N/A	47,390	N/A	3,778	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	7.0	19.3	0.36	44.4	0.16	5.4	1.29	7.0	1.00
Nurses, Licensed	56.9	239.2	0.24	740.7	0.08	46.6	1.22	56.2	1.01
Ancillary Nursing Personnel	11.0	40.0	0.27	137.5	0.08	8.1	1.35	11.7	0.93
All Other Personnel	127.0	480.4	0.26	1,202.9	0.11	107.7	1.18	122.8	1.03
Total FTEs	201.9	779.0	0.26	2,125.5	0.09	167.8	1.20	197.6	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	33.5	14.9	2.26	12.3	2.72	30.5	1.10	34.7	0.97
Nurses, Licensed	272.4	183.7	1.48	205.0	1.33	261.4	1.04	278.1	0.98
Ancillary Nursing Personnel	52.4	30.8	1.70	38.0	1.38	45.4	1.15	58.1	0.90
All Other Personnel	608.0	369.0	1.65	332.9	1.83	604.7	1.01	608.0	1.00
Total FTEs	966.3	598.3	1.62	588.2	1.64	941.9	1.03	978.9	0.99

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,486
 Inpatient Days 3,189

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

195 Orthopaedic Hospital of Wisconsin
Glendale, WI 53212

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	30	1,486	3,189	29.1%	8.7	2.1
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	24	4	26.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	5	8.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	35	40	55.3	Occupational Therapists	1	5	3.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	13	15	22.2
Ancillary Nursing Personnel	6	8	11.0	Physical Therapy Assistants/Aides	3	2	4.1
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	1	1.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	5	2.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	9	26.2
Health Info Mgmt-Administrators/Technicians	10	1	10.5	All Other Personnel	15	2	15.7
Pharmacy Personnel	3	1	3.1				
Clinical Laboratory Personnel	2	7	4.8				
				Total	146	105	201.9

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$65,250,979	38.3%	45.7%	0.84	42.9%	0.89	45.3%	0.85	36.6%	1.05
Medical Assistance	\$12,769,190	7.5%	14.0%	0.54	20.9%	0.36	9.6%	0.78	8.0%	0.94
Commercial	\$91,835,935	53.9%	35.8%	1.50	32.3%	1.67	42.0%	1.28	55.2%	0.98
All Other	\$574,947	0.3%	4.5%	0.07	3.8%	0.09	3.1%	0.11	0.3%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,700,834	28.6%	34.1%	0.84	33.8%	0.84	27.2%	1.05	26.8%	1.06
Medical Assistance	\$11,236,053	6.6%	10.6%	0.62	15.9%	0.41	7.0%	0.94	6.8%	0.97
Commercial	\$36,306,352	21.3%	14.7%	1.45	14.3%	1.49	13.4%	1.59	21.4%	1.00
Charity Care	\$123,829	0.1%	1.0%	0.07	1.1%	0.06	0.6%	0.12	0.2%	0.47
Bad Debt	\$634,436	0.4%	1.1%	0.35	1.0%	0.36	1.3%	0.28	0.6%	0.61
All Other	\$538,701	0.3%	2.0%	0.16	1.2%	0.26	1.4%	0.22	0.3%	0.96
Total Deductions	\$97,540,205	57.2%	63.3%	0.90	67.4%	0.85	50.9%	1.12	56.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	5.5%	0.26	4.0%	0.35	3.0%	0.46	1.2%	1.13
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	N/A	N/A	2.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,914,460	42.2%	44.1%	0.96	36.9%	1.14	45.2%	0.93	42.7%	0.99
Supplies & Services	\$22,211,917	52.3%	49.0%	1.07	56.8%	0.92	46.7%	1.12	51.6%	1.01
Capital Component	\$2,373,202	5.6%	6.9%	0.81	6.2%	0.90	8.1%	0.69	5.7%	0.98
Fiscal Statistics										
Operating Margin (%)		42.5%	8.4%	5.08	10.0%	4.25	14.9%	2.85	40.5%	1.05
Total Hospital Net Income (%)		42.4%	8.6%	4.95	9.5%	4.48	15.3%	2.78	40.5%	1.05
Return on Equity (%)		49.9%	6.3%	7.88	6.8%	7.37	14.6%	3.43	48.9%	1.02
Current Ratio		6.6	5.9	1.12	10.4	0.64	3.0	2.22	4.9	1.37
Days in Net Patient Accounts Receivable		61.2	51.6	1.19	48.9	1.25	58.4	1.05	60.9	1.00
Average Payment Period		41.1	38.5	1.07	29.1	1.41	56.8	0.72	44.1	0.93
Equity Financing (%)		77.9%	75.1%	1.04	86.6%	0.90	61.3%	1.27	74.5%	1.05
Long-Term Debt to Equity Ratio		0.2	0.2	1.12	0.1	3.12	0.4	0.47	0.2	0.81
Times Interest Earned		174.1	13.4	13.02	17.3	10.06	18.7	9.32	242.6	0.72
Total Asset Turnover		1.2	0.7	1.60	0.7	1.64	1.0	1.24	1.2	0.98
Average Age of Plant (Years)		10.1	9.9	1.02	10.0	1.01	8.5	1.19	9.2	1.10
Increase (Decrease) Total Net Patient Revenue		10.5%	5.4%	1.93	4.2%	2.48	2.5%	4.22	3.9%	2.67
Outpatient Gross Revenue (% of Total GPR)		58.0%	61.9%	0.94	52.1%	1.11	73.7%	0.79	56.7%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,895		\$15,830	1.32	\$20,637	1.01	\$15,847	1.32	\$21,213	0.98
Inpatient Net Revenue per Day	\$9,694		\$3,538	2.74	\$3,697	2.62	\$4,787	2.02	\$9,245	1.05
Outpatient Net Revenue per Visit	\$1,073		\$686	1.56	\$783	1.37	\$991	1.08	\$1,033	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$170,431,051	Cash & Cash Equivalents	\$17,121,735	Current Liabilities	\$4,572,238
Less Deductions	\$97,540,205	Net Patient Receivables	\$12,211,892	Long-Term Debt	\$8,738,284
Net Patient Revenue	\$72,890,846	Other Receivables	\$0	Other Liabilities	\$529,473
Plus Other Revenue	\$1,040,394			Subtotal	\$13,839,995
Total Revenue	\$73,931,240	Land, Buildings & Equipment (Net)	\$32,470,951	Unrestricted Fund Balance	\$48,926,121
Less Expenses	\$42,499,579	Other Assets	\$961,538	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$121,996			Total Liabilities & Fund Balance	\$62,766,116
Net Income	\$31,309,665	Total Assets	\$62,766,116		

315 Aurora Medical Center in Grafton
 975 Port Washington Road
 Grafton, WI 53024
 262-392-4321

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

County: Ozaukee
 Analysis Area: Southeastern (2A)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	71.7%	55.7%	1.29	55.0%	1.30	57.4%	1.25	69.9%	1.03
Obstetrics	42.0%	41.5%	1.01	34.6%	0.22	40.0%	1.05	36.4%	1.15
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	63.1%	57.5%	1.10	51.4%	1.23	59.0%	1.07	60.8%	1.04
Average Census (Patients)									
Adult Medical-Surgical	60.2	26.4	2.28	31.4	1.92	36.9	1.63	58.7	1.03
Obstetrics	7.6	5.6	1.34	6.3	1.21	7.9	0.96	6.5	1.15
Pediatrics	0.0	1.4	N/A	0.1	N/A	5.2	N/A	0.0	N/A
Total Hospital	80.2	49.4	1.62	58.3	1.38	78.6	1.02	77.2	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	3.9	0.89	3.6	0.97	3.8	0.92	3.4	1.03
Obstetrics	2.4	2.5	0.94	2.3	1.02	2.6	0.92	2.4	1.01
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.6	4.4	0.82	4.0	0.90	4.4	0.81	3.5	1.02
Surgical Operations									
Inpatient	2,924	1,396	2.09	1,424	2.05	1,842	1.59	2,955	0.99
Outpatient	5,967	4,206	1.42	3,674	1.62	4,876	1.22	5,945	1.00
Inpatient as % of All Surgeries	32.9%	24.9%	1.32	27.9%	1.18	27.4%	1.20	33.2%	0.99
Outpatient Visits									
Non-Emergency Visits	130,558	136,074	0.96	147,557	0.88	168,131	0.78	110,495	1.18
Emergency Visits	18,301	18,688	0.98	29,988	0.61	31,181	0.59	17,985	1.02
Full-Time Equivalents (FTEs)									
Administrators	11.9	19.3	0.61	17.6	0.68	25.9	0.46	16.9	0.70
Nurses, Licensed	422.5	239.2	1.77	262.0	1.61	358.4	1.18	421.7	1.00
Ancillary Nursing Personnel	82.8	40.0	2.07	44.8	1.85	57.2	1.45	78.1	1.06
All Other Personnel	694.5	480.4	1.45	509.5	1.36	660.2	1.05	653.4	1.06
Total FTEs	1,211.6	779.0	1.56	833.9	1.45	1,101.6	1.10	1,170.1	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.2	14.9	0.41	10.7	0.58	12.9	0.48	9.2	0.67
Nurses, Licensed	219.5	183.7	1.19	159.4	1.38	178.3	1.23	231.4	0.95
Ancillary Nursing Personnel	43.0	30.8	1.40	27.2	1.58	28.5	1.51	42.9	1.00
All Other Personnel	360.8	369.0	0.98	310.0	1.16	328.4	1.10	358.5	1.01
Total FTEs	629.4	598.3	1.05	507.3	1.24	548.0	1.15	642.0	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	127	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	8,126	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,099
Inpatient Days	29,260			Inpatient Days	0	Newborn Days	2,111

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	84	6,275	21,982	71.7%	60.2	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,160	2,757	42.0%	7.6	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	354	3,368	65.9%	9.2	9.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	109	1,153	28.7%	3.2	10.6
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	1	11.9	Surgical Personnel	13	8	16.7
Physicians & Dentists	64	15	65.8	Radiological Services Personnel	45	43	69.0
Medical & Dental Residents	0	0	0.0	Sonographers	8	3	10.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	3	11.9
Registered Nurses	283	162	393.2	Occupational Therapists	7	14	14.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	25	25	41.8
Ancillary Nursing Personnel	33	101	82.8	Physical Therapy Assistants/Aides	4	1	5.2
Medical Assistants	9	1	9.7	Recreational Therapists	0	0	0.0
Physician Assistants	17	1	17.7	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	24	7	28.3	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	1	5.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	196	113	248.3
Health Info Mgmt-Administrators/Technicians	9	2	10.5	All Other Personnel	100	36	122.3
Pharmacy Personnel	16	10	19.2				
Clinical Laboratory Personnel	19	1	19.0				
				Total	905	549	1,211.6

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$430,231,908	50.7%	45.7%	1.11	50.5%	1.00	41.9%	1.21	48.8%	1.04
Medical Assistance	\$56,673,241	6.7%	14.0%	0.48	10.1%	0.66	19.9%	0.34	6.7%	0.99
Commercial	\$349,411,713	41.2%	35.8%	1.15	36.8%	1.12	35.1%	1.17	42.8%	0.96
All Other	\$12,723,344	1.5%	4.5%	0.33	2.7%	0.56	3.2%	0.47	1.6%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$354,002,633	41.7%	34.1%	1.22	39.8%	1.05	31.8%	1.31	40.3%	1.04
Medical Assistance	\$47,800,154	5.6%	10.6%	0.53	7.8%	0.72	14.5%	0.39	5.6%	1.00
Commercial	\$176,251,738	20.8%	14.7%	1.41	16.3%	1.27	12.7%	1.63	21.3%	0.97
Charity Care	\$4,764,330	0.6%	1.0%	0.58	1.0%	0.59	1.0%	0.57	0.7%	0.85
Bad Debt	\$7,354,461	0.9%	1.1%	0.81	1.1%	0.76	1.1%	0.77	0.7%	1.18
All Other	\$5,322,324	0.6%	2.0%	0.32	1.1%	0.55	1.4%	0.44	0.7%	0.87
Total Deductions	\$595,495,640	70.1%	63.3%	1.11	67.1%	1.04	62.6%	1.12	69.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	5.5%	0.07		4.8%	0.08	3.7%	0.11	0.4%	0.95
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A		N/A	N/A	5.1%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$76,223,638	38.3%	44.1%	0.87	39.0%	0.98	43.3%	0.89	36.0%	1.06
Supplies & Services	\$104,408,549	52.5%	49.0%	1.07	52.6%	1.00	49.6%	1.06	54.8%	0.96
Capital Component	\$18,170,396	9.1%	6.9%	1.33	8.4%	1.09	7.1%	1.28	9.2%	0.99
Fiscal Statistics										
Operating Margin (%)	21.9%	8.4%	2.62		11.9%	1.84	10.1%	2.17	18.7%	1.17
Total Hospital Net Income (%)	21.9%	8.6%	2.55		10.9%	2.01	10.6%	2.07	18.1%	1.21
Return on Equity (%)	10.2%	6.3%	1.61		7.6%	1.35	6.8%	1.51	9.0%	1.14
Current Ratio	18.3	5.9	3.09		9.7	1.89	7.2	2.53	15.0	1.22
Days in Net Patient Accounts Receivable	52.4	51.6	1.01		48.3	1.08	53.7	0.97	52.5	1.00
Average Payment Period	33.8	38.5	0.88		30.8	1.10	35.4	0.95	32.4	1.04
Equity Financing (%)	93.9%	75.1%	1.25		80.8%	1.16	73.3%	1.28	93.4%	1.01
Long-Term Debt to Equity Ratio	0.0	0.2	0.20		0.1	0.28	0.2	0.14	0.0	0.90
Times Interest Earned	48.4	13.4	3.62		15.9	3.05	19.0	2.55	41.2	1.18
Total Asset Turnover	0.5	0.7	0.63		0.7	0.67	0.6	0.73	0.5	0.93
Average Age of Plant (Years)	8.7	9.9	0.88		9.0	0.97	8.4	1.04	7.7	1.13
Increase (Decrease) Total Net Patient Revenue	4.4%	5.4%	0.81		4.2%	1.05	5.3%	0.83	3.0%	1.47
Outpatient Gross Revenue (% of Total GPR)	55.9%	61.9%	0.90		63.4%	0.88	60.4%	0.93	55.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,068	\$15,830	0.89		\$12,178	1.16	\$15,632	0.90	\$13,872	1.01
Inpatient Net Revenue per Day	\$3,693	\$3,538	1.04		\$2,958	1.25	\$3,480	1.06	\$3,720	0.99
Outpatient Net Revenue per Visit	\$985	\$686	1.44		\$680	1.45	\$697	1.41	\$1,071	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$849,040,206	Cash & Cash Equivalents	\$266,473,330	Current Liabilities	\$16,894,864
Less Deductions	\$595,495,640	Net Patient Receivables	\$36,371,057	Long-Term Debt	\$16,231,053
Net Patient Revenue	\$253,544,566	Other Receivables	\$356,466	Other Liabilities	\$221,546
Plus Other Revenue	\$1,011,918			Subtotal	\$33,347,463
Total Revenue	\$254,556,484	Land, Buildings & Equipment (Net)	\$232,984,806	Unrestricted Fund Balance	\$511,757,783
Less Expenses	\$198,802,583	Other Assets	\$8,919,587	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$86,126			Total Liabilities & Fund Balance	\$545,105,246
Net Income	\$55,667,775	Total Assets	\$545,105,246		

038 Burnett Medical Center
 257 W St George Avenue
 Grantsburg, WI 54840
 715-463-5353

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Burnett
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.8%	55.7%	0.18	22.0%	0.44	11.4%	0.86	11.1%	0.88
Obstetrics	0.0%	41.5%	N/A	27.5%	N/A	26.9%	N/A	4.4%	0.00
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	9.8%	57.5%	0.17	24.4%	0.40	17.7%	0.55	10.3%	0.95
Average Census (Patients)									
Adult Medical-Surgical	1.7	26.4	0.06	4.1	0.41	1.9	0.87	1.7	1.00
Obstetrics	0.0	5.6	N/A	1.2	N/A	4.0	N/A	0.1	0.00
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.7	49.4	0.03	5.6	0.30	3.1	0.54	1.7	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.69	3.1	0.88	3.0	0.89	2.5	1.06
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.8	N/A	2.1	0.00
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	2.7	4.4	0.62	3.3	0.81	4.2	0.64	2.5	1.07
Surgical Operations									
Inpatient	8	1,396	0.01	62	0.13	55	0.15	23	0.35
Outpatient	361	4,206	0.09	881	0.41	307	1.17	472	0.76
Inpatient as % of All Surgeries	2.2%	24.9%	0.09	6.5%	0.33	15.1%	0.14	4.6%	0.47
Outpatient Visits									
Non-Emergency Visits	25,423	136,074	0.19	19,272	1.32	22,296	1.14	28,978	0.88
Emergency Visits	4,095	18,688	0.22	6,871	0.60	3,144	1.30	4,314	0.95
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.3	0.31	4.1	1.46	2.6	2.32	6.0	1.00
Nurses, Licensed	42.0	239.2	0.18	60.3	0.70	32.1	1.31	31.7	1.33
Ancillary Nursing Personnel	0.0	40.0	N/A	8.2	N/A	7.8	N/A	0.0	N/A
All Other Personnel	97.0	480.4	0.20	142.4	0.68	75.6	1.28	92.3	1.05
Total FTEs	145.0	779.0	0.19	215.0	0.67	118.0	1.23	129.9	1.12
FTEs per 100 Patient Census (Adjusted)									
Administrators	40.7	14.9	2.74	10.5	3.89	19.1	2.14	41.6	0.98
Nurses, Licensed	285.3	183.7	1.55	153.9	1.85	236.9	1.20	219.5	1.30
Ancillary Nursing Personnel	0.0	30.8	N/A	20.8	N/A	57.6	N/A	0.0	N/A
All Other Personnel	658.4	369.0	1.78	363.3	1.81	557.9	1.18	639.7	1.03
Total FTEs	984.4	598.3	1.65	548.5	1.79	871.5	1.13	900.7	1.09

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	224	Preferred Provider Organization (PPO)	Yes	Discharges	47	Total Births	1
Inpatient Days	607			Inpatient Days	383	Newborn Days	2

038 Burnett Medical Center
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	224	607	9.8%	1.7	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	3	2	4.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	23	12	29.6	Occupational Therapists	0	1	0.5
Certified Nurse Midwives	0	1	0.6	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	3	6.8	Physical Therapists	2	1	2.5
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	6	0	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	1	2.9
Health Info Mgmt-Administrators/Technicians	9	3	11.2	All Other Personnel	38	30	50.5
Pharmacy Personnel	3	3	4.7				
Clinical Laboratory Personnel	5	0	5.0				
				Total	115	59	145.0

038 Burnett Medical Center
Grantsburg, WI 54840

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,270,994	50.8%	45.7%	1.11	49.1%	1.03	46.6%	1.09	49.7%	1.02
Medical Assistance	\$4,717,510	15.7%	14.0%	1.12	18.1%	0.87	13.4%	1.17	15.1%	1.04
Commercial	\$8,110,110	27.0%	35.8%	0.75	28.1%	0.96	35.9%	0.75	27.8%	0.97
All Other	\$1,958,258	6.5%	4.5%	1.45	4.7%	1.38	4.0%	1.61	7.4%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,028,910	23.4%	34.1%	0.69	26.8%	0.87	21.1%	1.11	24.1%	0.97
Medical Assistance	\$2,575,026	8.6%	10.6%	0.81	11.7%	0.73	8.5%	1.01	8.3%	1.03
Commercial	\$2,243,314	7.5%	14.7%	0.51	3.8%	1.95	9.7%	0.77	8.1%	0.93
Charity Care	\$33,050	0.1%	1.0%	0.11	1.3%	0.08	1.0%	0.11	0.1%	1.48
Bad Debt	\$952,067	3.2%	1.1%	2.96	1.5%	2.10	2.2%	1.46	3.6%	0.87
All Other	\$549,784	1.8%	2.0%	0.93	1.8%	1.03	1.6%	1.16	2.5%	0.72
Total Deductions	\$13,382,151	44.5%	63.3%	0.70	47.0%	0.95	44.0%	1.01	46.7%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.11		1.4%	0.41	3.2%	0.19	0.6%	1.07
Net Gains/Losses as % of Net Income	8.5%	2.6%	3.33		25.9%	0.33	N/A	N/A	12.5%	0.68
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,532,562	58.0%	44.1%	1.32	53.5%	1.09	54.9%	1.06	55.5%	1.05
Supplies & Services	\$4,783,207	29.1%	49.0%	0.59	38.6%	0.75	38.5%	0.76	32.2%	0.90
Capital Component	\$2,112,956	12.9%	6.9%	1.87	7.9%	1.62	6.7%	1.93	12.3%	1.04
Fiscal Statistics										
Operating Margin (%)	2.1%	8.4%	0.25		7.3%	0.28	1.3%	1.60	1.8%	1.16
Total Hospital Net Income (%)	2.2%	8.6%	0.26		9.5%	0.24	1.0%	2.26	2.0%	1.11
Return on Equity (%)	2.1%	6.3%	0.33		6.4%	0.33	1.2%	1.69	1.8%	1.18
Current Ratio	2.6	5.9	0.44		5.9	0.44	3.5	0.74	2.6	0.99
Days in Net Patient Accounts Receivable	62.9	51.6	1.22		55.4	1.14	53.6	1.17	61.6	1.02
Average Payment Period	52.9	38.5	1.37		46.4	1.14	37.7	1.41	46.4	1.14
Equity Financing (%)	22.5%	75.1%	0.30		80.3%	0.28	52.0%	0.43	23.7%	0.95
Long-Term Debt to Equity Ratio	2.8	0.2	17.34		0.1	19.96	0.6	5.00	2.7	1.03
Times Interest Earned	1.6	13.4	0.12		14.1	0.12	2.0	0.82	1.7	0.99
Total Asset Turnover	0.9	0.7	1.27		0.7	1.44	1.3	0.75	0.9	1.06
Average Age of Plant (Years)	16.9	9.9	1.72		9.3	1.83	10.1	1.67	16.4	1.04
Increase (Decrease) Total Net Patient Revenue	2.6%	5.4%	0.47		9.6%	0.27	6.3%	0.41	4.8%	0.53
Outpatient Gross Revenue (% of Total GPR)	88.7%	61.9%	1.43		85.7%	1.04	77.2%	1.15	87.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,649	\$15,830	0.55		\$11,404	0.76	\$17,237	0.50	\$8,545	1.01
Inpatient Net Revenue per Day	\$2,411	\$3,538	0.68		\$2,879	0.84	\$2,652	0.91	\$2,490	0.97
Outpatient Net Revenue per Visit	\$516	\$686	0.75		\$1,183	0.44	\$595	0.87	\$444	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,056,872	Cash & Cash Equivalents	\$1,652,637	Current Liabilities	\$2,227,069
Less Deductions	\$13,382,151	Net Patient Receivables	\$2,874,772	Long-Term Debt	\$11,137,052
Net Patient Revenue	\$16,674,721	Other Receivables	\$857,616	Other Liabilities	\$490,928
Plus Other Revenue	\$99,188			Subtotal	\$13,855,049
Total Revenue	\$16,773,909	Land, Buildings & Equipment (Net)	\$9,762,825	Unrestricted Fund Balance	\$4,028,894
Less Expenses	\$16,428,725	Other Assets	\$2,736,093	Restricted Fund Balance	\$32,535
Non-Operating Gains/Losses	\$32,083			Total Liabilities & Fund Balance	\$17,883,943
Net Income	\$377,267	Total Assets	\$17,883,943		

197 Aurora BayCare Medical Center in Green Bay
 PO Box 8900, 2845 Greenbrier Drive
 Green Bay, WI 54308
 920-288-8000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Partnership

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	74.9%	55.7%	1.35	50.7%	1.48	69.4%	1.08	66.3%	1.13
Obstetrics	53.6%	41.5%	1.29	35.8%	0.34	52.7%	1.02	49.7%	1.08
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	69.8%	57.5%	1.22	47.6%	1.47	67.8%	1.03	65.0%	1.07
Average Census (Patients)									
Adult Medical-Surgical	70.4	26.4	2.67	23.3	3.03	101.2	0.70	63.6	1.11
Obstetrics	12.3	5.6	2.19	4.4	2.83	15.7	0.79	11.4	1.08
Pediatrics	0.0	1.4	N/A	0.5	N/A	3.8	N/A	0.0	N/A
Total Hospital	116.6	49.4	2.36	40.3	2.90	195.9	0.60	108.5	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.91	3.6	1.00	4.4	0.82	3.3	1.09
Obstetrics	2.7	2.5	1.08	2.5	1.10	2.6	1.04	2.5	1.09
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.2	4.4	0.94	3.6	1.14	4.8	0.86	3.9	1.06
Surgical Operations									
Inpatient	3,511	1,396	2.51	1,119	3.14	5,208	0.67	3,627	0.97
Outpatient	14,062	4,206	3.34	4,642	3.03	14,763	0.95	13,297	1.06
Inpatient as % of All Surgeries	20.0%	24.9%	0.80	19.4%	1.03	26.1%	0.77	21.4%	0.93
Outpatient Visits									
Non-Emergency Visits	384,204	136,074	2.82	200,883	1.91	473,499	0.81	327,712	1.17
Emergency Visits	27,027	18,688	1.45	18,216	1.48	53,629	0.50	27,752	0.97
Full-Time Equivalents (FTEs)									
Administrators	20.0	19.3	1.03	19.6	1.02	64.0	0.31	22.0	0.91
Nurses, Licensed	688.4	239.2	2.88	266.6	2.58	866.8	0.79	630.6	1.09
Ancillary Nursing Personnel	101.2	40.0	2.53	32.6	3.10	141.9	0.71	106.8	0.95
All Other Personnel	1,057.6	480.4	2.20	519.5	2.04	1,693.5	0.62	1,011.3	1.05
Total FTEs	1,867.2	779.0	2.40	838.3	2.23	2,766.3	0.67	1,770.7	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.1	14.9	0.34	13.4	0.38	13.7	0.37	6.3	0.81
Nurses, Licensed	175.9	183.7	0.96	183.1	0.96	186.0	0.95	180.2	0.98
Ancillary Nursing Personnel	25.9	30.8	0.84	22.4	1.15	30.4	0.85	30.5	0.85
All Other Personnel	270.2	369.0	0.73	356.8	0.76	363.3	0.74	289.0	0.94
Total FTEs	477.0	598.3	0.80	575.7	0.83	593.5	0.80	505.9	0.94

Total Hospital:
 Beds Set Up & Staffed 167
 Discharges 10,246
 Inpatient Days 42,566

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 26
 Total Births 1,673
 Newborn Days 2,859

197 Aurora BayCare Medical Center in Green Bay
Green Bay, WI 54308

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	94	7,194	25,696	74.9%	70.4	3.6
Orthopedic	1	8	14	45	1.5%	0.1	3.2
Rehabilitation & Physical Medicine	2	0	59	842	0.0%	2.3	14.3
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,645	4,503	53.6%	12.3	2.7
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	780	6,623	75.6%	18.1	8.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	205	4,857	73.9%	13.3	23.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	20	0	20.0	Surgical Personnel	39	19	49.2
Physicians & Dentists	72	4	74.3	Radiological Services Personnel	57	24	76.2
Medical & Dental Residents	0	0	0.0	Sonographers	13	13	23.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	23	13	30.9
Registered Nurses	512	221	647.9	Occupational Therapists	11	10	16.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	2.3
Licensed Practical Nurses	10	8	14.8	Physical Therapists	32	11	38.7
Ancillary Nursing Personnel	72	66	101.2	Physical Therapy Assistants/Aides	6	10	11.9
Medical Assistants	25	12	35.9	Recreational Therapists	0	1	0.1
Physician Assistants	6	0	6.0	Dietitians & Nutritionists	7	3	8.7
Nurse Practitioners	23	3	24.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	2	8.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	281	137	358.5
Health Info Mgmt-Administrators/Technicians	27	5	30.2	All Other Personnel	166	90	225.0
Pharmacy Personnel	29	9	35.7				
Clinical Laboratory Personnel	20	7	26.1				
				Total	1,461	671	1,867.2

197 Aurora BayCare Medical Center in Green Bay

Green Bay, WI 54308

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$600,787,341	42.9%	45.7%	0.94	46.7%	0.92	46.0%	0.93	40.5%	1.06
Medical Assistance	\$155,077,110	11.1%	14.0%	0.79	11.9%	0.93	12.8%	0.87	11.0%	1.01
Commercial	\$607,058,977	43.4%	35.8%	1.21	38.0%	1.14	36.0%	1.20	46.2%	0.94
All Other	\$36,958,434	2.6%	4.5%	0.59	3.4%	0.77	5.3%	0.50	2.3%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$480,776,543	34.3%	34.1%	1.01	34.7%	0.99	35.3%	0.97	32.2%	1.07
Medical Assistance	\$125,510,897	9.0%	10.6%	0.85	9.0%	1.00	10.0%	0.90	8.6%	1.05
Commercial	\$274,362,773	19.6%	14.7%	1.33	16.1%	1.21	16.0%	1.22	19.9%	0.98
Charity Care	\$10,250,521	0.7%	1.0%	0.75	0.9%	0.80	1.0%	0.76	0.9%	0.83
Bad Debt	\$12,906,572	0.9%	1.1%	0.86	1.0%	0.94	0.9%	0.99	1.0%	0.96
All Other	\$18,417,467	1.3%	2.0%	0.67	1.8%	0.75	2.2%	0.59	1.0%	1.33
Total Deductions	\$922,224,773	65.9%	63.3%	1.04	63.5%	1.04	65.5%	1.01	63.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.2%	5.5%	0.58	3.5%	0.90	6.8%	0.47	3.5%	0.91
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	8.5%	N/A	1.9%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$147,583,528	37.6%	44.1%	0.85	45.8%	0.82	43.1%	0.87	38.8%	0.97
Supplies & Services	\$219,486,661	55.9%	49.0%	1.14	46.8%	1.19	50.4%	1.11	57.4%	0.97
Capital Component	\$25,627,012	6.5%	6.9%	0.95	7.4%	0.88	6.4%	1.02	3.8%	1.73
Fiscal Statistics										
Operating Margin (%)		20.4%	8.4%	2.44	9.4%	2.17	8.5%	2.40	26.7%	0.76
Total Hospital Net Income (%)		20.4%	8.6%	2.38	10.2%	2.00	8.7%	2.35	26.6%	0.76
Return on Equity (%)		22.0%	6.3%	3.47	7.0%	3.13	6.7%	3.29	25.7%	0.85
Current Ratio		3.8	5.9	0.64	4.3	0.89	6.2	0.61	3.6	1.05
Days in Net Patient Accounts Receivable		55.9	51.6	1.08	50.7	1.10	50.7	1.10	59.2	0.94
Average Payment Period		62.4	38.5	1.62	54.9	1.14	38.6	1.62	82.7	0.75
Equity Financing (%)		65.4%	75.1%	0.87	75.6%	0.87	76.2%	0.86	60.9%	1.07
Long-Term Debt to Equity Ratio		0.3	0.2	1.96	0.2	1.81	0.1	2.72	0.4	0.81
Times Interest Earned		20.7	13.4	1.54	14.7	1.40	13.7	1.51	-19.9	N/A
Total Asset Turnover		1.1	0.7	1.47	0.7	1.58	0.8	1.40	1.0	1.12
Average Age of Plant (Years)		8.1	9.9	0.82	10.4	0.78	10.8	0.75	8.3	0.97
Increase (Decrease) Total Net Patient Revenue		8.3%	5.4%	1.53	3.9%	2.13	6.1%	1.36	7.7%	1.08
Outpatient Gross Revenue (% of Total GPR)		68.9%	61.9%	1.11	71.3%	0.97	58.0%	1.19	67.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,604		\$15,830	1.05	\$12,899	1.29	\$17,621	0.94	\$16,388	1.01
Inpatient Net Revenue per Day	\$3,824		\$3,538	1.08	\$3,402	1.12	\$3,654	1.05	\$4,013	0.95
Outpatient Net Revenue per Visit	\$779		\$686	1.14	\$545	1.43	\$698	1.12	\$806	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,399,881,862	Cash & Cash Equivalents	\$40,425	Current Liabilities	\$63,926,871
Less Deductions	\$922,224,773	Net Patient Receivables	\$73,157,740	Long-Term Debt	\$93,432,235
Net Patient Revenue	\$477,657,089	Other Receivables	\$661,427	Other Liabilities	\$549,784
Plus Other Revenue	\$15,697,887			Subtotal	\$157,908,890
Total Revenue	\$493,354,976	Land, Buildings & Equipment (Net)	\$206,127,386	Unrestricted Fund Balance	\$298,867,308
Less Expenses	\$392,697,201	Other Assets	\$176,789,220	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$248,805			Total Liabilities & Fund Balance	\$456,776,198
Net Income	\$100,408,970	Total Assets	\$456,776,198		

039 Bellin Hospital
 744 S Webster Ave, PO Box 23400
 Green Bay, WI 54305
 920-433-3500

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.7%	55.7%	1.00	50.7%	1.10	69.4%	0.80	55.3%	1.01
Obstetrics	55.4%	41.5%	1.33	35.8%	0.28	52.7%	1.05	50.8%	1.09
Pediatrics	9.5%	52.8%	0.18	16.8%	0.57	32.8%	0.29	10.4%	0.91
Total Hospital	47.8%	57.5%	0.83	47.6%	1.01	67.8%	0.71	48.3%	0.99
Average Census (Patients)									
Adult Medical-Surgical	44.0	26.4	1.67	23.3	1.89	101.2	0.43	43.7	1.01
Obstetrics	10.0	5.6	1.77	4.4	2.29	15.7	0.64	9.2	1.09
Pediatrics	0.9	1.4	0.63	0.5	1.58	3.8	0.63	0.9	0.91
Total Hospital	79.9	49.4	1.62	40.3	1.98	195.9	0.41	80.7	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.9	0.93	3.6	1.03	4.4	0.84	3.6	1.03
Obstetrics	2.6	2.5	1.01	2.5	1.03	2.6	0.98	2.3	1.11
Pediatrics	2.1	3.5	0.60	3.0	0.70	3.6	0.60	2.1	1.00
Total Hospital	3.6	4.4	0.81	3.6	0.98	4.8	0.74	3.4	1.03
Surgical Operations									
Inpatient	3,136	1,396	2.25	1,119	2.80	5,208	0.60	3,611	0.87
Outpatient	11,670	4,206	2.77	4,642	2.51	14,763	0.79	10,474	1.11
Inpatient as % of All Surgeries	21.2%	24.9%	0.85	19.4%	1.09	26.1%	0.81	25.6%	0.83
Outpatient Visits									
Non-Emergency Visits	1,060,247	136,074	7.79	200,883	5.28	473,499	2.24	1,014,184	1.05
Emergency Visits	32,326	18,688	1.73	18,216	1.77	53,629	0.60	38,870	0.83
Full-Time Equivalents (FTEs)									
Administrators	39.0	19.3	2.02	19.6	1.99	64.0	0.61	14.0	2.79
Nurses, Licensed	959.3	239.2	4.01	266.6	3.60	866.8	1.11	873.3	1.10
Ancillary Nursing Personnel	61.1	40.0	1.53	32.6	1.87	141.9	0.43	58.7	1.04
All Other Personnel	1,956.8	480.4	4.07	519.5	3.77	1,693.5	1.16	1,875.3	1.04
Total FTEs	3,016.2	779.0	3.87	838.3	3.60	2,766.3	1.09	2,821.3	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.8	14.9	0.73	13.4	0.81	13.7	0.79	4.3	2.51
Nurses, Licensed	266.1	183.7	1.45	183.1	1.45	186.0	1.43	268.7	0.99
Ancillary Nursing Personnel	16.9	30.8	0.55	22.4	0.76	30.4	0.56	18.1	0.94
All Other Personnel	542.8	369.0	1.47	356.8	1.52	363.3	1.49	577.1	0.94
Total FTEs	836.7	598.3	1.40	575.7	1.45	593.5	1.41	868.2	0.96

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	167	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	33
Discharges	8,184	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,405
Inpatient Days	29,162			Inpatient Days	0	Newborn Days	2,967

039 Bellin Hospital
Green Bay, WI 54305

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	79	4,373	16,066	55.7%	44.0	3.7
Orthopedic	1	30	1,760	3,517	32.1%	9.6	2.0
Rehabilitation & Physical Medicine	1	14	266	2,961	57.9%	8.1	11.1
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	147	312	9.5%	0.9	2.1
Obstetrics	1	18	1,414	3,640	55.4%	10.0	2.6
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	17	1,404	2,666	43.0%	7.3	1.9
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	39	0	39.0	Surgical Personnel	34	38	57.9
Physicians & Dentists	118	13	125.8	Radiological Services Personnel	77	31	96.7
Medical & Dental Residents	0	0	0.0	Sonographers	15	12	23.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	11	10.8
Registered Nurses	383	457	686.4	Occupational Therapists	7	19	18.0
Certified Nurse Midwives	3	0	3.0	Occupational Therapy Assistants/Aides	0	4	1.6
Licensed Practical Nurses	107	54	144.0	Physical Therapists	84	41	108.8
Ancillary Nursing Personnel	14	96	61.1	Physical Therapy Assistants/Aides	10	20	21.8
Medical Assistants	82	50	117.0	Recreational Therapists	0	0	0.0
Physician Assistants	30	9	33.8	Dietitians & Nutritionists	7	7	12.0
Nurse Practitioners	81	24	97.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	17	7	21.2	Social Workers	12	12	19.7
Clinical Nurse Specialists	5	3	7.4	All Other Health Professionals	353	58	388.4
Health Info Mgmt-Administrators/Technicians	62	17	74.2	All Other Personnel	535	322	726.8
Pharmacy Personnel	32	11	39.3				
Clinical Laboratory Personnel	52	42	81.1				
				Total	2,162	1,358	3,016.2

039 Bellin Hospital
Green Bay, WI 54305

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$484,506,300	43.8%	45.7%	0.96	46.7%	0.94	46.0%	0.95	44.8%	0.98
Medical Assistance	\$116,661,526	10.5%	14.0%	0.75	11.9%	0.89	12.8%	0.83	10.9%	0.97
Commercial	\$453,047,659	40.9%	35.8%	1.14	38.0%	1.08	36.0%	1.14	41.1%	0.99
All Other	\$52,438,563	4.7%	4.5%	1.05	3.4%	1.38	5.3%	0.90	3.2%	1.46
Deductions as % of Total Gross Patient Revenue										
Medicare	\$342,486,035	30.9%	34.1%	0.91	34.7%	0.89	35.3%	0.88	31.7%	0.97
Medical Assistance	\$85,800,306	7.8%	10.6%	0.73	9.0%	0.87	10.0%	0.78	7.9%	0.98
Commercial	\$143,681,176	13.0%	14.7%	0.88	16.1%	0.80	16.0%	0.81	11.8%	1.10
Charity Care	\$11,570,586	1.0%	1.0%	1.07	0.9%	1.14	1.0%	1.09	0.8%	1.37
Bad Debt	\$11,536,683	1.0%	1.1%	0.97	1.0%	1.06	0.9%	1.11	0.9%	1.15
All Other	\$10,181,397	0.9%	2.0%	0.47	1.8%	0.52	2.2%	0.41	1.4%	0.67
Total Deductions	\$605,256,183	54.7%	63.3%	0.86	63.5%	0.86	65.5%	0.84	54.5%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	5.5%	0.34	3.5%	0.54	6.8%	0.28	2.3%	0.81
Net Gains/Losses as % of Net Income		16.3%	2.6%	6.38	8.5%	1.91	1.9%	8.62	27.8%	0.59
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$283,946,436	58.1%	44.1%	1.32	45.8%	1.27	43.1%	1.35	58.2%	1.00
Supplies & Services	\$167,453,915	34.3%	49.0%	0.70	46.8%	0.73	50.4%	0.68	32.7%	1.05
Capital Component	\$37,270,142	7.6%	6.9%	1.11	7.4%	1.03	6.4%	1.19	9.2%	0.83
Fiscal Statistics										
Operating Margin (%)		4.4%	8.4%	0.52	9.4%	0.47	8.5%	0.52	6.3%	0.69
Total Hospital Net Income (%)		5.2%	8.6%	0.61	10.2%	0.51	8.7%	0.60	8.5%	0.61
Return on Equity (%)		4.5%	6.3%	0.72	7.0%	0.65	6.7%	0.68	7.5%	0.61
Current Ratio		2.7	5.9	0.46	4.3	0.63	6.2	0.44	2.9	0.93
Days in Net Patient Accounts Receivable		46.9	51.6	0.91	50.7	0.92	50.7	0.92	40.1	1.17
Average Payment Period		46.5	38.5	1.21	54.9	0.85	38.6	1.20	47.5	0.98
Equity Financing (%)		70.6%	75.1%	0.94	75.6%	0.93	76.2%	0.93	68.5%	1.03
Long-Term Debt to Equity Ratio		0.2	0.2	1.47	0.2	1.36	0.1	2.03	0.3	0.87
Times Interest Earned		5.9	13.4	0.44	14.7	0.40	13.7	0.43	10.3	0.57
Total Asset Turnover		0.9	0.7	1.18	0.7	1.27	0.8	1.13	0.9	1.01
Average Age of Plant (Years)		8.8	9.9	0.89	10.4	0.85	10.8	0.82	8.7	1.01
Increase (Decrease) Total Net Patient Revenue		6.1%	5.4%	1.13	3.9%	1.57	6.1%	1.00	6.1%	0.99
Outpatient Gross Revenue (% of Total GPR)		76.5%	61.9%	1.24	71.3%	1.07	58.0%	1.32	73.5%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,716		\$15,830	0.93	\$12,899	1.14	\$17,621	0.84	\$14,617	1.01
Inpatient Net Revenue per Day	\$3,893		\$3,538	1.10	\$3,402	1.14	\$3,654	1.07	\$3,980	0.98
Outpatient Net Revenue per Visit	\$359		\$686	0.52	\$545	0.66	\$698	0.51	\$339	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,106,654,048	Cash & Cash Equivalents	\$63,651,916	Current Liabilities	\$59,154,104
Less Deductions	\$605,256,183	Net Patient Receivables	\$64,362,411	Long-Term Debt	\$97,168,096
Net Patient Revenue	\$501,397,865	Other Receivables	\$806,515	Other Liabilities	\$16,660,903
Plus Other Revenue	\$9,649,156			Subtotal	\$172,983,103
Total Revenue	\$511,047,021	Land, Buildings & Equipment (Net)	\$198,594,763	Unrestricted Fund Balance	\$415,123,304
Less Expenses	\$488,670,493	Other Assets	\$260,690,802	Restricted Fund Balance	\$4,580,403
Non-Operating Gains/Losses	\$4,358,181			Total Liabilities & Fund Balance	\$588,106,407
Net Income	\$26,734,709	Total Assets	\$588,106,407		

041 St Mary's Hospital Medical Center
 1726 Shawano Avenue
 Green Bay, WI 54303
 920-498-4200

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.1%	55.7%	0.74	50.7%	0.81	43.4%	0.95	42.6%	0.96
Obstetrics	22.4%	41.5%	0.54	35.8%	0.08	26.7%	0.84	23.3%	0.96
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.4%	57.5%	0.70	47.6%	0.85	41.9%	0.97	41.1%	0.98
Average Census (Patients)									
Adult Medical-Surgical	25.9	26.4	0.98	23.3	1.11	13.7	1.88	26.8	0.96
Obstetrics	2.7	5.6	0.48	4.4	0.62	2.3	1.17	2.8	0.96
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	33.6	49.4	0.68	40.3	0.83	26.3	1.27	34.1	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.6	0.87	3.3	0.93	3.0	1.04
Obstetrics	2.2	2.5	0.87	2.5	0.89	2.3	0.97	2.2	1.01
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.73	3.6	0.88	3.6	0.89	3.1	1.04
Surgical Operations									
Inpatient	871	1,396	0.62	1,119	0.78	664	1.31	978	0.89
Outpatient	5,637	4,206	1.34	4,642	1.21	2,945	1.91	5,669	0.99
Inpatient as % of All Surgeries	13.4%	24.9%	0.54	19.4%	0.69	18.4%	0.73	14.7%	0.91
Outpatient Visits									
Non-Emergency Visits	72,879	136,074	0.54	200,883	0.36	115,364	0.63	73,938	0.99
Emergency Visits	28,398	18,688	1.52	18,216	1.56	14,511	1.96	30,457	0.93
Full-Time Equivalents (FTEs)									
Administrators	7.5	19.3	0.39	19.6	0.38	13.8	0.54	8.0	0.94
Nurses, Licensed	185.8	239.2	0.78	266.6	0.70	135.2	1.37	169.3	1.10
Ancillary Nursing Personnel	30.1	40.0	0.75	32.6	0.92	20.8	1.44	23.7	1.27
All Other Personnel	267.4	480.4	0.56	519.5	0.51	324.4	0.82	268.4	1.00
Total FTEs	490.8	779.0	0.63	838.3	0.59	494.3	0.99	469.4	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.5	14.9	0.43	13.4	0.48	14.2	0.46	7.3	0.88
Nurses, Licensed	159.8	183.7	0.87	183.1	0.87	138.6	1.15	154.8	1.03
Ancillary Nursing Personnel	25.9	30.8	0.84	22.4	1.15	21.3	1.21	21.7	1.19
All Other Personnel	230.0	369.0	0.62	356.8	0.64	332.6	0.69	245.4	0.94
Total FTEs	422.1	598.3	0.71	575.7	0.73	506.7	0.83	429.3	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	83	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	3,832	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	421
Inpatient Days	12,251			Inpatient Days	0	Newborn Days	822

041 St Mary's Hospital Medical Center
Green Bay, WI 54303

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	63	3,035	9,443	41.1%	25.9	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	442	981	22.4%	2.7	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	262	1,827	62.6%	5.0	7.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	1	7.5	Surgical Personnel	6	16	17.7
Physicians & Dentists	1	1	1.8	Radiological Services Personnel	14	14	25.7
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	4.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	9	9.8
Registered Nurses	75	149	181.9	Occupational Therapists	2	2	3.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	5	3.0	Physical Therapists	6	4	8.4
Ancillary Nursing Personnel	10	39	30.1	Physical Therapy Assistants/Aides	2	3	3.0
Medical Assistants	0	2	1.3	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	24	27.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	77	74	123.0
Pharmacy Personnel	10	2	10.8				
Clinical Laboratory Personnel	16	19	28.8				
				Total	248	366	490.8

041 St Mary's Hospital Medical Center
Green Bay, WI 54303

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$163,985,824	44.4%	45.7%	0.97	46.7%	0.95	50.0%	0.89	43.5%	1.02
Medical Assistance	\$53,693,405	14.5%	14.0%	1.04	11.9%	1.23	11.4%	1.27	15.0%	0.97
Commercial	\$136,138,740	36.9%	35.8%	1.03	38.0%	0.97	34.7%	1.06	37.3%	0.99
All Other	\$15,220,206	4.1%	4.5%	0.92	3.4%	1.20	3.9%	1.07	4.2%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$125,368,807	34.0%	34.1%	1.00	34.7%	0.98	35.4%	0.96	33.0%	1.03
Medical Assistance	\$42,903,175	11.6%	10.6%	1.10	9.0%	1.30	8.4%	1.39	11.9%	0.98
Commercial	\$62,115,606	16.8%	14.7%	1.15	16.1%	1.04	13.7%	1.23	16.1%	1.05
Charity Care	\$3,463,819	0.9%	1.0%	0.96	0.9%	1.02	0.9%	1.03	1.1%	0.86
Bad Debt	\$2,910,816	0.8%	1.1%	0.74	1.0%	0.80	1.1%	0.70	0.6%	1.24
All Other	\$10,998,586	3.0%	2.0%	1.52	1.8%	1.69	2.2%	1.37	3.2%	0.93
Total Deductions	\$247,760,809	67.1%	63.3%	1.06	63.5%	1.06	61.7%	1.09	65.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.0%	5.5%	0.74	3.5%	1.15	4.3%	0.94	3.9%	1.04	
Net Gains/Losses as % of Net Income	32.1%	2.6%	12.56	8.5%	3.76	N/A	N/A	32.5%	0.99	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$42,310,849	35.9%	44.1%	0.81	45.8%	0.78	45.3%	0.79	40.5%	0.89
Supplies & Services	\$65,396,732	55.5%	49.0%	1.13	46.8%	1.19	47.8%	1.16	51.0%	1.09
Capital Component	\$10,105,593	8.6%	6.9%	1.25	7.4%	1.16	6.9%	1.24	8.4%	1.02
Fiscal Statistics										
Operating Margin (%)	6.8%	8.4%	0.81	9.4%	0.72	6.9%	0.99	9.3%	0.73	
Total Hospital Net Income (%)	9.7%	8.6%	1.13	10.2%	0.95	5.8%	1.67	13.2%	0.74	
Return on Equity (%)	6.3%	6.3%	1.00	7.0%	0.90	4.3%	1.47	9.2%	0.68	
Current Ratio	1.3	5.9	0.21	4.3	0.29	3.9	0.32	1.6	0.79	
Days in Net Patient Accounts Receivable	43.9	51.6	0.85	50.7	0.86	51.1	0.86	38.1	1.15	
Average Payment Period	79.3	38.5	2.06	54.9	1.44	40.4	1.96	62.8	1.26	
Equity Financing (%)	74.7%	75.1%	0.99	75.6%	0.99	77.0%	0.97	70.2%	1.06	
Long-Term Debt to Equity Ratio	0.1	0.2	0.58	0.2	0.53	0.2	0.59	0.1	0.66	
Times Interest Earned	32.1	13.4	2.40	14.7	2.18	12.4	2.60	38.0	0.85	
Total Asset Turnover	0.6	0.7	0.86	0.7	0.93	0.7	0.85	0.7	0.94	
Average Age of Plant (Years)	12.2	9.9	1.24	10.4	1.18	9.9	1.24	11.8	1.03	
Increase (Decrease) Total Net Patient Revenue	-3.8%	5.4%	N/A	3.9%	N/A	1.9%	N/A	2.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	70.5%	61.9%	1.14	71.3%	0.99	72.6%	0.97	68.8%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,223	\$15,830	0.65	\$12,899	0.79	\$10,657	0.96	\$10,773	0.95	
Inpatient Net Revenue per Day	\$3,127	\$3,538	0.88	\$3,402	0.92	\$2,933	1.07	\$3,509	0.89	
Outpatient Net Revenue per Visit	\$839	\$686	1.22	\$545	1.54	\$589	1.43	\$811	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$369,038,175	Cash & Cash Equivalents	-\$2,243,794	Current Liabilities	\$24,192,364
Less Deductions	\$247,760,809	Net Patient Receivables	\$14,581,193	Long-Term Debt	\$13,676,084
Net Patient Revenue	\$121,277,366	Other Receivables	\$1,933,494	Other Liabilities	\$12,613,833
Plus Other Revenue	\$5,116,450			Subtotal	\$50,482,281
Total Revenue	\$126,393,816	Land, Buildings & Equipment (Net)	\$73,153,111	Unrestricted Fund Balance	\$149,229,951
Less Expenses	\$117,813,174	Other Assets	\$112,288,228	Restricted Fund Balance	\$7,296,074
Non-Operating Gains/Losses	\$4,060,626			Total Liabilities & Fund Balance	\$199,712,232
Net Income	\$12,641,268	Total Assets	\$199,712,232		

042 St Vincent Hospital
 835 S Van Buren St, PO Box 13508
 Green Bay, WI 54307
 920-433-0111

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.3%	55.7%	0.96	50.7%	1.05	69.4%	0.77	53.2%	1.00
Obstetrics	49.5%	41.5%	1.19	35.8%	0.25	52.7%	0.94	55.7%	0.89
Pediatrics	20.1%	52.8%	0.38	16.8%	1.20	32.8%	0.61	25.6%	0.78
Total Hospital	52.4%	57.5%	0.91	47.6%	1.10	67.8%	0.77	54.0%	0.97
Average Census (Patients)									
Adult Medical-Surgical	66.1	26.4	2.51	23.3	2.84	101.2	0.65	66.0	1.00
Obstetrics	8.9	5.6	1.58	4.4	2.04	15.7	0.57	10.0	0.89
Pediatrics	4.0	1.4	2.97	0.5	7.42	3.8	2.97	5.1	0.78
Total Hospital	133.6	49.4	2.71	40.3	3.32	195.9	0.68	137.8	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	3.9	1.16	3.6	1.28	4.4	1.04	4.4	1.03
Obstetrics	2.8	2.5	1.11	2.5	1.13	2.6	1.07	3.2	0.88
Pediatrics	3.3	3.5	0.94	3.0	1.10	3.6	0.93	3.7	0.89
Total Hospital	4.5	4.4	1.03	3.6	1.24	4.8	0.94	4.7	0.97
Surgical Operations									
Inpatient	2,507	1,396	1.80	1,119	2.24	5,208	0.48	2,791	0.90
Outpatient	5,690	4,206	1.35	4,642	1.23	14,763	0.39	5,567	1.02
Inpatient as % of All Surgeries	30.6%	24.9%	1.23	19.4%	1.57	26.1%	1.17	33.4%	0.92
Outpatient Visits									
Non-Emergency Visits	113,566	136,074	0.83	200,883	0.57	473,499	0.24	120,164	0.95
Emergency Visits	32,178	18,688	1.72	18,216	1.77	53,629	0.60	35,054	0.92
Full-Time Equivalents (FTEs)									
Administrators	43.0	19.3	2.22	19.6	2.20	64.0	0.67	35.0	1.23
Nurses, Licensed	515.5	239.2	2.16	266.6	1.93	866.8	0.59	484.9	1.06
Ancillary Nursing Personnel	8.4	40.0	0.21	32.6	0.26	141.9	0.06	69.5	0.12
All Other Personnel	1,141.7	480.4	2.38	519.5	2.20	1,693.5	0.67	1,009.3	1.13
Total FTEs	1,708.6	779.0	2.19	838.3	2.04	2,766.3	0.62	1,598.7	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.3	14.9	0.89	13.4	0.99	13.7	0.97	11.0	1.20
Nurses, Licensed	159.0	183.7	0.87	183.1	0.87	186.0	0.85	152.6	1.04
Ancillary Nursing Personnel	2.6	30.8	0.08	22.4	0.12	30.4	0.08	21.9	0.12
All Other Personnel	352.1	369.0	0.95	356.8	0.99	363.3	0.97	317.6	1.11
Total FTEs	526.9	598.3	0.88	575.7	0.92	593.5	0.89	503.1	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	255	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	24
Discharges	10,796	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,116
Inpatient Days	48,749			Inpatient Days	0	Newborn Days	2,003

042 St Vincent Hospital
Green Bay, WI 54307

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	124	5,296	24,119	53.3%	66.1	4.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	32	324	4,251	36.4%	11.6	13.1
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	20	441	1,464	20.1%	4.0	3.3
Obstetrics	1	18	1,152	3,249	49.5%	8.9	2.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	20	1,585	5,470	74.9%	15.0	3.5
Cardiac Intensive Unit	1	4	222	1,095	75.0%	3.0	4.9
Pediatric Intensive Care	1	4	496	1,452	99.5%	4.0	2.9
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	9	636	2,246	68.4%	6.2	3.5
Neonatal Intensive/Intermediate Care	1	24	315	5,403	61.7%	14.8	17.2
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	43	0	43.0	Surgical Personnel	24	24	36.4
Physicians & Dentists	11	3	12.4	Radiological Services Personnel	34	41	59.9
Medical & Dental Residents	0	0	0.0	Sonographers	7	11	13.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	25	13	34.3
Registered Nurses	237	399	508.5	Occupational Therapists	17	16	23.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	45	16	53.5
Ancillary Nursing Personnel	6	6	8.4	Physical Therapy Assistants/Aides	13	9	17.3
Medical Assistants	22	90	63.4	Recreational Therapists	2	6	4.9
Physician Assistants	9	6	13.6	Dietitians & Nutritionists	8	6	12.2
Nurse Practitioners	7	0	7.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	12	27	26.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	115	44	145.9
Health Info Mgmt-Administrators/Technicians	18	4	20.7	All Other Personnel	357	200	481.8
Pharmacy Personnel	49	16	57.8				
Clinical Laboratory Personnel	42	30	62.2				
				Total	1,103	969	1,708.6

042 St Vincent Hospital
Green Bay, WI 54307

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$495,296,973	49.2%	45.7%	1.08	46.7%	1.05	46.0%	1.07	48.9%	1.01
Medical Assistance	\$130,888,957	13.0%	14.0%	0.93	11.9%	1.10	12.8%	1.02	13.0%	1.00
Commercial	\$343,558,512	34.1%	35.8%	0.95	38.0%	0.90	36.0%	0.95	34.3%	1.00
All Other	\$37,408,721	3.7%	4.5%	0.83	3.4%	1.08	5.3%	0.71	3.8%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$374,021,324	37.1%	34.1%	1.09	34.7%	1.07	35.3%	1.05	36.5%	1.02
Medical Assistance	\$99,455,030	9.9%	10.6%	0.94	9.0%	1.10	10.0%	0.99	9.8%	1.00
Commercial	\$156,659,280	15.6%	14.7%	1.06	16.1%	0.96	16.0%	0.97	15.7%	0.99
Charity Care	\$8,667,097	0.9%	1.0%	0.88	0.9%	0.94	1.0%	0.90	0.9%	0.94
Bad Debt	\$4,296,206	0.4%	1.1%	0.40	1.0%	0.43	0.9%	0.46	0.3%	1.28
All Other	\$27,547,987	2.7%	2.0%	1.40	1.8%	1.56	2.2%	1.22	2.8%	0.98
Total Deductions	\$670,646,924	66.6%	63.3%	1.05	63.5%	1.05	65.5%	1.02	66.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	5.5%	0.39	3.5%	0.62	6.8%	0.32	2.0%	1.09
Net Gains/Losses as % of Net Income		45.5%	2.6%	17.79	8.5%	5.33	1.9%	24.06	45.6%	1.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$111,237,845	35.5%	44.1%	0.81	45.8%	0.78	43.1%	0.82	37.2%	0.96
Supplies & Services	\$181,155,020	57.9%	49.0%	1.18	46.8%	1.24	50.4%	1.15	55.3%	1.05
Capital Component	\$20,595,348	6.6%	6.9%	0.96	7.4%	0.89	6.4%	1.02	7.5%	0.88
Fiscal Statistics										
Operating Margin (%)		9.0%	8.4%	1.08	9.4%	0.96	8.5%	1.06	11.3%	0.80
Total Hospital Net Income (%)		15.4%	8.6%	1.79	10.2%	1.51	8.7%	1.78	19.0%	0.81
Return on Equity (%)		8.3%	6.3%	1.32	7.0%	1.19	6.7%	1.25	10.9%	0.77
Current Ratio		2.2	5.9	0.37	4.3	0.51	6.2	0.35	2.3	0.96
Days in Net Patient Accounts Receivable		49.2	51.6	0.95	50.7	0.97	50.7	0.97	44.7	1.10
Average Payment Period		68.1	38.5	1.77	54.9	1.24	38.6	1.76	60.0	1.13
Equity Financing (%)		81.5%	75.1%	1.08	75.6%	1.08	76.2%	1.07	75.9%	1.07
Long-Term Debt to Equity Ratio		0.1	0.2	0.36	0.2	0.33	0.1	0.50	0.1	0.65
Times Interest Earned		62.9	13.4	4.70	14.7	4.27	13.7	4.59	69.9	0.90
Total Asset Turnover		0.5	0.7	0.69	0.7	0.74	0.8	0.65	0.5	0.97
Average Age of Plant (Years)		14.0	9.9	1.42	10.4	1.35	10.8	1.30	13.0	1.07
Increase (Decrease) Total Net Patient Revenue		0.0%	5.4%	0.01	3.9%	0.01	6.1%	0.01	6.0%	0.01
Outpatient Gross Revenue (% of Total GPR)		58.2%	61.9%	0.94	71.3%	0.82	58.0%	1.00	56.5%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,772	\$15,830	0.93	\$12,899	1.15	\$17,621	0.84	\$15,046	0.98
Inpatient Net Revenue per Day		\$3,227	\$3,538	0.91	\$3,402	0.95	\$3,654	0.88	\$3,210	1.01
Outpatient Net Revenue per Visit		\$1,244	\$686	1.81	\$545	2.28	\$698	1.78	\$1,144	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,007,153,163	Cash & Cash Equivalents	\$6,422,949	Current Liabilities	\$55,638,787
Less Deductions	\$670,646,924	Net Patient Receivables	\$45,318,526	Long-Term Debt	\$32,078,096
Net Patient Revenue	\$336,506,239	Other Receivables	\$13,645,708	Other Liabilities	\$38,225,205
Plus Other Revenue	\$7,454,921			Subtotal	\$125,942,088
Total Revenue	\$343,961,160	Land, Buildings & Equipment (Net)	\$127,173,266	Unrestricted Fund Balance	\$554,928,439
Less Expenses	\$312,988,213	Other Assets	\$488,310,078	Restricted Fund Balance	\$18,629,095
Non-Operating Gains/Losses	\$25,850,830			Total Liabilities & Fund Balance	\$680,870,527
Net Income	\$56,823,777	Total Assets	\$680,870,527		

043 Aurora Medical Center in Hartford
 1032 East Sumner Street
 Hartford, WI 53027
 262-673-2300

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

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.9%	55.7%	0.70	55.0%	0.71	38.3%	1.02	37.4%	1.04
Obstetrics	0.0%	41.5%	N/A	34.6%	N/A	24.8%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	42.4%	57.5%	0.74	51.4%	0.82	37.2%	1.14	40.4%	1.05
Average Census (Patients)									
Adult Medical-Surgical	10.9	26.4	0.41	31.4	0.35	6.5	1.67	10.5	1.04
Obstetrics	0.0	5.6	N/A	6.3	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	14.4	49.4	0.29	58.3	0.25	8.5	1.70	13.7	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.9	0.73	3.6	0.79	2.9	0.98	3.0	0.96
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.72	4.0	0.79	3.1	1.03	3.3	0.97
Surgical Operations									
Inpatient	471	1,396	0.34	1,424	0.33	273	1.73	467	1.01
Outpatient	2,156	4,206	0.51	3,674	0.59	1,279	1.69	2,156	1.00
Inpatient as % of All Surgeries	17.9%	24.9%	0.72	27.9%	0.64	17.6%	1.02	17.8%	1.01
Outpatient Visits									
Non-Emergency Visits	78,443	136,074	0.58	147,557	0.53	57,910	1.35	74,266	1.06
Emergency Visits	8,579	18,688	0.46	29,988	0.29	8,090	1.06	8,195	1.05
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.3	0.26	17.6	0.28	9.4	0.53	5.0	1.00
Nurses, Licensed	99.3	239.2	0.42	262.0	0.38	79.9	1.24	96.8	1.03
Ancillary Nursing Personnel	18.4	40.0	0.46	44.8	0.41	13.5	1.36	19.0	0.97
All Other Personnel	228.7	480.4	0.48	509.5	0.45	187.1	1.22	224.0	1.02
Total FTEs	351.3	779.0	0.45	833.9	0.42	289.8	1.21	344.9	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.8	14.9	0.66	10.7	0.92	24.3	0.40	10.7	0.91
Nurses, Licensed	195.0	183.7	1.06	159.4	1.22	207.6	0.94	208.0	0.94
Ancillary Nursing Personnel	36.1	30.8	1.17	27.2	1.32	35.0	1.03	40.8	0.88
All Other Personnel	449.1	369.0	1.22	310.0	1.45	486.3	0.92	481.3	0.93
Total FTEs	690.0	598.3	1.15	507.3	1.36	753.3	0.92	740.8	0.93

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	34	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,660	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	5,261			Inpatient Days	0	Newborn Days	0

043 Aurora Medical Center in Hartford
Hartford, WI 53027

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	28	1,382	3,977	38.9%	10.9	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	283	1,284	58.6%	3.5	4.5
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	10	12	11.1	Radiological Services Personnel	9	8	14.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	6.3
Registered Nurses	60	40	89.4	Occupational Therapists	3	8	7.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	12	18	24.7
Ancillary Nursing Personnel	5	27	18.4	Physical Therapy Assistants/Aides	3	3	4.6
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	2	2	3.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	0	2	1.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	52	49	81.7
Health Info Mgmt-Administrators/Technicians	2	4	5.4	All Other Personnel	32	23	48.8
Pharmacy Personnel	4	1	4.9				
Clinical Laboratory Personnel	5	3	8.4				
				Total	223	206	351.3

043 Aurora Medical Center in Hartford

Hartford, WI 53027

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$100,868,191	48.5%	45.7%	1.06	50.5%	0.96	46.1%	1.05	46.5%	1.04
Medical Assistance	\$16,030,558	7.7%	14.0%	0.55	10.1%	0.77	13.3%	0.58	7.8%	0.99
Commercial	\$86,830,834	41.7%	35.8%	1.16	36.8%	1.13	36.0%	1.16	43.5%	0.96
All Other	\$4,331,357	2.1%	4.5%	0.46	2.7%	0.78	4.6%	0.45	2.2%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$82,676,257	39.7%	34.1%	1.17	39.8%	1.00	29.3%	1.35	37.9%	1.05
Medical Assistance	\$13,864,722	6.7%	10.6%	0.63	7.8%	0.85	9.2%	0.73	6.7%	0.99
Commercial	\$42,118,467	20.2%	14.7%	1.38	16.3%	1.24	11.9%	1.70	21.2%	0.96
Charity Care	\$1,682,144	0.8%	1.0%	0.83	1.0%	0.85	1.0%	0.79	0.8%	0.99
Bad Debt	\$2,464,477	1.2%	1.1%	1.11	1.1%	1.04	1.7%	0.68	0.9%	1.35
All Other	\$1,763,932	0.8%	2.0%	0.43	1.1%	0.74	1.9%	0.45	0.9%	0.95
Total Deductions	\$144,569,999	69.5%	63.3%	1.10	67.1%	1.03	55.1%	1.26	68.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%	5.5%	0.10		4.8%	0.11	5.9%	0.09	0.6%	0.86
Net Gains/Losses as % of Net Income	0.7%	2.6%	0.27		N/A	N/A	14.7%	0.05	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,807,768	47.0%	44.1%	1.07	39.0%	1.20	51.5%	0.91	46.5%	1.01
Supplies & Services	\$24,691,227	46.7%	49.0%	0.95	52.6%	0.89	40.5%	1.15	47.5%	0.98
Capital Component	\$3,330,049	6.3%	6.9%	0.92	8.4%	0.75	8.0%	0.79	6.0%	1.06
Fiscal Statistics										
Operating Margin (%)	17.2%	8.4%	2.06		11.9%	1.45	5.3%	3.26	12.5%	1.38
Total Hospital Net Income (%)	17.3%	8.6%	2.03		10.9%	1.59	6.1%	2.82	12.4%	1.40
Return on Equity (%)	7.9%	6.3%	1.25		7.6%	1.05	5.1%	1.57	5.7%	1.39
Current Ratio	29.1	5.9	4.91		9.7	3.00	5.4	5.41	25.1	1.16
Days in Net Patient Accounts Receivable	53.4	51.6	1.04		48.3	1.11	51.7	1.03	55.4	0.96
Average Payment Period	29.8	38.5	0.77		30.8	0.97	34.1	0.88	32.5	0.92
Equity Financing (%)	97.0%	75.1%	1.29		80.8%	1.20	79.8%	1.22	96.5%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	0.0	13.4	N/A		15.9	N/A	8.4	N/A	0.0	N/A
Total Asset Turnover	0.5	0.7	0.62		0.7	0.65	0.8	0.56	0.5	0.99
Average Age of Plant (Years)	9.3	9.9	0.94		9.0	1.04	9.3	1.00	9.2	1.01
Increase (Decrease) Total Net Patient Revenue	7.6%	5.4%	1.41		4.2%	1.82	4.5%	1.72	1.8%	4.20
Outpatient Gross Revenue (% of Total GPR)	71.1%	61.9%	1.15		63.4%	1.12	78.1%	0.91	70.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,092	\$15,830	0.70		\$12,178	0.91	\$12,599	0.88	\$10,876	1.02
Inpatient Net Revenue per Day	\$3,425	\$3,538	0.97		\$2,958	1.16	\$3,643	0.94	\$3,282	1.04
Outpatient Net Revenue per Visit	\$546	\$686	0.80		\$680	0.80	\$598	0.91	\$533	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$208,060,940	Cash & Cash Equivalents	\$110,140,031	Current Liabilities	\$4,123,050
Less Deductions	\$144,569,999	Net Patient Receivables	\$9,289,933	Long-Term Debt	\$0
Net Patient Revenue	\$63,490,941	Other Receivables	\$10,795	Other Liabilities	\$85,047
Plus Other Revenue	\$348,686			Subtotal	\$4,208,097
Total Revenue	\$63,839,627	Land, Buildings & Equipment (Net)	\$19,474,496	Unrestricted Fund Balance	\$135,589,790
Less Expenses	\$52,829,044	Other Assets	\$882,632	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$77,698			Total Liabilities & Fund Balance	\$139,797,887
Net Income	\$11,088,281	Total Assets	\$139,797,887		

044 Hayward Area Memorial Hospital
 11040 N State Road 77
 Hayward, WI 54843
 715-934-4321

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sawyer
 Analysis Area: Western Lake Superior (7)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.3%	55.7%	0.44	22.0%	1.11	38.3%	0.63	25.7%	0.94
Obstetrics	25.1%	41.5%	0.60	27.5%	0.04	24.8%	1.01	21.6%	1.16
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	24.4%	57.5%	0.42	24.4%	1.00	37.2%	0.66	25.1%	0.97
Average Census (Patients)									
Adult Medical-Surgical	5.1	26.4	0.19	4.1	1.26	6.5	0.78	5.4	0.94
Obstetrics	1.0	5.6	0.18	1.2	0.81	1.0	1.00	0.9	1.16
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.1	49.4	0.12	5.6	1.09	8.5	0.72	6.3	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.82	3.1	1.05	2.9	1.09	3.4	0.95
Obstetrics	2.3	2.5	0.91	2.4	0.97	2.2	1.04	2.3	1.01
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.0	4.4	0.68	3.3	0.90	3.1	0.97	3.2	0.95
Surgical Operations									
Inpatient	103	1,396	0.07	62	1.67	273	0.38	109	0.94
Outpatient	662	4,206	0.16	881	0.75	1,279	0.52	726	0.91
Inpatient as % of All Surgeries	13.5%	24.9%	0.54	6.5%	2.06	17.6%	0.77	13.1%	1.03
Outpatient Visits									
Non-Emergency Visits	6,754	136,074	0.05	19,272	0.35	57,910	0.12	3,130	2.16
Emergency Visits	7,594	18,688	0.41	6,871	1.11	8,090	0.94	10,081	0.75
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	4.1	0.98	9.4	0.43	3.0	1.33
Nurses, Licensed	68.6	239.2	0.29	60.3	1.14	79.9	0.86	56.4	1.22
Ancillary Nursing Personnel	9.2	40.0	0.23	8.2	1.13	13.5	0.68	5.4	1.69
All Other Personnel	144.2	480.4	0.30	142.4	1.01	187.1	0.77	128.4	1.12
Total FTEs	226.0	779.0	0.29	215.0	1.05	289.8	0.78	193.3	1.17
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.4	14.9	0.90	10.5	1.28	24.3	0.55	10.9	1.23
Nurses, Licensed	230.0	183.7	1.25	153.9	1.49	207.6	1.11	204.5	1.12
Ancillary Nursing Personnel	30.8	30.8	1.00	20.8	1.48	35.0	0.88	19.7	1.56
All Other Personnel	483.4	369.0	1.31	363.3	1.33	486.3	0.99	465.9	1.04
Total FTEs	757.7	598.3	1.27	548.5	1.38	753.3	1.01	701.0	1.08

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 740
 Inpatient Days 2,228

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 60
 Inpatient Days 492

Newborn Nursery:
 Bassinets 6
 Total Births 155
 Newborn Days 335

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	581	1,862	24.3%	5.1	3.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	159	366	25.1%	1.0	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	3	3.8
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	8	8	11.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	5	3.7
Registered Nurses	49	23	60.7	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	1.3	Physical Therapists	8	2	8.5
Ancillary Nursing Personnel	6	10	9.2	Physical Therapy Assistants/Aides	5	0	5.0
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	2	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	2	1.5
Health Info Mgmt-Administrators/Technicians	6	1	6.3	All Other Personnel	60	29	79.8
Pharmacy Personnel	4	2	4.5				
Clinical Laboratory Personnel	9	2	9.5				
				Total	180	90	226.0

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$39,607,080	46.9%	45.7%	1.03	49.1%	0.96	46.1%	1.02	47.7%	0.98
Medical Assistance	\$17,622,727	20.9%	14.0%	1.50	18.1%	1.16	13.3%	1.57	21.3%	0.98
Commercial	\$21,314,909	25.3%	35.8%	0.70	28.1%	0.90	36.0%	0.70	26.4%	0.96
All Other	\$5,849,534	6.9%	4.5%	1.54	4.7%	1.47	4.6%	1.50	4.5%	1.53
Deductions as % of Total Gross Patient Revenue										
Medicare	\$22,686,496	26.9%	34.1%	0.79	26.8%	1.00	29.3%	0.92	28.6%	0.94
Medical Assistance	\$10,838,139	12.8%	10.6%	1.22	11.7%	1.09	9.2%	1.40	12.7%	1.01
Commercial	\$307,365	0.4%	14.7%	0.02	3.8%	0.09	11.9%	0.03	1.7%	0.21
Charity Care	\$866,898	1.0%	1.0%	1.05	1.3%	0.77	1.0%	1.01	0.2%	5.86
Bad Debt	\$1,631,304	1.9%	1.1%	1.81	1.5%	1.28	1.7%	1.11	2.4%	0.81
All Other	\$1,918,918	2.3%	2.0%	1.16	1.8%	1.28	1.9%	1.20	0.8%	3.03
Total Deductions	\$38,249,120	45.3%	63.3%	0.72	47.0%	0.96	55.1%	0.82	46.3%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.12		1.4%	0.44	5.9%	0.11	1.0%	0.65
Net Gains/Losses as % of Net Income	15.0%	2.6%	5.85		25.9%	0.58	14.7%	1.02	11.7%	1.28
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,771,204	53.5%	44.1%	1.21	53.5%	1.00	51.5%	1.04	50.9%	1.05
Supplies & Services	\$14,591,676	35.9%	49.0%	0.73	38.6%	0.93	40.5%	0.88	38.1%	0.94
Capital Component	\$4,327,453	10.6%	6.9%	1.55	7.9%	1.34	8.0%	1.33	11.0%	0.96
Fiscal Statistics										
Operating Margin (%)	12.4%	8.4%	1.48		7.3%	1.71	5.3%	2.34	15.2%	0.81
Total Hospital Net Income (%)	14.2%	8.6%	1.66		9.5%	1.49	6.1%	2.32	16.9%	0.84
Return on Equity (%)	9.0%	6.3%	1.43		6.4%	1.41	5.1%	1.79	10.8%	0.83
Current Ratio	8.7	5.9	1.47		5.9	1.47	5.4	1.62	7.9	1.10
Days in Net Patient Accounts Receivable	57.7	51.6	1.12		55.4	1.04	51.7	1.12	50.0	1.15
Average Payment Period	47.3	38.5	1.23		46.4	1.02	34.1	1.39	53.7	0.88
Equity Financing (%)	84.5%	75.1%	1.13		80.3%	1.05	79.8%	1.06	81.0%	1.04
Long-Term Debt to Equity Ratio	0.1	0.2	0.66		0.1	0.76	0.2	0.55	0.1	0.73
Times Interest Earned	23.3	13.4	1.74		14.1	1.65	8.4	2.77	20.5	1.14
Total Asset Turnover	0.6	0.7	0.84		0.7	0.95	0.8	0.76	0.6	0.99
Average Age of Plant (Years)	8.4	9.9	0.86		9.3	0.91	9.3	0.91	7.7	1.09
Increase (Decrease) Total Net Patient Revenue	6.1%	5.4%	1.11		9.6%	0.63	4.5%	1.36	8.1%	0.75
Outpatient Gross Revenue (% of Total GPR)	79.5%	61.9%	1.28		85.7%	0.93	78.1%	1.02	77.3%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,167	\$15,830	1.02		\$11,404	1.42	\$12,599	1.28	\$16,552	0.98
Inpatient Net Revenue per Day	\$4,752	\$3,538	1.34		\$2,879	1.65	\$3,643	1.30	\$4,355	1.09
Outpatient Net Revenue per Visit	\$2,427	\$686	3.54		\$1,183	2.05	\$598	4.06	\$2,435	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$84,394,250	Cash & Cash Equivalents	\$32,742,305	Current Liabilities	\$4,869,662
Less Deductions	\$38,249,120	Net Patient Receivables	\$7,294,974	Long-Term Debt	\$6,690,112
Net Patient Revenue	\$46,145,130	Other Receivables	\$885,860	Other Liabilities	\$0
Plus Other Revenue	\$295,330			Subtotal	\$11,559,774
Total Revenue	\$46,440,460	Land, Buildings & Equipment (Net)	\$21,992,263	Unrestricted Fund Balance	\$63,260,212
Less Expenses	\$40,690,333	Other Assets	\$11,904,584	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,011,049			Total Liabilities & Fund Balance	\$74,819,986
Net Income	\$6,761,176	Total Assets	\$74,819,986		

045 Gundersen St. Joseph's Hospital and Clinics
 PO Box 527, 400 Water Avenue
 Hillsboro, WI 54634
 608-489-8000

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

County: Vernon
 Analysis Area: Southwestern (5B)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.0%	55.7%	0.30	48.0%	0.35	20.1%	0.84	12.1%	1.40
Obstetrics	0.0%	41.5%	N/A	44.3%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	17.1%	57.5%	0.30	50.9%	0.34	24.5%	0.70	12.2%	1.41
Average Census (Patients)									
Adult Medical-Surgical	2.2	26.4	0.08	17.1	0.13	3.2	0.70	1.6	1.40
Obstetrics	0.0	5.6	N/A	3.7	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.2	49.4	0.05	28.6	0.08	4.6	0.48	1.6	1.41
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.78	3.5	0.87	3.0	1.02	3.2	0.96
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.69	4.3	0.71	2.9	1.07	3.2	0.96
Surgical Operations									
Inpatient	40	1,396	0.03	790	0.05	350	0.11	39	1.03
Outpatient	527	4,206	0.13	2,742	0.19	1,888	0.28	590	0.89
Inpatient as % of All Surgeries	7.1%	24.9%	0.28	22.4%	0.32	15.6%	0.45	6.2%	1.14
Outpatient Visits									
Non-Emergency Visits	35,046	136,074	0.26	119,520	0.29	24,234	1.45	35,373	0.99
Emergency Visits	3,416	18,688	0.18	13,485	0.25	3,778	0.90	2,033	1.68
Full-Time Equivalents (FTEs)									
Administrators	17.0	19.3	0.88	13.1	1.30	5.4	3.13	16.6	1.02
Nurses, Licensed	34.1	239.2	0.14	167.7	0.20	46.6	0.73	31.3	1.09
Ancillary Nursing Personnel	4.4	40.0	0.11	20.8	0.21	8.1	0.55	5.5	0.80
All Other Personnel	95.0	480.4	0.20	423.0	0.22	107.7	0.88	98.5	0.96
Total FTEs	150.5	779.0	0.19	624.6	0.24	167.8	0.90	152.0	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	77.2	14.9	5.20	11.8	6.54	30.5	2.53	118.8	0.65
Nurses, Licensed	154.8	183.7	0.84	151.1	1.02	261.4	0.59	224.2	0.69
Ancillary Nursing Personnel	20.1	30.8	0.65	18.7	1.07	45.4	0.44	39.4	0.51
All Other Personnel	431.2	369.0	1.17	381.2	1.13	604.7	0.71	705.3	0.61
Total FTEs	683.3	598.3	1.14	562.9	1.21	941.9	0.73	1,087.7	0.63

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	13	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	266	Preferred Provider Organization (PPO)	Yes	Discharges	30	Total Births	0
Inpatient Days	813			Inpatient Days	251	Newborn Days	0

045 Gunderson St. Joseph's Hospital and Clinics
Hillsboro, WI 54634

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	263	805	17.0%	2.2	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	3	8	0.0%	0.0	2.7
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	17	0	17.0	Surgical Personnel	2	1	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	5	3.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.2
Registered Nurses	23	21	30.5	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	1	4.0
Ancillary Nursing Personnel	4	6	4.4	Physical Therapy Assistants/Aides	2	2	2.0
Medical Assistants	12	4	12.8	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	3	1	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	1	2.5
Health Info Mgmt-Administrators/Technicians	6	3	6.2	All Other Personnel	36	19	42.5
Pharmacy Personnel	3	1	3.0				
Clinical Laboratory Personnel	3	6	7.1				
				Total	126	74	150.5

045 Gundersen St. Joseph's Hospital and Clinics
Hillsboro, WI 54634

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,168,840	50.2%	45.7%	1.10	45.0%	1.12	45.3%	1.11	46.8%	1.07
Medical Assistance	\$5,032,469	10.9%	14.0%	0.78	10.2%	1.07	9.6%	1.14	13.1%	0.83
Commercial	\$13,177,432	28.6%	35.8%	0.80	38.0%	0.75	42.0%	0.68	30.2%	0.95
All Other	\$4,741,406	10.3%	4.5%	2.28	6.8%	1.52	3.1%	3.36	9.9%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,934,534	21.5%	34.1%	0.63	32.3%	0.67	27.2%	0.79	20.8%	1.04
Medical Assistance	\$3,098,090	6.7%	10.6%	0.64	8.1%	0.83	7.0%	0.95	6.6%	1.01
Commercial	\$4,341,289	9.4%	14.7%	0.64	15.4%	0.61	13.4%	0.70	12.1%	0.78
Charity Care	\$395,768	0.9%	1.0%	0.88	0.7%	1.25	0.6%	1.46	0.9%	0.99
Bad Debt	\$1,086,600	2.4%	1.1%	2.20	1.1%	2.20	1.3%	1.77	3.7%	0.63
All Other	\$3,066,604	6.6%	2.0%	3.39	4.2%	1.57	1.4%	4.70	5.6%	1.18
Total Deductions	\$21,922,885	47.5%	63.3%	0.75	61.9%	0.77	50.9%	0.93	49.7%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.7%		5.5%	0.31	20.3%	0.08	3.0%	0.56	2.6%	0.66
Net Gains/Losses as % of Net Income	24.5%		2.6%	9.57	5.3%	4.58	2.7%	9.04	3.6%	6.71
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,027,662	54.9%	44.1%	1.24	57.4%	0.96	45.2%	1.21	54.0%	1.02
Supplies & Services	\$9,324,172	42.5%	49.0%	0.87	37.7%	1.13	46.7%	0.91	44.0%	0.97
Capital Component	\$569,824	2.6%	6.9%	0.38	4.9%	0.53	8.1%	0.32	1.9%	1.34
Fiscal Statistics										
Operating Margin (%)	10.9%		8.4%	1.31	6.6%	1.66	14.9%	0.73	8.7%	1.25
Total Hospital Net Income (%)	14.0%		8.6%	1.63	7.0%	2.01	15.3%	0.92	9.0%	1.55
Return on Equity (%)	15.6%		6.3%	2.46	5.7%	2.72	14.6%	1.07	11.6%	1.34
Current Ratio	5.2		5.9	0.88	23.9	0.22	3.0	1.75	6.9	0.76
Days in Net Patient Accounts Receivable	51.0		51.6	0.99	65.5	0.78	58.4	0.87	48.6	1.05
Average Payment Period	49.7		38.5	1.29	13.1	3.80	56.8	0.88	36.8	1.35
Equity Financing (%)	85.0%		75.1%	1.13	87.4%	0.97	61.3%	1.39	85.7%	0.99
Long-Term Debt to Equity Ratio	0.0		0.2	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	0.0		13.4	N/A	42.5	N/A	18.7	N/A	0.0	N/A
Total Asset Turnover	1.1		0.7	1.46	0.8	1.31	1.0	1.13	1.3	0.84
Average Age of Plant (Years)	26.2		9.9	2.65	8.8	2.99	8.5	3.10	32.0	0.82
Increase (Decrease) Total Net Patient Revenue	4.6%		5.4%	0.85	8.7%	0.53	2.5%	1.85	6.3%	0.73
Outpatient Gross Revenue (% of Total GPR)	89.8%		61.9%	1.45	77.2%	1.16	73.7%	1.22	88.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,068		\$15,830	0.76	\$14,264	0.85	\$15,847	0.76	\$17,546	0.69
Inpatient Net Revenue per Day	\$3,338		\$3,538	0.94	\$3,497	0.95	\$4,787	0.70	\$4,694	0.71
Outpatient Net Revenue per Visit	\$565		\$686	0.82	\$817	0.69	\$991	0.57	\$569	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,120,147	Cash & Cash Equivalents	\$11,393,119	Current Liabilities	\$2,919,682
Less Deductions	\$21,922,885	Net Patient Receivables	\$3,381,879	Long-Term Debt	\$0
Net Patient Revenue	\$24,197,262	Other Receivables	\$0	Other Liabilities	\$528,226
Plus Other Revenue	\$419,847			Subtotal	\$3,447,908
Total Revenue	\$24,617,109	Land, Buildings & Equipment (Net)	\$5,423,702		
Less Expenses	\$21,921,658	Other Assets	\$2,722,116	Unrestricted Fund Balance	\$19,472,908
Non-Operating Gains/Losses	\$873,082			Restricted Fund Balance	\$0
Net Income	\$3,568,533	Total Assets	\$22,920,816	Total Liabilities & Fund Balance	\$22,920,816

046 Hudson Hospital & Clinics
 405 Stageline Road
 Hudson, WI 54016
 715-531-6000

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

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	31.1%	55.7%	0.56	42.7%	0.73	39.8%	0.78	32.7%	0.95
Obstetrics	51.4%	41.5%	1.24	29.5%	0.12	28.9%	1.77	51.5%	1.00
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	37.0%	57.5%	0.64	44.1%	0.84	42.4%	0.87	38.2%	0.97
Average Census (Patients)									
Adult Medical-Surgical	5.3	26.4	0.20	11.9	0.45	10.7	0.50	5.6	0.95
Obstetrics	3.6	5.6	0.64	2.1	1.75	2.0	1.81	3.6	1.00
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.9	49.4	0.18	18.9	0.47	16.6	0.53	9.2	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	3.9	0.63	3.7	0.68	3.0	0.83	2.6	0.94
Obstetrics	2.2	2.5	0.88	2.3	0.97	2.2	1.00	2.3	0.95
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.4	4.4	0.54	3.9	0.61	3.3	0.73	2.5	0.95
Surgical Operations									
Inpatient	293	1,396	0.21	485	0.60	484	0.60	271	1.08
Outpatient	1,437	4,206	0.34	1,916	0.75	2,045	0.70	1,556	0.92
Inpatient as % of All Surgeries	16.9%	24.9%	0.68	20.2%	0.84	19.2%	0.88	14.8%	1.14
Outpatient Visits									
Non-Emergency Visits	36,616	136,074	0.27	67,827	0.54	63,222	0.58	23,779	1.54
Emergency Visits	11,135	18,688	0.60	8,592	1.30	12,717	0.88	11,513	0.97
Full-Time Equivalents (FTEs)									
Administrators	28.2	19.3	1.46	10.6	2.65	10.6	2.67	27.7	1.02
Nurses, Licensed	67.2	239.2	0.28	115.3	0.58	104.8	0.64	86.4	0.78
Ancillary Nursing Personnel	18.5	40.0	0.46	18.4	1.00	22.9	0.81	25.7	0.72
All Other Personnel	135.1	480.4	0.28	260.2	0.52	217.2	0.62	138.9	0.97
Total FTEs	248.9	779.0	0.32	404.6	0.62	355.5	0.70	278.7	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	65.9	14.9	4.43	18.0	3.66	17.1	3.86	65.1	1.01
Nurses, Licensed	156.9	183.7	0.85	195.4	0.80	169.2	0.93	203.3	0.77
Ancillary Nursing Personnel	43.1	30.8	1.40	31.2	1.38	37.0	1.17	60.4	0.71
All Other Personnel	315.5	369.0	0.85	440.9	0.72	350.8	0.90	326.6	0.97
Total FTEs	581.3	598.3	0.97	685.5	0.85	574.1	1.01	655.5	0.89

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	6
Discharges	1,365	Preferred Provider Organization (PPO)	Yes	Discharges	36	Total Births	588
Inpatient Days	3,241			Inpatient Days	271	Newborn Days	1,123

046 Hudson Hospital & Clinics

Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	775	1,929	31.1%	5.3	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	590	1,312	51.4%	3.6	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	26	3	28.2	Surgical Personnel	3	3	4.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	6	8.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	2.3
Registered Nurses	11	81	61.7	Occupational Therapists	0	2	1.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	3	2.3	Physical Therapists	4	4	5.6
Ancillary Nursing Personnel	4	25	18.5	Physical Therapy Assistants/Aides	0	1	0.8
Medical Assistants	2	3	4.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.2	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	12	18.0
Health Info Mgmt-Administrators/Technicians	3	1	3.6	All Other Personnel	54	27	69.3
Pharmacy Personnel	4	8	9.7				
Clinical Laboratory Personnel	3	3	5.3				
				Total	133	187	248.9

046 Hudson Hospital & Clinics

Hudson, WI 54016

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$48,185,662	40.2%	45.7%	0.88	51.0%	0.79	49.2%	0.82	39.4%	1.02
Medical Assistance	\$10,827,945	9.0%	14.0%	0.65	11.7%	0.77	11.3%	0.80	11.0%	0.82
Commercial	\$57,573,142	48.0%	35.8%	1.34	33.6%	1.43	36.3%	1.32	46.3%	1.04
All Other	\$3,311,209	2.8%	4.5%	0.61	3.7%	0.76	3.2%	0.87	3.2%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,452,668	23.7%	34.1%	0.70	33.7%	0.71	35.5%	0.67	23.1%	1.03
Medical Assistance	\$6,429,681	5.4%	10.6%	0.51	8.2%	0.65	8.4%	0.64	6.7%	0.81
Commercial	\$22,380,018	18.7%	14.7%	1.27	9.0%	2.08	13.1%	1.43	17.6%	1.06
Charity Care	\$844,997	0.7%	1.0%	0.72	1.1%	0.64	1.3%	0.56	0.8%	0.93
Bad Debt	\$1,999,096	1.7%	1.1%	1.56	1.0%	1.60	1.4%	1.20	1.5%	1.10
All Other	\$2,051,100	1.7%	2.0%	0.87	1.3%	1.28	1.1%	1.62	1.5%	1.14
Total Deductions	\$62,157,560	51.8%	63.3%	0.82	54.3%	0.95	60.7%	0.85	51.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.7%	5.5%	1.41	2.5%	3.15	3.5%	2.22	4.3%	1.78	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	24.5%	N/A	18.6%	N/A	12.6%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,597,414	45.5%	44.1%	1.03	52.7%	0.86	44.5%	1.02	45.5%	1.00
Supplies & Services	\$26,383,954	46.9%	49.0%	0.96	41.1%	1.14	46.9%	1.00	45.3%	1.04
Capital Component	\$4,310,668	7.7%	6.9%	1.11	6.1%	1.25	8.5%	0.90	9.3%	0.83
Fiscal Statistics										
Operating Margin (%)	10.1%	8.4%	1.20	8.1%	1.25	4.8%	2.10	5.1%	1.97	
Total Hospital Net Income (%)	9.4%	8.6%	1.10	10.4%	0.91	5.8%	1.62	5.8%	1.63	
Return on Equity (%)	7.3%	6.3%	1.16	7.0%	1.05	3.7%	1.98	4.3%	1.70	
Current Ratio	2.4	5.9	0.40	4.4	0.54	5.5	0.42	2.8	0.83	
Days in Net Patient Accounts Receivable	35.1	51.6	0.68	49.2	0.71	49.4	0.71	36.0	0.97	
Average Payment Period	61.2	38.5	1.59	52.6	1.16	40.4	1.51	66.3	0.92	
Equity Financing (%)	70.2%	75.1%	0.93	78.5%	0.89	75.7%	0.93	65.1%	1.08	
Long-Term Debt to Equity Ratio	0.2	0.2	1.55	0.1	2.06	0.2	1.36	0.3	0.73	
Times Interest Earned	10.1	13.4	0.76	26.2	0.39	6.3	1.62	5.5	1.83	
Total Asset Turnover	0.8	0.7	1.06	0.7	1.19	0.6	1.25	0.7	1.06	
Average Age of Plant (Years)	12.3	9.9	1.25	11.5	1.07	9.1	1.35	10.1	1.22	
Increase (Decrease) Total Net Patient Revenue	5.3%	5.4%	0.98	7.0%	0.76	7.2%	0.74	3.4%	1.55	
Outpatient Gross Revenue (% of Total GPR)	79.0%	61.9%	1.28	68.3%	1.16	72.7%	1.09	78.5%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,980	\$15,830	0.63	\$14,403	0.69	\$11,444	0.87	\$9,413	1.06	
Inpatient Net Revenue per Day	\$3,900	\$3,538	1.10	\$3,489	1.12	\$3,344	1.17	\$3,496	1.12	
Outpatient Net Revenue per Visit	\$957	\$686	1.40	\$791	1.21	\$740	1.29	\$1,232	0.78	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$119,897,958	Cash & Cash Equivalents	\$13,713,640	Current Liabilities	\$8,844,073
Less Deductions	\$62,157,560	Net Patient Receivables	\$5,548,455	Long-Term Debt	\$13,851,672
Net Patient Revenue	\$57,740,398	Other Receivables	\$217,094	Other Liabilities	\$1,063,215
Plus Other Revenue	\$4,841,605			Subtotal	\$23,758,960
Total Revenue	\$62,582,003	Land, Buildings & Equipment (Net)	\$34,185,582	Unrestricted Fund Balance	\$55,999,324
Less Expenses	\$56,292,036	Other Assets	\$26,093,513	Restricted Fund Balance	\$3,710,397
Non-Operating Gains/Losses	-\$428,791			Total Liabilities & Fund Balance	\$79,758,284
Net Income	\$5,861,176	Total Assets	\$79,758,284		

048 Mercy Health Hospital and Trauma Center - Janesville
 1000 Mineral Point Ave, PO Box 5003
 Janesville, WI 53547
 608-756-6000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	84.7%	55.7%	1.52	57.3%	1.48	69.4%	1.22	83.0%	1.02
Obstetrics	51.6%	41.5%	1.24	43.6%	0.11	52.7%	0.98	32.6%	1.58
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	86.0%	57.5%	1.50	60.2%	1.43	67.8%	1.27	80.5%	1.07
Average Census (Patients)									
Adult Medical-Surgical	39.0	26.4	1.48	24.4	1.60	101.2	0.38	37.4	1.04
Obstetrics	4.6	5.6	0.82	5.1	0.92	15.7	0.30	4.9	0.95
Pediatrics	0.0	1.4	N/A	2.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	86.9	49.4	1.76	51.9	1.67	195.9	0.44	86.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.9	0.97	3.9	0.97	4.4	0.87	3.8	1.00
Obstetrics	2.0	2.5	0.79	2.7	0.75	2.6	0.77	2.1	0.97
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.1	4.4	0.92	4.3	0.94	4.8	0.84	4.1	1.00
Surgical Operations									
Inpatient	2,054	1,396	1.47	2,117	0.97	5,208	0.39	2,190	0.94
Outpatient	5,553	4,206	1.32	7,457	0.74	14,763	0.38	5,509	1.01
Inpatient as % of All Surgeries	27.0%	24.9%	1.08	22.1%	1.22	26.1%	1.04	28.4%	0.95
Outpatient Visits									
Non-Emergency Visits	1,058,058	136,074	7.78	174,723	6.06	473,499	2.23	1,029,811	1.03
Emergency Visits	35,075	18,688	1.88	17,254	2.03	53,629	0.65	34,564	1.01
Full-Time Equivalents (FTEs)									
Administrators	104.0	19.3	5.38	26.0	4.00	64.0	1.62	104.0	1.00
Nurses, Licensed	418.5	239.2	1.75	251.5	1.66	866.8	0.48	446.4	0.94
Ancillary Nursing Personnel	71.9	40.0	1.79	43.3	1.66	141.9	0.51	55.5	1.29
All Other Personnel	1,414.3	480.4	2.94	653.1	2.17	1,693.5	0.84	1,035.3	1.37
Total FTEs	2,008.7	779.0	2.58	973.9	2.06	2,766.3	0.73	1,641.2	1.22
FTEs per 100 Patient Census (Adjusted)									
Administrators	39.2	14.9	2.64	20.1	1.95	13.7	2.85	41.9	0.94
Nurses, Licensed	157.6	183.7	0.86	194.3	0.81	186.0	0.85	179.7	0.88
Ancillary Nursing Personnel	27.0	30.8	0.88	33.4	0.81	30.4	0.89	22.3	1.21
All Other Personnel	532.4	369.0	1.44	504.4	1.06	363.3	1.47	416.7	1.28
Total FTEs	756.2	598.3	1.26	752.2	1.01	593.5	1.27	660.6	1.14

Total Hospital:
 Beds Set Up & Staffed 101
 Discharges 7,810
 Inpatient Days 31,719

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 18
 Total Births 803
 Newborn Days 1,589

048 Mercy Health Hospital and Trauma Center - Janesville
 Janesville, WI 53547

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	46	3,743	14,219	84.7%	39.0	3.8
Orthopedic	1	14	1,451	5,280	103.3%	14.5	3.6
Rehabilitation & Physical Medicine	1	0	82	921	0.0%	2.5	11.2
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	9	841	1,694	51.6%	4.6	2.0
Psychiatric	1	9	824	2,616	79.6%	7.2	3.2
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	382	3,543	80.9%	9.7	9.3
Step-Down (Special Care)	1	11	650	3,446	85.8%	9.4	5.3
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	104	0	104.0	Surgical Personnel	16	5	18.7
Physicians & Dentists	139	80	155.7	Radiological Services Personnel	21	37	42.2
Medical & Dental Residents	21	0	21.0	Sonographers	5	4	6.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	11	10.2
Registered Nurses	267	242	382.2	Occupational Therapists	3	13	9.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	3	4.6
Licensed Practical Nurses	10	10	15.1	Physical Therapists	9	11	14.9
Ancillary Nursing Personnel	46	84	71.9	Physical Therapy Assistants/Aides	8	6	12.5
Medical Assistants	28	36	48.2	Recreational Therapists	0	0	0.0
Physician Assistants	14	7	16.3	Dietitians & Nutritionists	3	4	6.2
Nurse Practitioners	15	7	18.2	Psychologists	1	2	12.3
Certified Registered Nurse Anesthetists	3	1	3.0	Social Workers	5	12	7.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	141	157	205.2
Health Info Mgmt-Administrators/Technicians	34	9	40.3	All Other Personnel	623	235	730.9
Pharmacy Personnel	23	15	29.5				
Clinical Laboratory Personnel	19	6	22.2				
				Total	1,568	997	2,008.7

048 Mercy Health Hospital and Trauma Center - Janesville
 Janesville, WI 53547

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$417,260,999	40.6%	45.7%	0.89	41.6%	0.98	46.0%	0.88	41.1%	0.99
Medical Assistance	\$125,496,995	12.2%	14.0%	0.88	11.5%	1.06	12.8%	0.96	13.3%	0.92
Commercial	\$306,535,482	29.9%	35.8%	0.83	39.3%	0.76	36.0%	0.83	29.9%	1.00
All Other	\$177,194,636	17.3%	4.5%	3.84	7.5%	2.29	5.3%	3.28	15.8%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$324,875,969	31.6%	34.1%	0.93	30.8%	1.03	35.3%	0.90	31.3%	1.01
Medical Assistance	\$102,491,516	10.0%	10.6%	0.95	8.7%	1.15	10.0%	1.00	10.5%	0.95
Commercial	\$145,867,026	14.2%	14.7%	0.97	18.2%	0.78	16.0%	0.89	13.7%	1.04
Charity Care	\$4,928,394	0.5%	1.0%	0.49	0.9%	0.56	1.0%	0.50	0.6%	0.74
Bad Debt	\$15,839,136	1.5%	1.1%	1.44	1.1%	1.45	0.9%	1.65	1.5%	1.00
All Other	\$110,054,054	10.7%	2.0%	5.47	3.4%	3.20	2.2%	4.79	11.0%	0.98
Total Deductions	\$704,056,095	68.6%	63.3%	1.08	62.8%	1.09	65.5%	1.05	68.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		35.0%	5.5%	6.36	6.4%	5.46	6.8%	5.18	36.9%	0.95
Net Gains/Losses as % of Net Income		5.6%	2.6%	2.19	1.9%	3.01	1.9%	2.96	21.7%	0.26
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$181,504,176	38.0%	44.1%	0.86	47.5%	0.80	43.1%	0.88	39.6%	0.96
Supplies & Services	\$270,054,227	56.5%	49.0%	1.15	45.0%	1.26	50.4%	1.12	55.0%	1.03
Capital Component	\$26,423,095	5.5%	6.9%	0.80	7.5%	0.73	6.4%	0.86	5.5%	1.01
Fiscal Statistics										
Operating Margin (%)		3.6%	8.4%	0.44	5.0%	0.74	8.5%	0.43	2.5%	1.44
Total Hospital Net Income (%)		3.9%	8.6%	0.45	5.0%	0.76	8.7%	0.45	3.2%	1.20
Return on Equity (%)		3.3%	6.3%	0.53	3.8%	0.88	6.7%	0.50	2.7%	1.24
Current Ratio		3.9	5.9	0.65	2.3	1.71	6.2	0.62	3.1	1.25
Days in Net Patient Accounts Receivable		69.6	51.6	1.35	47.8	1.45	50.7	1.37	75.9	0.92
Average Payment Period		49.5	38.5	1.29	55.0	0.90	38.6	1.28	58.8	0.84
Equity Financing (%)		41.3%	75.1%	0.55	59.3%	0.70	76.2%	0.54	39.2%	1.05
Long-Term Debt to Equity Ratio		0.0	0.2	0.00	0.3	0.00	0.1	0.00	0.0	0.11
Times Interest Earned		4.2	13.4	0.31	5.0	0.84	13.7	0.31	3.7	1.14
Total Asset Turnover		0.9	0.7	1.17	0.7	1.15	0.8	1.12	0.8	1.04
Average Age of Plant (Years)		18.6	9.9	1.89	10.5	1.78	10.8	1.73	19.0	0.98
Increase (Decrease) Total Net Patient Revenue		13.9%	5.4%	2.56	6.7%	2.09	6.1%	2.28	0.9%	15.40
Outpatient Gross Revenue (% of Total GPR)		67.4%	61.9%	1.09	59.8%	1.13	58.0%	1.16	65.4%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,746		\$15,830	0.93	\$17,803	0.83	\$17,621	0.84	\$13,703	1.08
Inpatient Net Revenue per Day	\$3,646		\$3,538	1.03	\$4,047	0.90	\$3,654	1.00	\$3,380	1.08
Outpatient Net Revenue per Visit	\$204		\$686	0.30	\$595	0.34	\$698	0.29	\$180	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,026,488,112	Cash & Cash Equivalents	\$102,936,367	Current Liabilities	\$62,308,118
Less Deductions	\$704,056,095	Net Patient Receivables	\$61,442,067	Long-Term Debt	\$112,193
Net Patient Revenue	\$322,432,017	Other Receivables	\$47,483,187	Other Liabilities	\$274,949,602
Plus Other Revenue	\$173,635,259			Subtotal	\$337,369,913
Total Revenue	\$496,067,276	Land, Buildings & Equipment (Net)	\$258,321,430	Unrestricted Fund Balance	\$237,081,229
Less Expenses	\$477,981,498	Other Assets	\$104,268,091	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,071,388			Total Liabilities & Fund Balance	\$574,451,142
Net Income	\$19,157,166	Total Assets	\$574,451,142		

317 St Mary's Janesville Hospital
 3400 E. Racine Street
 Janesville, WI 53546
 608-373-8011

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	51.6%	55.7%	0.93	57.3%	0.90	39.8%	1.30	47.5%	1.09
Obstetrics	38.4%	41.5%	0.93	43.6%	0.07	28.9%	1.33	34.0%	1.13
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	48.2%	57.5%	0.84	60.2%	0.80	42.4%	1.14	44.0%	1.10
Average Census (Patients)									
Adult Medical-Surgical	19.6	26.4	0.74	24.4	0.80	10.7	1.84	18.1	1.09
Obstetrics	3.1	5.6	0.55	5.1	0.61	2.0	1.55	2.7	1.13
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.1	49.4	0.49	51.9	0.46	16.6	1.45	22.0	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.84	3.9	0.85	3.0	1.09	3.3	1.01
Obstetrics	2.2	2.5	0.85	2.7	0.80	2.2	0.97	2.1	1.02
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	4.3	0.72	3.3	0.96	3.1	1.01
Surgical Operations									
Inpatient	679	1,396	0.49	2,117	0.32	484	1.40	660	1.03
Outpatient	2,468	4,206	0.59	7,457	0.33	2,045	1.21	2,598	0.95
Inpatient as % of All Surgeries	21.6%	24.9%	0.87	22.1%	0.98	19.2%	1.13	20.3%	1.07
Outpatient Visits									
Non-Emergency Visits	16,952	136,074	0.12	174,723	0.10	63,222	0.27	16,793	1.01
Emergency Visits	16,227	18,688	0.87	17,254	0.94	12,717	1.28	16,952	0.96
Full-Time Equivalents (FTEs)									
Administrators	15.0	19.3	0.78	26.0	0.58	10.6	1.42	15.0	1.00
Nurses, Licensed	95.9	239.2	0.40	251.5	0.38	104.8	0.91	94.3	1.02
Ancillary Nursing Personnel	16.0	40.0	0.40	43.3	0.37	22.9	0.70	18.3	0.88
All Other Personnel	175.1	480.4	0.36	653.1	0.27	217.2	0.81	190.3	0.92
Total FTEs	302.0	779.0	0.39	973.9	0.31	355.5	0.85	317.8	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	25.3	14.9	1.70	20.1	1.26	17.1	1.48	26.6	0.95
Nurses, Licensed	161.8	183.7	0.88	194.3	0.83	169.2	0.96	167.3	0.97
Ancillary Nursing Personnel	27.0	30.8	0.88	33.4	0.81	37.0	0.73	32.4	0.83
All Other Personnel	295.5	369.0	0.80	504.4	0.59	350.8	0.84	337.5	0.88
Total FTEs	509.6	598.3	0.85	752.2	0.68	574.1	0.89	563.8	0.90

Total Hospital:
 Beds Set Up & Staffed 50
 Discharges 2,800
 Inpatient Days 8,790

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 8
 Total Births 494
 Newborn Days 971

317 St Mary's Janesville Hospital
Janesville, WI 53546

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	2,167	7,155	51.6%	19.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	520	1,122	38.4%	3.1	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	113	513	35.1%	1.4	4.5
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	0	15.0	Surgical Personnel	6	2	7.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	37	30.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	2	1.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	4	6.3
Registered Nurses	69	44	93.9	Occupational Therapists	0	4	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	14	5	16.0	Physical Therapy Assistants/Aides	1	1	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	41	19	51.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	31	31	45.1
Pharmacy Personnel	6	3	8.0				
Clinical Laboratory Personnel	13	5	15.2				
				Total	218	159	302.0

317 St Mary's Janesville Hospital
Janesville, WI 53546

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$120,756,558	55.4%	45.7%	1.21	41.6%	1.33	49.2%	1.12	55.4%	1.00
Medical Assistance	\$30,105,844	13.8%	14.0%	0.99	11.5%	1.20	11.3%	1.22	13.6%	1.02
Commercial	\$60,990,093	28.0%	35.8%	0.78	39.3%	0.71	36.3%	0.77	27.8%	1.01
All Other	\$6,264,119	2.9%	4.5%	0.64	7.5%	0.38	3.2%	0.91	3.2%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$100,454,389	46.1%	34.1%	1.35	30.8%	1.50	35.5%	1.30	45.6%	1.01
Medical Assistance	\$23,257,925	10.7%	10.6%	1.01	8.7%	1.23	8.4%	1.27	10.4%	1.03
Commercial	\$16,082,001	7.4%	14.7%	0.50	18.2%	0.41	13.1%	0.56	7.7%	0.96
Charity Care	\$4,227,511	1.9%	1.0%	1.99	0.9%	2.26	1.3%	1.54	1.7%	1.15
Bad Debt	\$3,268,330	1.5%	1.1%	1.40	1.1%	1.41	1.4%	1.08	1.3%	1.19
All Other	\$1,930,698	0.9%	2.0%	0.45	3.4%	0.26	1.1%	0.84	1.1%	0.82
Total Deductions	\$149,220,854	68.4%	63.3%	1.08	62.8%	1.09	60.7%	1.13	67.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	5.5%	0.24	6.4%	0.20	3.5%	0.38	2.3%	0.57	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	1.9%	N/A	18.6%	N/A	48.1%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,487,199	41.2%	44.1%	0.93	47.5%	0.87	44.5%	0.92	43.2%	0.95
Supplies & Services	\$26,323,733	42.5%	49.0%	0.87	45.0%	0.95	46.9%	0.91	39.7%	1.07
Capital Component	\$10,074,901	16.3%	6.9%	2.37	7.5%	2.16	8.5%	1.91	17.1%	0.95
Fiscal Statistics										
Operating Margin (%)	11.3%	8.4%	1.36	5.0%	2.29	4.8%	2.37	2.9%	3.85	
Total Hospital Net Income (%)	9.4%	8.6%	1.10	5.0%	1.86	5.8%	1.61	5.5%	1.70	
Return on Equity (%)	5.9%	6.3%	0.94	3.8%	1.57	3.7%	1.60	3.7%	1.60	
Current Ratio	2.4	5.9	0.40	2.3	1.06	5.5	0.43	1.8	1.30	
Days in Net Patient Accounts Receivable	41.3	51.6	0.80	47.8	0.86	49.4	0.84	46.3	0.89	
Average Payment Period	57.2	38.5	1.48	55.0	1.04	40.4	1.41	50.1	1.14	
Equity Financing (%)	85.2%	75.1%	1.13	59.3%	1.44	75.7%	1.13	83.7%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.2	0.00	0.3	0.00	0.2	0.00	0.0	0.43	
Times Interest Earned	3.1	13.4	0.23	5.0	0.63	6.3	0.50	2.0	1.60	
Total Asset Turnover	0.6	0.7	0.88	0.7	0.86	0.6	1.03	0.7	0.99	
Average Age of Plant (Years)	6.9	9.9	0.70	10.5	0.66	9.1	0.75	5.8	1.18	
Increase (Decrease) Total Net Patient Revenue	5.3%	5.4%	0.98	6.7%	0.80	7.2%	0.74	-4.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	59.3%	61.9%	0.96	59.8%	0.99	72.7%	0.82	61.0%	0.97	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,684	\$15,830	0.67	\$17,803	0.60	\$11,444	0.93	\$10,293	1.04	
Inpatient Net Revenue per Day	\$3,401	\$3,538	0.96	\$4,047	0.84	\$3,344	1.02	\$3,312	1.03	
Outpatient Net Revenue per Visit	\$1,273	\$686	1.86	\$595	2.14	\$740	1.72	\$1,225	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$218,116,614	Cash & Cash Equivalents	\$10,675,334	Current Liabilities	\$8,679,604
Less Deductions	\$149,220,854	Net Patient Receivables	\$7,803,470	Long-Term Debt	\$14,008
Net Patient Revenue	\$68,895,760	Other Receivables	\$1,014,941	Other Liabilities	\$7,239,404
Plus Other Revenue	\$913,336			Subtotal	\$15,933,016
Total Revenue	\$69,809,096	Land, Buildings & Equipment (Net)	\$51,146,910	Unrestricted Fund Balance	\$92,045,709
Less Expenses	\$61,885,833	Other Assets	\$37,338,070	Restricted Fund Balance	\$291,899
Non-Operating Gains/Losses	-\$1,518,652			Total Liabilities & Fund Balance	\$107,978,725
Net Income	\$6,404,611	Total Assets	\$107,978,725		

189 Aurora Medical Center in Kenosha
 10400 75th Avenue
 Kenosha, WI 53142
 262-948-5600

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

County: Kenosha
 Analysis Area: Southeastern (2A)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	69.3%	55.7%	1.25	55.0%	1.26	57.4%	1.21	68.4%	1.01
Obstetrics	70.2%	41.5%	1.69	34.6%	0.16	40.0%	1.75	58.5%	1.20
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	66.0%	57.5%	1.15	51.4%	1.28	59.0%	1.12	63.0%	1.05
Average Census (Patients)									
Adult Medical-Surgical	37.4	26.4	1.42	31.4	1.19	36.9	1.01	37.0	1.01
Obstetrics	5.6	5.6	1.00	6.3	0.90	7.9	0.71	4.7	1.20
Pediatrics	0.0	1.4	N/A	0.1	N/A	5.2	N/A	0.0	N/A
Total Hospital	52.2	49.4	1.06	58.3	0.89	78.6	0.66	49.8	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.82	3.6	0.89	3.8	0.85	3.1	1.03
Obstetrics	2.3	2.5	0.90	2.3	0.99	2.6	0.89	2.2	1.02
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.72	4.0	0.80	4.4	0.72	3.1	1.02
Surgical Operations									
Inpatient	1,698	1,396	1.22	1,424	1.19	1,842	0.92	1,607	1.06
Outpatient	6,139	4,206	1.46	3,674	1.67	4,876	1.26	5,844	1.05
Inpatient as % of All Surgeries	21.7%	24.9%	0.87	27.9%	0.78	27.4%	0.79	21.6%	1.00
Outpatient Visits									
Non-Emergency Visits	168,379	136,074	1.24	147,557	1.14	168,131	1.00	159,994	1.05
Emergency Visits	30,583	18,688	1.64	29,988	1.02	31,181	0.98	29,742	1.03
Full-Time Equivalents (FTEs)									
Administrators	14.0	19.3	0.72	17.6	0.80	25.9	0.54	15.0	0.93
Nurses, Licensed	359.7	239.2	1.50	262.0	1.37	358.4	1.00	349.5	1.03
Ancillary Nursing Personnel	41.3	40.0	1.03	44.8	0.92	57.2	0.72	46.3	0.89
All Other Personnel	834.1	480.4	1.74	509.5	1.64	660.2	1.26	758.4	1.10
Total FTEs	1,249.1	779.0	1.60	833.9	1.50	1,101.6	1.13	1,169.3	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.0	14.9	0.47	10.7	0.66	12.9	0.55	8.3	0.85
Nurses, Licensed	180.9	183.7	0.99	159.4	1.14	178.3	1.02	192.6	0.94
Ancillary Nursing Personnel	20.8	30.8	0.68	27.2	0.76	28.5	0.73	25.5	0.81
All Other Personnel	419.6	369.0	1.14	310.0	1.35	328.4	1.28	418.0	1.00
Total FTEs	628.4	598.3	1.05	507.3	1.24	548.0	1.15	644.4	0.98

Total Hospital:
 Beds Set Up & Staffed 79
 Discharges 5,989
 Inpatient Days 19,039

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 12
 Total Births 862
 Newborn Days 2,013

189 Aurora Medical Center in Kenosha
Kenosha, WI 53142

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	54	4,239	13,659	69.3%	37.4	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	895	2,049	70.2%	5.6	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	572	2,824	64.5%	7.7	4.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	5	67	507	27.8%	1.4	7.6
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	14	0	14.0	Surgical Personnel	16	5	20.5
Physicians & Dentists	68	19	73.8	Radiological Services Personnel	49	34	70.8
Medical & Dental Residents	0	0	0.0	Sonographers	11	8	16.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	4	10.3
Registered Nurses	280	104	337.7	Occupational Therapists	7	8	11.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.9	Physical Therapists	26	6	28.6
Ancillary Nursing Personnel	26	27	41.3	Physical Therapy Assistants/Aides	6	0	6.0
Medical Assistants	72	15	81.3	Recreational Therapists	0	0	0.0
Physician Assistants	16	2	16.7	Dietitians & Nutritionists	3	2	3.6
Nurse Practitioners	12	7	16.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	180	87	222.3
Health Info Mgmt-Administrators/Technicians	28	9	33.7	All Other Personnel	156	58	193.8
Pharmacy Personnel	13	12	19.1				
Clinical Laboratory Personnel	16	6	19.0				
				Total	1,019	414	1,249.1

189 Aurora Medical Center in Kenosha

Kenosha, WI 53142

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$348,620,784	46.0%	45.7%	1.01	50.5%	0.91	41.9%	1.10	44.6%	1.03
Medical Assistance	\$75,315,759	9.9%	14.0%	0.71	10.1%	0.99	19.9%	0.50	9.8%	1.01
Commercial	\$311,063,336	41.0%	35.8%	1.14	36.8%	1.11	35.1%	1.17	42.9%	0.96
All Other	\$23,049,896	3.0%	4.5%	0.68	2.7%	1.14	3.2%	0.95	2.8%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$287,799,957	38.0%	34.1%	1.11	39.8%	0.95	31.8%	1.19	36.6%	1.04
Medical Assistance	\$61,771,382	8.1%	10.6%	0.77	7.8%	1.04	14.5%	0.56	8.0%	1.01
Commercial	\$132,631,245	17.5%	14.7%	1.19	16.3%	1.07	12.7%	1.38	18.4%	0.95
Charity Care	\$8,339,007	1.1%	1.0%	1.13	1.0%	1.15	1.0%	1.12	1.1%	1.04
Bad Debt	\$11,878,829	1.6%	1.1%	1.46	1.1%	1.38	1.1%	1.38	1.5%	1.08
All Other	\$10,853,585	1.4%	2.0%	0.73	1.1%	1.25	1.4%	1.00	1.3%	1.09
Total Deductions	\$513,274,005	67.7%	63.3%	1.07	67.1%	1.01	62.6%	1.08	66.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	5.5%	0.06		4.8%	0.07	3.7%	0.10	0.3%	1.08
Net Gains/Losses as % of Net Income	0.0%	2.6%	0.00		N/A	N/A	5.1%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$62,719,660	37.9%	44.1%	0.86	39.0%	0.97	43.3%	0.87	37.7%	1.00
Supplies & Services	\$91,980,472	55.5%	49.0%	1.13	52.6%	1.06	49.6%	1.12	56.0%	0.99
Capital Component	\$10,997,985	6.6%	6.9%	0.97	8.4%	0.79	7.1%	0.93	6.3%	1.05
Fiscal Statistics										
Operating Margin (%)	32.5%	8.4%	3.89		11.9%	2.74	10.1%	3.23	29.7%	1.10
Total Hospital Net Income (%)	32.5%	8.6%	3.80		10.9%	2.99	10.6%	3.08	29.6%	1.10
Return on Equity (%)	10.5%	6.3%	1.66		7.6%	1.39	6.8%	1.55	9.8%	1.08
Current Ratio	47.9	5.9	8.09		9.7	4.94	7.2	6.62	51.8	0.93
Days in Net Patient Accounts Receivable	50.3	51.6	0.98		48.3	1.04	53.7	0.94	49.8	1.01
Average Payment Period	30.5	38.5	0.79		30.8	0.99	35.4	0.86	27.9	1.09
Equity Financing (%)	98.2%	75.1%	1.31		80.8%	1.22	73.3%	1.34	98.2%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	0.00		0.1	0.00	0.2	0.00	0.0	0.57
Times Interest Earned	5,658.8	13.4	423.14		15.9	356.57	19.0	298.41	3,655.4	1.55
Total Asset Turnover	0.3	0.7	0.44		0.7	0.46	0.6	0.50	0.3	0.97
Average Age of Plant (Years)	7.4	9.9	0.75		9.0	0.83	8.4	0.89	7.3	1.02
Increase (Decrease) Total Net Patient Revenue	9.1%	5.4%	1.68		4.2%	2.18	5.3%	1.72	7.0%	1.30
Outpatient Gross Revenue (% of Total GPR)	72.1%	61.9%	1.16		63.4%	1.14	60.4%	1.19	71.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,634	\$15,830	0.80		\$12,178	1.04	\$15,632	0.81	\$11,624	1.09
Inpatient Net Revenue per Day	\$3,735	\$3,538	1.06		\$2,958	1.26	\$3,480	1.07	\$3,549	1.05
Outpatient Net Revenue per Visit	\$910	\$686	1.33		\$680	1.34	\$697	1.30	\$878	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$758,049,775	Cash & Cash Equivalents	\$589,548,894	Current Liabilities	\$13,036,712
Less Deductions	\$513,274,005	Net Patient Receivables	\$33,734,949	Long-Term Debt	\$110,528
Net Patient Revenue	\$244,775,770	Other Receivables	\$415,851	Other Liabilities	\$341,812
Plus Other Revenue	\$876,658			Subtotal	\$13,489,052
Total Revenue	\$245,652,428	Land, Buildings & Equipment (Net)	\$135,607,881	Unrestricted Fund Balance	\$749,037,513
Less Expenses	\$165,698,117	Other Assets	\$3,218,990	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,662			Total Liabilities & Fund Balance	\$762,526,565
Net Income	\$79,961,973	Total Assets	\$762,526,565		

305 Froedtert South
 6308 8th Ave
 Kenosha, WI 53143
 262-656-3011

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Kenosha
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.2%	55.7%	1.26	55.0%	1.28	69.4%	1.01	50.1%	1.40
Obstetrics	16.5%	41.5%	0.40	34.6%	0.19	52.7%	0.31	17.4%	0.95
Pediatrics	4.3%	52.8%	0.08	5.1%	0.83	32.8%	0.13	5.6%	0.77
Total Hospital	46.2%	57.5%	0.80	51.4%	0.90	67.8%	0.68	37.3%	1.24
Average Census (Patients)									
Adult Medical-Surgical	70.9	26.4	2.69	31.4	2.26	101.2	0.70	62.2	1.14
Obstetrics	6.4	5.6	1.14	6.3	1.03	15.7	0.41	6.8	0.95
Pediatrics	0.0	1.4	N/A	0.1	N/A	3.8	N/A	0.7	0.00
Total Hospital	94.3	49.4	1.91	58.3	1.62	195.9	0.48	82.5	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	3.9	1.28	3.6	1.39	4.4	1.15	4.7	1.07
Obstetrics	2.3	2.5	0.89	2.3	0.98	2.6	0.86	2.3	0.99
Pediatrics	4.0	3.5	1.14	2.9	1.38	3.6	1.13	3.2	1.27
Total Hospital	4.4	4.4	1.00	4.0	1.10	4.8	0.91	4.1	1.07
Surgical Operations									
Inpatient	1,828	1,396	1.31	1,424	1.28	5,208	0.35	1,803	1.01
Outpatient	4,799	4,206	1.14	3,674	1.31	14,763	0.33	4,999	0.96
Inpatient as % of All Surgeries	27.6%	24.9%	1.11	27.9%	0.99	26.1%	1.06	26.5%	1.04
Outpatient Visits									
Non-Emergency Visits	277,955	136,074	2.04	147,557	1.88	473,499	0.59	271,816	1.02
Emergency Visits	65,807	18,688	3.52	29,988	2.19	53,629	1.23	67,715	0.97
Full-Time Equivalents (FTEs)									
Administrators	68.7	19.3	3.55	17.6	3.91	64.0	1.07	84.8	0.81
Nurses, Licensed	511.6	239.2	2.14	262.0	1.95	866.8	0.59	509.9	1.00
Ancillary Nursing Personnel	97.7	40.0	2.44	44.8	2.18	141.9	0.69	103.9	0.94
All Other Personnel	1,207.2	480.4	2.51	509.5	2.37	1,693.5	0.71	1,179.9	1.02
Total FTEs	1,885.2	779.0	2.42	833.9	2.26	2,766.3	0.68	1,878.5	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.3	14.9	1.57	10.7	2.18	13.7	1.70	30.4	0.77
Nurses, Licensed	173.5	183.7	0.94	159.4	1.09	186.0	0.93	182.6	0.95
Ancillary Nursing Personnel	33.1	30.8	1.08	27.2	1.22	30.4	1.09	37.2	0.89
All Other Personnel	409.5	369.0	1.11	310.0	1.32	363.3	1.13	422.6	0.97
Total FTEs	639.4	598.3	1.07	507.3	1.26	593.5	1.08	672.9	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	204	Health Maintenance Organization (HMO)	No	Average Beds Used	0	Bassinets	24
Discharges	7,828	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	1,006
Inpatient Days	34,417			Inpatient Days	0	Newborn Days	2,422

305 Froedtert South
Kenosha, WI 53143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	101	5,146	25,896	70.2%	70.9	5.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	33	128	515	4.3%	1.4	4.0
Obstetrics	1	39	1,035	2,346	16.5%	6.4	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	31	770	5,660	50.0%	15.5	7.4
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	67	4	68.7	Surgical Personnel	28	7	32.2
Physicians & Dentists	54	6	56.8	Radiological Services Personnel	30	60	64.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	26	25	37.3
Registered Nurses	299	281	491.5	Occupational Therapists	7	5	8.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	4	4	7.2	Physical Therapists	26	9	31.5
Ancillary Nursing Personnel	35	120	97.7	Physical Therapy Assistants/Aides	8	15	16.7
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	6	1	6.7	Dietitians & Nutritionists	4	3	6.4
Nurse Practitioners	13	0	13.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	4	10.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	122	123	190.8
Health Info Mgmt-Administrators/Technicians	61	8	66.2	All Other Personnel	473	160	571.9
Pharmacy Personnel	36	15	44.3				
Clinical Laboratory Personnel	48	19	62.3				
				Total	1,354	869	1,885.2

305 Froedtert South
Kenosha, WI 53143

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$434,719,996	48.2%	45.7%	1.06	50.5%	0.96	46.0%	1.05	45.5%	1.06
Medical Assistance	\$139,652,023	15.5%	14.0%	1.11	10.1%	1.54	12.8%	1.21	16.4%	0.94
Commercial	\$303,173,251	33.6%	35.8%	0.94	36.8%	0.91	36.0%	0.93	35.2%	0.96
All Other	\$23,735,217	2.6%	4.5%	0.59	2.7%	0.99	5.3%	0.50	2.9%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$333,036,682	37.0%	34.1%	1.08	39.8%	0.93	35.3%	1.05	33.9%	1.09
Medical Assistance	\$99,192,366	11.0%	10.6%	1.04	7.8%	1.41	10.0%	1.10	11.8%	0.93
Commercial	\$129,739,845	14.4%	14.7%	0.98	16.3%	0.88	16.0%	0.90	14.7%	0.98
Charity Care	\$9,645,753	1.1%	1.0%	1.10	1.0%	1.12	1.0%	1.11	0.9%	1.16
Bad Debt	\$12,425,997	1.4%	1.1%	1.29	1.1%	1.22	0.9%	1.47	1.7%	0.81
All Other	\$8,273,065	0.9%	2.0%	0.47	1.1%	0.80	2.2%	0.41	1.0%	0.96
Total Deductions	\$592,313,708	65.7%	63.3%	1.04	67.1%	0.98	65.5%	1.00	63.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.1%	5.5%	0.38		4.8%	0.44	6.8%	0.31	2.0%	1.07
Net Gains/Losses as % of Net Income	29.4%	2.6%	11.49		N/A	N/A	1.9%	15.54	24.3%	1.21
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$169,304,195	55.7%	44.1%	1.26	39.0%	1.43	43.1%	1.29	56.2%	0.99
Supplies & Services	\$109,341,938	36.0%	49.0%	0.73	52.6%	0.68	50.4%	0.71	34.6%	1.04
Capital Component	\$25,257,450	8.3%	6.9%	1.21	8.4%	0.99	6.4%	1.29	9.2%	0.90
Fiscal Statistics										
Operating Margin (%)	3.7%	8.4%	0.44		11.9%	0.31	8.5%	0.44	2.9%	1.27
Total Hospital Net Income (%)	5.2%	8.6%	0.61		10.9%	0.48	8.7%	0.60	3.8%	1.35
Return on Equity (%)	3.2%	6.3%	0.50		7.6%	0.42	6.7%	0.47	2.6%	1.19
Current Ratio	5.3	5.9	0.90		9.7	0.55	6.2	0.86	5.4	0.99
Days in Net Patient Accounts Receivable	61.2	51.6	1.19		48.3	1.27	50.7	1.21	61.0	1.00
Average Payment Period	45.2	38.5	1.17		30.8	1.47	38.6	1.17	39.9	1.14
Equity Financing (%)	83.3%	75.1%	1.11		80.8%	1.03	76.2%	1.09	74.8%	1.11
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	0.0	13.4	N/A		15.9	N/A	13.7	N/A	0.0	N/A
Total Asset Turnover	0.6	0.7	0.81		0.7	0.86	0.8	0.78	0.7	0.88
Average Age of Plant (Years)	11.0	9.9	1.12		9.0	1.23	10.8	1.03	9.7	1.14
Increase (Decrease) Total Net Patient Revenue	1.9%	5.4%	0.34		4.2%	0.44	6.1%	0.30	-1.5%	N/A
Outpatient Gross Revenue (% of Total GPR)	66.5%	61.9%	1.07		63.4%	1.05	58.0%	1.15	67.9%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,157	\$15,830	0.39		\$12,178	0.51	\$17,621	0.35	\$12,271	0.50
Inpatient Net Revenue per Day	\$1,336	\$3,538	0.38		\$2,958	0.45	\$3,654	0.37	\$2,758	0.48
Outpatient Net Revenue per Visit	\$795	\$686	1.16		\$680	1.17	\$698	1.14	\$670	1.19

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$901,280,487	Cash & Cash Equivalents	\$32,142,729	Current Liabilities	\$34,699,782
Less Deductions	\$592,313,708	Net Patient Receivables	\$51,842,291	Long-Term Debt	\$0
Net Patient Revenue	\$308,966,779	Other Receivables	\$488,080	Other Liabilities	\$53,153,243
Plus Other Revenue	\$6,672,231			Subtotal	\$87,853,025
Total Revenue	\$315,639,010	Land, Buildings & Equipment (Net)	\$216,754,766	Unrestricted Fund Balance	\$438,763,618
Less Expenses	\$303,903,583	Other Assets	\$225,388,777	Restricted Fund Balance	\$2,360,682
Non-Operating Gains/Losses	\$4,880,438			Total Liabilities & Fund Balance	\$526,616,643
Net Income	\$16,615,865	Total Assets	\$526,616,643		

056 Gundersen Lutheran Medical Center
 1900 South Avenue
 La Crosse, WI 54601
 608-782-7300

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

County: La Crosse
 Analysis Area: Southwestern (5B)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.0%	55.7%	1.22	48.0%	1.42	69.4%	0.98	68.9%	0.99
Obstetrics	82.0%	41.5%	1.97	44.3%	0.28	52.7%	1.56	73.1%	1.12
Pediatrics	33.6%	52.8%	0.64	31.0%	1.08	32.8%	1.03	31.4%	1.07
Total Hospital	67.4%	57.5%	1.17	50.9%	1.32	67.8%	1.00	68.9%	0.98
Average Census (Patients)									
Adult Medical-Surgical	94.5	26.4	3.58	17.1	5.53	101.2	0.93	75.0	1.26
Obstetrics	12.3	5.6	2.19	3.7	3.33	15.7	0.78	11.0	1.12
Pediatrics	4.0	1.4	2.98	0.6	7.00	3.8	2.98	3.8	1.07
Total Hospital	190.1	49.4	3.85	28.6	6.65	195.9	0.97	187.5	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.92	3.5	1.03	4.4	0.83	3.4	1.05
Obstetrics	2.6	2.5	1.01	2.5	1.02	2.6	0.98	2.5	1.04
Pediatrics	2.8	3.5	0.79	2.8	1.00	3.6	0.78	2.6	1.06
Total Hospital	4.7	4.4	1.06	4.3	1.09	4.8	0.97	5.3	0.87
Surgical Operations									
Inpatient	4,668	1,396	3.34	790	5.91	5,208	0.90	5,010	0.93
Outpatient	14,836	4,206	3.53	2,742	5.41	14,763	1.00	13,775	1.08
Inpatient as % of All Surgeries	23.9%	24.9%	0.96	22.4%	1.07	26.1%	0.92	26.7%	0.90
Outpatient Visits									
Non-Emergency Visits	590,761	136,074	4.34	119,520	4.94	473,499	1.25	582,262	1.01
Emergency Visits	59,884	18,688	3.20	13,485	4.44	53,629	1.12	57,430	1.04
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.3	N/A	13.1	N/A	64.0	N/A	0.0	N/A
Nurses, Licensed	504.0	239.2	2.11	167.7	3.01	866.8	0.58	526.0	0.96
Ancillary Nursing Personnel	54.0	40.0	1.35	20.8	2.60	141.9	0.38	56.0	0.96
All Other Personnel	1,315.0	480.4	2.74	423.0	3.11	1,693.5	0.78	1,248.0	1.05
Total FTEs	1,873.0	779.0	2.40	624.6	3.00	2,766.3	0.68	1,830.0	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	14.9	N/A	11.8	N/A	13.7	N/A	0.0	N/A
Nurses, Licensed	70.3	183.7	0.38	151.1	0.47	186.0	0.38	82.9	0.85
Ancillary Nursing Personnel	7.5	30.8	0.24	18.7	0.40	30.4	0.25	8.8	0.85
All Other Personnel	183.4	369.0	0.50	381.2	0.48	363.3	0.50	196.6	0.93
Total FTEs	261.3	598.3	0.44	562.9	0.46	593.5	0.44	288.3	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	282	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	14,896	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,678
Inpatient Days	69,400			Inpatient Days	0	Newborn Days	2,949

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	139	9,505	34,477	68.0%	94.5	3.6
Orthopedic	1	24	1,837	6,470	73.9%	17.7	3.5
Rehabilitation & Physical Medicine	2	20	417	5,224	71.6%	14.3	12.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	532	1,472	33.6%	4.0	2.8
Obstetrics	2	15	1,748	4,490	82.0%	12.3	2.6
Psychiatric	2	30	1,493	8,983	82.0%	24.6	6.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	115	158	10.8%	0.4	1.4
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	2,604	5,205	59.4%	14.3	2.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	14	235	2,921	57.2%	8.0	12.4
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	60	43	60.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	36	19.0
Medical & Dental Residents	0	0	0.0	Sonographers	21	11	21.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	25	36	25.0
Registered Nurses	486	798	486.0	Occupational Therapists	22	8	22.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	4	3.0
Licensed Practical Nurses	14	28	14.0	Physical Therapists	36	15	36.0
Ancillary Nursing Personnel	54	148	54.0	Physical Therapy Assistants/Aides	13	10	13.0
Medical Assistants	145	78	145.0	Recreational Therapists	0	10	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	18	5	18.0
Nurse Practitioners	4	3	4.0	Psychologists	17	2	17.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	38	22	38.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	397	288	397.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	412	177	412.0
Pharmacy Personnel	50	22	50.0				
Clinical Laboratory Personnel	39	38	39.0				
				Total	1,873	1,782	1,873.0

056 Gundersen Lutheran Medical Center

La Crosse, WI 54601

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$963,291,320	43.0%	45.7%	0.94	45.0%	0.95	46.0%	0.93	45.9%	0.94
Medical Assistance	\$212,215,562	9.5%	14.0%	0.68	10.2%	0.93	12.8%	0.74	10.0%	0.95
Commercial	\$890,002,616	39.7%	35.8%	1.11	38.0%	1.04	36.0%	1.10	38.2%	1.04
All Other	\$175,707,498	7.8%	4.5%	1.74	6.8%	1.16	5.3%	1.49	6.0%	1.31
Deductions as % of Total Gross Patient Revenue										
Medicare	\$739,830,166	33.0%	34.1%	0.97	32.3%	1.02	35.3%	0.93	36.7%	0.90
Medical Assistance	\$181,424,237	8.1%	10.6%	0.77	8.1%	1.00	10.0%	0.81	9.2%	0.88
Commercial	\$423,732,357	18.9%	14.7%	1.29	15.4%	1.22	16.0%	1.18	13.3%	1.42
Charity Care	\$7,862,251	0.4%	1.0%	0.36	0.7%	0.51	1.0%	0.36	0.5%	0.70
Bad Debt	\$20,106,459	0.9%	1.1%	0.84	1.1%	0.84	0.9%	0.96	1.0%	0.89
All Other	\$125,225,509	5.6%	2.0%	2.85	4.2%	1.32	2.2%	2.49	5.3%	1.04
Total Deductions	\$1,498,180,979	66.8%	63.3%	1.06	61.9%	1.08	65.5%	1.02	66.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		29.8%	5.5%	5.42	20.3%	1.47	6.8%	4.42	25.2%	1.19
Net Gains/Losses as % of Net Income		0.8%	2.6%	0.31	5.3%	0.15	1.9%	0.42	1.0%	0.80
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$537,721,263	55.5%	44.1%	1.26	57.4%	0.97	43.1%	1.29	55.6%	1.00
Supplies & Services	\$389,831,054	40.3%	49.0%	0.82	37.7%	1.07	50.4%	0.80	40.1%	1.00
Capital Component	\$40,770,580	4.2%	6.9%	0.61	4.9%	0.86	6.4%	0.65	4.4%	0.96
Fiscal Statistics										
Operating Margin (%)		8.6%	8.4%	1.02	6.6%	1.30	8.5%	1.01	9.9%	0.86
Total Hospital Net Income (%)		8.6%	8.6%	1.01	7.0%	1.24	8.7%	1.00	10.0%	0.86
Return on Equity (%)		6.4%	6.3%	1.01	5.7%	1.12	6.7%	0.96	7.2%	0.88
Current Ratio		231.3	5.9	39.04	23.9	9.70	6.2	37.29	231.9	1.00
Days in Net Patient Accounts Receivable		69.2	51.6	1.34	65.5	1.06	50.7	1.37	74.0	0.94
Average Payment Period		1.9	38.5	0.05	13.1	0.15	38.6	0.05	1.9	1.00
Equity Financing (%)		99.6%	75.1%	1.33	87.4%	1.14	76.2%	1.31	99.6%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	42.5	N/A	13.7	N/A	0.0	N/A
Total Asset Turnover		0.7	0.7	1.01	0.8	0.90	0.8	0.96	0.7	1.03
Average Age of Plant (Years)		6.6	9.9	0.67	8.8	0.75	10.8	0.61	6.6	1.01
Increase (Decrease) Total Net Patient Revenue		4.8%	5.4%	0.88	8.7%	0.55	6.1%	0.78	0.4%	13.43
Outpatient Gross Revenue (% of Total GPR)		78.2%	61.9%	1.26	77.2%	1.01	58.0%	1.35	73.3%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,387	\$15,830	0.78	\$14,264	0.87	\$17,621	0.70	\$18,452	0.67
Inpatient Net Revenue per Day		\$3,233	\$3,538	0.91	\$3,497	0.92	\$3,654	0.88	\$3,816	0.85
Outpatient Net Revenue per Visit		\$889	\$686	1.30	\$817	1.09	\$698	1.27	\$772	1.15

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,241,216,996	Cash & Cash Equivalents	\$172,459	Current Liabilities	\$4,917,262
Less Deductions	\$1,498,180,979	Net Patient Receivables	\$140,897,860	Long-Term Debt	\$0
Net Patient Revenue	\$743,036,017	Other Receivables	\$49,315,334	Other Liabilities	\$1,307,566
Plus Other Revenue	\$316,072,582			Subtotal	\$6,224,828
Total Revenue	\$1,059,108,599	Land, Buildings & Equipment (Net)	\$291,789,167	Unrestricted Fund Balance	\$1,423,248,599
Less Expenses	\$968,322,897	Other Assets	\$947,298,607	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$730,018			Total Liabilities & Fund Balance	\$1,429,473,427
Net Income	\$91,515,720	Total Assets	\$1,429,473,427		

057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse
 700 West Avenue South
 La Crosse, WI 54601
 608-785-0940

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

County: La Crosse
 Analysis Area: Southwestern (5B)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.1%	55.7%	0.97	48.0%	1.13	57.4%	0.94	74.1%	0.73
Obstetrics	22.6%	41.5%	0.54	44.3%	0.11	40.0%	0.56	73.2%	0.31
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	44.5%	57.5%	0.77	50.9%	0.87	59.0%	0.75	72.5%	0.61
Average Census (Patients)									
Adult Medical-Surgical	45.5	26.4	1.72	17.1	2.66	36.9	1.23	51.1	0.89
Obstetrics	4.7	5.6	0.84	3.7	1.28	7.9	0.60	5.1	0.92
Pediatrics	0.0	1.4	N/A	0.6	N/A	5.2	N/A	0.0	N/A
Total Hospital	58.7	49.4	1.19	28.6	2.06	78.6	0.75	66.0	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	3.9	1.06	3.5	1.18	3.8	1.09	7.0	0.59
Obstetrics	2.4	2.5	0.93	2.5	0.94	2.6	0.92	4.0	0.59
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.2	4.4	0.96	4.3	0.99	4.4	0.95	4.0	1.07
Surgical Operations									
Inpatient	1,343	1,396	0.96	790	1.70	1,842	0.73	1,465	0.92
Outpatient	5,416	4,206	1.29	2,742	1.98	4,876	1.11	6,479	0.84
Inpatient as % of All Surgeries	19.9%	24.9%	0.80	22.4%	0.89	27.4%	0.72	18.4%	1.08
Outpatient Visits									
Non-Emergency Visits	312,978	136,074	2.30	119,520	2.62	168,131	1.86	76,538	4.09
Emergency Visits	22,414	18,688	1.20	13,485	1.66	31,181	0.72	23,526	0.95
Full-Time Equivalents (FTEs)									
Administrators	78.0	19.3	4.03	13.1	5.95	25.9	3.02	32.5	2.40
Nurses, Licensed	620.7	239.2	2.60	167.7	3.70	358.4	1.73	615.7	1.01
Ancillary Nursing Personnel	42.4	40.0	1.06	20.8	2.04	57.2	0.74	55.5	0.76
All Other Personnel	1,561.1	480.4	3.25	423.0	3.69	660.2	2.36	1,253.3	1.25
Total FTEs	2,302.1	779.0	2.96	624.6	3.69	1,101.6	2.09	1,956.8	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	33.6	14.9	2.26	11.8	2.85	12.9	2.62	13.4	2.51
Nurses, Licensed	267.7	183.7	1.46	151.1	1.77	178.3	1.50	254.5	1.05
Ancillary Nursing Personnel	18.3	30.8	0.59	18.7	0.98	28.5	0.64	22.9	0.80
All Other Personnel	673.2	369.0	1.82	381.2	1.77	328.4	2.05	518.1	1.30
Total FTEs	992.7	598.3	1.66	562.9	1.76	548.0	1.81	808.9	1.23

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	132	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	7
Discharges	5,072	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	696
Inpatient Days	21,433			Inpatient Days	0	Newborn Days	1,181

057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	84	3,988	16,595	54.1%	45.5	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	21	729	1,730	22.6%	4.7	2.4
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	14	284	2,111	41.3%	5.8	7.4
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	13	71	997	21.0%	2.7	14.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	78	0	78.0	Surgical Personnel	11	20	22.6
Physicians & Dentists	140	61	168.3	Radiological Services Personnel	32	34	54.3
Medical & Dental Residents	17	0	17.0	Sonographers	8	15	17.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	28	19.2
Registered Nurses	228	402	482.3	Occupational Therapists	6	5	9.2
Certified Nurse Midwives	6	0	6.0	Occupational Therapy Assistants/Aides	1	3	3.4
Licensed Practical Nurses	46	43	72.4	Physical Therapists	13	8	17.2
Ancillary Nursing Personnel	8	66	42.4	Physical Therapy Assistants/Aides	10	16	13.1
Medical Assistants	29	35	54.0	Recreational Therapists	0	2	0.8
Physician Assistants	19	7	21.2	Dietitians & Nutritionists	5	5	8.5
Nurse Practitioners	33	5	36.6	Psychologists	3	2	4.6
Certified Registered Nurse Anesthetists	12	10	18.5	Social Workers	18	13	21.0
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	44	0	44.0	All Other Personnel	839	331	998.0
Pharmacy Personnel	29	20	36.1				
Clinical Laboratory Personnel	13	25	31.5				
				Total	1,658	1,156	2,302.1

057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse
La Crosse, WI 54601

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	6 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$421,407,122	49.4%	45.7%	1.08	45.0%	1.10	41.9%	1.18	45.9%	1.08
Medical Assistance	\$87,521,727	10.3%	14.0%	0.73	10.2%	1.01	19.9%	0.52	10.0%	1.02
Commercial	\$309,521,840	36.3%	35.8%	1.01	38.0%	0.95	35.1%	1.03	39.2%	0.93
All Other	\$34,673,502	4.1%	4.5%	0.90	6.8%	0.60	3.2%	1.27	4.9%	0.83
Deductions as % of Total Gross Patient Revenue										
Medicare	\$317,374,806	37.2%	34.1%	1.09	32.3%	1.15	31.8%	1.17	33.9%	1.10
Medical Assistance	\$68,462,708	8.0%	10.6%	0.76	8.1%	0.99	14.5%	0.55	8.9%	0.90
Commercial	\$97,508,037	11.4%	14.7%	0.78	15.4%	0.74	12.7%	0.90	17.8%	0.64
Charity Care	\$7,181,596	0.8%	1.0%	0.86	0.7%	1.22	1.0%	0.85	0.4%	2.05
Bad Debt	\$6,349,607	0.7%	1.1%	0.70	1.1%	0.69	1.1%	0.66	1.3%	0.56
All Other	\$17,643,186	2.1%	2.0%	1.06	4.2%	0.49	1.4%	1.45	1.7%	1.18
Total Deductions	\$514,519,940	60.3%	63.3%	0.95	61.9%	0.97	62.6%	0.96	64.1%	0.94
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.7%	5.5%	1.22	20.3%	0.33	3.7%	1.79	19.5%	0.34
Net Gains/Losses as % of Net Income		12.4%	2.6%	4.86	5.3%	2.33	5.1%	2.42	2.3%	5.35
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$216,535,469	63.6%	44.1%	1.44	57.4%	1.11	43.3%	1.47	58.4%	1.09
Supplies & Services	\$109,612,969	32.2%	49.0%	0.66	37.7%	0.85	49.6%	0.65	38.3%	0.84
Capital Component	\$14,180,429	4.2%	6.9%	0.61	4.9%	0.85	7.1%	0.58	3.3%	1.28
Fiscal Statistics										
Operating Margin (%)		6.2%	8.4%	0.74	6.6%	0.94	10.1%	0.62	10.8%	0.58
Total Hospital Net Income (%)		7.0%	8.6%	0.82	7.0%	1.01	10.6%	0.67	11.0%	0.64
Return on Equity (%)		9.0%	6.3%	1.43	5.7%	1.58	6.8%	1.33	14.8%	0.61
Current Ratio		5.9	5.9	1.00	23.9	0.25	7.2	0.82	1.4	4.17
Days in Net Patient Accounts Receivable		64.4	51.6	1.25	65.5	0.98	53.7	1.20	67.9	0.95
Average Payment Period		14.5	38.5	0.38	13.1	1.11	35.4	0.41	72.7	0.20
Equity Financing (%)		61.7%	75.1%	0.82	87.4%	0.71	73.3%	0.84	72.9%	0.85
Long-Term Debt to Equity Ratio		0.0	0.2	0.00	0.1	0.01	0.2	0.00	0.0	0.69
Times Interest Earned		378.0	13.4	28.26	42.5	8.89	19.0	19.93	16,280.0	0.02
Total Asset Turnover		1.3	0.7	1.73	0.8	1.55	0.6	1.99	1.3	0.95
Average Age of Plant (Years)		14.4	9.9	1.46	8.8	1.64	8.4	1.72	20.7	0.69
Increase (Decrease) Total Net Patient Revenue		16.4%	5.4%	3.01	8.7%	1.88	5.3%	3.08	-17.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.4%	61.9%	1.19	77.2%	0.95	60.4%	1.22	73.4%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,884		\$15,830	1.13	\$14,264	1.25	\$15,632	1.14	\$12,781	1.40
Inpatient Net Revenue per Day	\$4,033		\$3,538	1.14	\$3,497	1.15	\$3,480	1.16	\$3,310	1.22
Outpatient Net Revenue per Visit	\$758		\$686	1.10	\$817	0.93	\$697	1.09	\$2,239	0.34

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$853,124,191	Cash & Cash Equivalents	\$23,832	Current Liabilities	\$13,017,241
Less Deductions	\$514,519,940	Net Patient Receivables	\$59,777,979	Long-Term Debt	\$105,155
Net Patient Revenue	\$338,604,251	Other Receivables	\$4,000,321	Other Liabilities	\$96,065,272
Plus Other Revenue	\$24,281,421			Subtotal	\$109,187,668
Total Revenue	\$362,885,672	Land, Buildings & Equipment (Net)	\$98,106,012	Unrestricted Fund Balance	\$175,903,585
Less Expenses	\$340,328,867	Other Assets	\$123,183,109	Restricted Fund Balance	\$7,938,283
Non-Operating Gains/Losses	\$3,199,800			Total Liabilities & Fund Balance	\$285,091,253
Net Income	\$25,756,605	Total Assets	\$285,091,253		

058 Marshfield Medical Center - Ladysmith
 900 College Avenue West
 Ladysmith, WI 54848
 715-532-5561

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: County

County: Rusk
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.2%	55.7%	0.17	42.7%	0.22	11.4%	0.81	11.6%	0.79
Obstetrics	0.0%	41.5%	N/A	29.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	10.1%	57.5%	0.18	44.1%	0.23	17.7%	0.57	12.8%	0.79
Average Census (Patients)									
Adult Medical-Surgical	2.3	26.4	0.09	11.9	0.19	1.9	1.21	2.9	0.79
Obstetrics	0.0	5.6	N/A	2.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.5	49.4	0.05	18.9	0.13	3.1	0.82	3.2	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.69	3.7	0.74	3.0	0.89	2.6	1.04
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.64	3.9	0.72	4.2	0.67	2.7	1.04
Surgical Operations									
Inpatient	5	1,396	0.00	485	0.01	55	0.09	13	0.38
Outpatient	306	4,206	0.07	1,916	0.16	307	1.00	284	1.08
Inpatient as % of All Surgeries	1.6%	24.9%	0.06	20.2%	0.08	15.1%	0.11	4.4%	0.37
Outpatient Visits									
Non-Emergency Visits	25,305	136,074	0.19	67,827	0.37	22,296	1.13	26,479	0.96
Emergency Visits	5,042	18,688	0.27	8,592	0.59	3,144	1.60	5,657	0.89
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.3	0.26	10.6	0.47	2.6	1.94	13.0	0.38
Nurses, Licensed	35.0	239.2	0.15	115.3	0.30	32.1	1.09	35.0	1.00
Ancillary Nursing Personnel	7.8	40.0	0.19	18.4	0.42	7.8	0.99	7.2	1.08
All Other Personnel	101.5	480.4	0.21	260.2	0.39	75.6	1.34	99.1	1.02
Total FTEs	149.3	779.0	0.19	404.6	0.37	118.0	1.26	154.3	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.9	14.9	2.01	18.0	1.66	19.1	1.57	75.1	0.40
Nurses, Licensed	209.4	183.7	1.14	195.4	1.07	236.9	0.88	202.3	1.04
Ancillary Nursing Personnel	46.4	30.8	1.51	31.2	1.49	57.6	0.81	41.6	1.11
All Other Personnel	607.3	369.0	1.65	440.9	1.38	557.9	1.09	572.9	1.06
Total FTEs	892.9	598.3	1.49	685.5	1.30	871.5	1.02	891.9	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	326	Preferred Provider Organization (PPO)	Yes	Discharges	47	Total Births	0
Inpatient Days	925			Inpatient Days	464	Newborn Days	0

058 Marshfield Medical Center - Ladysmith
Ladysmith, WI 54848

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	310	842	9.2%	2.3	2.7
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	3	11	0.0%	0.0	3.7
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	13	72	0.0%	0.2	5.5
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	9	1	9.5	Radiological Services Personnel	7	0	7.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	29	7	31.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	7	3	7.8	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	2	1	2.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	14	0	14.0
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	47	0	47.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	7	0	7.0				
				Total	145	13	149.3

058 Marshfield Medical Center - Ladysmith

Ladysmith, WI 54848

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$17,695,496	56.4%	45.7%	1.23	51.0%	1.10	46.6%	1.21	57.3%	0.98
Medical Assistance	\$5,459,647	17.4%	14.0%	1.25	11.7%	1.48	13.4%	1.30	15.6%	1.11
Commercial	\$6,986,687	22.2%	35.8%	0.62	33.6%	0.66	35.9%	0.62	22.5%	0.99
All Other	\$1,259,175	4.0%	4.5%	0.89	3.7%	1.10	4.0%	0.99	4.6%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,237,585	16.7%	34.1%	0.49	33.7%	0.50	21.1%	0.79	16.5%	1.01
Medical Assistance	\$3,067,822	9.8%	10.6%	0.93	8.2%	1.19	8.5%	1.15	8.2%	1.20
Commercial	\$795,803	2.5%	14.7%	0.17	9.0%	0.28	9.7%	0.26	2.4%	1.06
Charity Care	\$169,486	0.5%	1.0%	0.55	1.1%	0.49	1.0%	0.53	0.2%	2.38
Bad Debt	\$711,437	2.3%	1.1%	2.12	1.0%	2.18	2.2%	1.05	1.8%	1.25
All Other	\$674,747	2.1%	2.0%	1.10	1.3%	1.60	1.6%	1.36	1.7%	1.27
Total Deductions	\$10,656,880	33.9%	63.3%	0.54	54.3%	0.62	44.0%	0.77	30.8%	1.10
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	5.5%	0.40	2.5%	0.89	3.2%	0.68	1.6%	1.33
Net Gains/Losses as % of Net Income		57.2%	2.6%	22.35	24.5%	2.34	N/A	N/A	45.4%	1.26
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,463,617	60.9%	44.1%	1.38	52.7%	1.15	54.9%	1.11	60.2%	1.01
Supplies & Services	\$7,764,785	32.7%	49.0%	0.67	41.1%	0.79	38.5%	0.85	34.0%	0.96
Capital Component	\$1,532,632	6.5%	6.9%	0.94	6.1%	1.05	6.7%	0.97	5.8%	1.11
Fiscal Statistics										
Operating Margin (%)		-12.0%	8.4%	N/A	8.1%	N/A	1.3%	N/A	-5.3%	2.29
Total Hospital Net Income (%)		-33.5%	8.6%	N/A	10.4%	N/A	1.0%	N/A	-10.1%	3.33
Return on Equity (%)		-47.9%	6.3%	N/A	7.0%	N/A	1.2%	N/A	-13.0%	3.67
Current Ratio		3.4	5.9	0.58	4.4	0.79	3.5	0.98	4.4	0.79
Days in Net Patient Accounts Receivable		51.4	51.6	1.00	49.2	1.05	53.6	0.96	55.1	0.93
Average Payment Period		21.7	38.5	0.56	52.6	0.41	37.7	0.58	29.8	0.73
Equity Financing (%)		55.5%	75.1%	0.74	78.5%	0.71	52.0%	1.07	74.6%	0.74
Long-Term Debt to Equity Ratio		0.1	0.2	0.36	0.1	0.48	0.6	0.10	0.0	1.67
Times Interest Earned		0.0	13.4	N/A	26.2	N/A	2.0	N/A	0.0	N/A
Total Asset Turnover		1.7	0.7	2.31	0.7	2.59	1.3	1.36	1.4	1.26
Average Age of Plant (Years)		10.8	9.9	1.09	11.5	0.94	10.1	1.07	11.3	0.95
Increase (Decrease) Total Net Patient Revenue		-9.6%	5.4%	N/A	7.0%	N/A	6.3%	N/A	0.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.9%	61.9%	1.37	68.3%	1.24	77.2%	1.10	81.5%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,233		\$15,830	1.03	\$14,403	1.13	\$17,237	0.94	\$13,986	1.16
Inpatient Net Revenue per Day	\$4,440		\$3,538	1.25	\$3,489	1.27	\$2,652	1.67	\$4,087	1.09
Outpatient Net Revenue per Visit	\$506		\$686	0.74	\$791	0.64	\$595	0.85	\$520	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$31,401,005	Cash & Cash Equivalents	\$270,607	Current Liabilities	\$1,332,364
Less Deductions	\$10,656,880	Net Patient Receivables	\$2,923,808	Long-Term Debt	\$399,994
Net Patient Revenue	\$20,744,125	Other Receivables	\$587,439	Other Liabilities	\$3,804,980
Plus Other Revenue	\$463,119			Subtotal	\$5,537,338
Total Revenue	\$21,207,244	Land, Buildings & Equipment (Net)	\$4,542,446	Unrestricted Fund Balance	\$6,913,877
Less Expenses	\$23,761,034	Other Assets	\$4,126,915	Restricted Fund Balance	\$1,917,961
Non-Operating Gains/Losses	-\$3,407,695	Total Assets	\$12,451,215	Total Liabilities & Fund Balance	\$12,451,215
Net Income	-\$5,961,485				

309 Mercyhealth Hospital and Medical Center - Walworth
 N 2950 State Road 67
 Lake Geneva, WI 53147
 262-245-0535

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Walworth
 Analysis Area: Southeastern (2A)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	73.4%	55.7%	1.32	55.0%	1.33	38.3%	1.92	76.1%	0.97
Obstetrics	29.4%	41.5%	0.71	34.6%	0.03	24.8%	1.19	36.9%	0.80
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	58.7%	57.5%	1.02	51.4%	1.14	37.2%	1.58	61.5%	0.95
Average Census (Patients)									
Adult Medical-Surgical	8.8	26.4	0.33	31.4	0.28	6.5	1.35	9.1	0.97
Obstetrics	0.9	5.6	0.16	6.3	0.14	1.0	0.88	1.1	0.80
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.0	49.4	0.20	58.3	0.17	8.5	1.17	10.5	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.71	3.6	0.77	2.9	0.95	3.1	0.90
Obstetrics	2.0	2.5	0.77	2.3	0.85	2.2	0.88	2.1	0.91
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.62	4.0	0.69	3.1	0.89	3.0	0.90
Surgical Operations									
Inpatient	525	1,396	0.38	1,424	0.37	273	1.92	525	1.00
Outpatient	2,803	4,206	0.67	3,674	0.76	1,279	2.19	2,947	0.95
Inpatient as % of All Surgeries	15.8%	24.9%	0.63	27.9%	0.56	17.6%	0.90	15.1%	1.04
Outpatient Visits									
Non-Emergency Visits	153,287	136,074	1.13	147,557	1.04	57,910	2.65	148,172	1.03
Emergency Visits	12,544	18,688	0.67	29,988	0.42	8,090	1.55	11,230	1.12
Full-Time Equivalents (FTEs)									
Administrators	0.8	19.3	0.04	17.6	0.05	9.4	0.09	0.8	1.00
Nurses, Licensed	106.4	239.2	0.44	262.0	0.41	79.9	1.33	95.7	1.11
Ancillary Nursing Personnel	10.1	40.0	0.25	44.8	0.22	13.5	0.75	11.2	0.90
All Other Personnel	226.8	480.4	0.47	509.5	0.45	187.1	1.21	187.1	1.21
Total FTEs	344.0	779.0	0.44	833.9	0.41	289.8	1.19	294.7	1.17
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.8	14.9	0.12	10.7	0.17	24.3	0.08	1.9	0.99
Nurses, Licensed	245.4	183.7	1.34	159.4	1.54	207.6	1.18	222.6	1.10
Ancillary Nursing Personnel	23.2	30.8	0.75	27.2	0.85	35.0	0.66	25.9	0.89
All Other Personnel	523.3	369.0	1.42	310.0	1.69	486.3	1.08	435.0	1.20
Total FTEs	793.7	598.3	1.33	507.3	1.56	753.3	1.05	685.4	1.16

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	1,324	Preferred Provider Organization (PPO)	Yes	Discharges	2	Total Births	149
Inpatient Days	3,642			Inpatient Days	10	Newborn Days	262

309 Mercyhealth Hospital and Medical Center - Walworth
 Lake Geneva, WI 53147

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	12	1,147	3,216	73.4%	8.8	2.8
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	164	322	29.4%	0.9	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	19	104	14.2%	0.3	5.5
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.8	Surgical Personnel	1	6	3.8
Physicians & Dentists	27	18	30.7	Radiological Services Personnel	7	19	13.2
Medical & Dental Residents	0	0	0.0	Sonographers	1	10	1.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	1.8
Registered Nurses	57	121	98.5	Occupational Therapists	1	5	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	1	4	3.5	Physical Therapists	4	4	5.6
Ancillary Nursing Personnel	5	25	10.1	Physical Therapy Assistants/Aides	2	3	2.9
Medical Assistants	10	15	18.3	Recreational Therapists	0	0	0.0
Physician Assistants	6	0	6.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	1	3.4	Psychologists	1	1	1.8
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	10	45.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	50	60	74.6
Pharmacy Personnel	5	5	7.8				
Clinical Laboratory Personnel	9	1	9.8				
				Total	229	312	344.0

309 Mercyhealth Hospital and Medical Center - Walworth
Lake Geneva, WI 53147

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$72,917,928	38.2%	45.7%	0.84	50.5%	0.76	46.1%	0.83	39.4%	0.97
Medical Assistance	\$20,775,844	10.9%	14.0%	0.78	10.1%	1.08	13.3%	0.82	10.7%	1.02
Commercial	\$70,442,281	36.9%	35.8%	1.03	36.8%	1.00	36.0%	1.02	35.8%	1.03
All Other	\$26,829,596	14.0%	4.5%	3.12	2.7%	5.28	4.6%	3.05	14.1%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$57,109,051	29.9%	34.1%	0.88	39.8%	0.75	29.3%	1.02	28.7%	1.04
Medical Assistance	\$17,510,481	9.2%	10.6%	0.87	7.8%	1.17	9.2%	1.00	8.7%	1.06
Commercial	\$33,682,133	17.6%	14.7%	1.20	16.3%	1.08	11.9%	1.48	16.2%	1.09
Charity Care	\$916,867	0.5%	1.0%	0.49	1.0%	0.50	1.0%	0.47	0.6%	0.81
Bad Debt	\$2,946,677	1.5%	1.1%	1.44	1.1%	1.36	1.7%	0.89	1.6%	0.99
All Other	\$16,319,603	8.5%	2.0%	4.36	1.1%	7.47	1.9%	4.50	9.8%	0.87
Total Deductions	\$128,484,812	67.3%	63.3%	1.06	67.1%	1.00	55.1%	1.22	65.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		29.4%	5.5%	5.35	4.8%	6.11	5.9%	4.96	27.0%	1.09
Net Gains/Losses as % of Net Income		0.0%	2.6%	N/A	N/A	N/A	14.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,254,211	29.6%	44.1%	0.67	39.0%	0.76	51.5%	0.57	27.8%	1.07
Supplies & Services	\$52,976,234	62.1%	49.0%	1.27	52.6%	1.18	40.5%	1.53	62.9%	0.99
Capital Component	\$7,097,420	8.3%	6.9%	1.21	8.4%	0.99	8.0%	1.04	9.3%	0.90
Fiscal Statistics										
Operating Margin (%)		3.6%	8.4%	0.44	11.9%	0.31	5.3%	0.69	2.5%	1.44
Total Hospital Net Income (%)		3.6%	8.6%	0.43	10.9%	0.33	6.1%	0.59	2.5%	1.44
Return on Equity (%)		0.0%	6.3%	N/A	7.6%	N/A	5.1%	N/A	0.0%	N/A
Current Ratio		0.0	5.9	N/A	9.7	N/A	5.4	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	51.6	N/A	48.3	N/A	51.7	N/A	0.0	N/A
Average Payment Period		0.0	38.5	N/A	30.8	N/A	34.1	N/A	0.0	N/A
Equity Financing (%)		0.0%	75.1%	N/A	80.8%	N/A	79.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		2.9	13.4	0.22	15.9	0.19	8.4	0.35	2.2	1.34
Total Asset Turnover		0.0	0.7	N/A	0.7	N/A	0.8	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	9.9	N/A	9.0	N/A	9.3	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		1.1%	5.4%	0.20	4.2%	0.26	4.5%	0.24	-16.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.9%	61.9%	1.24	63.4%	1.21	78.1%	0.98	75.5%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,018		\$15,830	0.76	\$12,178	0.99	\$12,599	0.95	\$11,959	1.00
Inpatient Net Revenue per Day	\$4,349		\$3,538	1.23	\$2,958	1.47	\$3,643	1.19	\$3,902	1.11
Outpatient Net Revenue per Visit	\$299		\$686	0.44	\$680	0.44	\$598	0.50	\$311	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$190,965,649	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$128,484,812	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$62,480,837	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$26,075,648			Subtotal	\$0
Total Revenue	\$88,556,485	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$85,327,865	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	\$3,228,620				

059 Grant Regional Health Center
 507 South Monroe Street
 Lancaster, WI 53813
 608-723-2143

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

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	88.3%	55.7%	1.59	57.3%	1.54	20.1%	4.39	97.0%	0.91
Obstetrics	0.0%	41.5%	N/A	43.6%	0.02	16.5%	N/A	105.2%	0.00
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	120.0%	57.5%	2.09	60.2%	1.99	24.5%	4.90	102.6%	1.17
Average Census (Patients)									
Adult Medical-Surgical	2.6	26.4	0.10	24.4	0.11	3.2	0.84	2.9	0.91
Obstetrics	0.9	5.6	0.16	5.1	0.17	0.6	1.37	1.1	0.84
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.1	0.00
Total Hospital	3.6	49.4	0.07	51.9	0.07	4.6	0.78	4.1	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.81	3.9	0.82	3.0	1.06	2.9	1.11
Obstetrics	2.1	2.5	0.82	2.7	0.77	2.1	0.97	2.1	0.99
Pediatrics	0.0	3.5	N/A	3.8	N/A	0.0	N/A	3.1	0.00
Total Hospital	3.0	4.4	0.67	4.3	0.68	2.9	1.03	2.7	1.09
Surgical Operations									
Inpatient	126	1,396	0.09	2,117	0.06	350	0.36	123	1.02
Outpatient	831	4,206	0.20	7,457	0.11	1,888	0.44	849	0.98
Inpatient as % of All Surgeries	13.2%	24.9%	0.53	22.1%	0.60	15.6%	0.84	12.7%	1.04
Outpatient Visits									
Non-Emergency Visits	23,213	136,074	0.17	174,723	0.13	24,234	0.96	24,396	0.95
Emergency Visits	2,928	18,688	0.16	17,254	0.17	3,778	0.77	3,042	0.96
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.3	0.31	26.0	0.23	5.4	1.11	5.0	1.20
Nurses, Licensed	62.1	239.2	0.26	251.5	0.25	46.6	1.33	52.6	1.18
Ancillary Nursing Personnel	8.1	40.0	0.20	43.3	0.19	8.1	1.00	7.1	1.15
All Other Personnel	130.1	480.4	0.27	653.1	0.20	107.7	1.21	130.1	1.00
Total FTEs	206.3	779.0	0.26	973.9	0.21	167.8	1.23	194.7	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	31.5	14.9	2.12	20.1	1.57	30.5	1.03	22.8	1.38
Nurses, Licensed	325.8	183.7	1.77	194.3	1.68	261.4	1.25	239.4	1.36
Ancillary Nursing Personnel	42.6	30.8	1.38	33.4	1.27	45.4	0.94	32.1	1.33
All Other Personnel	683.2	369.0	1.85	504.4	1.35	604.7	1.13	591.8	1.15
Total FTEs	1,083.1	598.3	1.81	752.2	1.44	941.9	1.15	886.0	1.22

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	3	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	444	Preferred Provider Organization (PPO)	Yes	Discharges	29	Total Births	156
Inpatient Days	1,314			Inpatient Days	254	Newborn Days	288

059 Grant Regional Health Center
Lancaster, WI 53813

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	3	303	967	88.3%	2.6	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	6	24	0.0%	0.1	4.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	156	323	0.0%	0.9	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	2	1	3.1
Physicians & Dentists	7	4	10.8	Radiological Services Personnel	3	7	9.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	24	28	49.5	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	1	6.1	Physical Therapists	5	4	6.6
Ancillary Nursing Personnel	3	6	8.1	Physical Therapy Assistants/Aides	0	3	2.2
Medical Assistants	2	1	2.7	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	3.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	1	2.4	Social Workers	1	1	1.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	4	15.8
Health Info Mgmt-Administrators/Technicians	8	1	8.8	All Other Personnel	34	30	51.9
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	7	1	8.0				
				Total	134	97	206.3

059 Grant Regional Health Center
Lancaster, WI 53813

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$18,878,982	41.4%	45.7%	0.91	41.6%	1.00	45.3%	0.91	40.8%	1.02
Medical Assistance	\$5,341,180	11.7%	14.0%	0.84	11.5%	1.02	9.6%	1.22	12.6%	0.93
Commercial	\$19,462,876	42.7%	35.8%	1.19	39.3%	1.09	42.0%	1.02	42.3%	1.01
All Other	\$1,913,550	4.2%	4.5%	0.93	7.5%	0.56	3.1%	1.37	4.3%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,848,266	12.8%	34.1%	0.38	30.8%	0.42	27.2%	0.47	20.4%	0.63
Medical Assistance	\$2,655,817	5.8%	10.6%	0.55	8.7%	0.67	7.0%	0.83	7.6%	0.76
Commercial	\$7,464,310	16.4%	14.7%	1.11	18.2%	0.90	13.4%	1.22	13.5%	1.21
Charity Care	\$410,084	0.9%	1.0%	0.92	0.9%	1.05	0.6%	1.53	0.7%	1.38
Bad Debt	\$488,260	1.1%	1.1%	1.00	1.1%	1.01	1.3%	0.81	1.0%	1.10
All Other	\$884,350	1.9%	2.0%	0.99	3.4%	0.58	1.4%	1.37	0.8%	2.49
Total Deductions	\$17,751,087	38.9%	63.3%	0.61	62.8%	0.62	50.9%	0.76	44.0%	0.89
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	5.5%	0.61	6.4%	0.53	3.0%	1.11	3.6%	0.94
Net Gains/Losses as % of Net Income		10.1%	2.6%	3.94	1.9%	5.43	2.7%	3.72	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,142,808	59.4%	44.1%	1.35	47.5%	1.25	45.2%	1.31	63.2%	0.94
Supplies & Services	\$9,437,642	30.9%	49.0%	0.63	45.0%	0.69	46.7%	0.66	29.5%	1.05
Capital Component	\$2,965,526	9.7%	6.9%	1.41	7.5%	1.29	8.1%	1.20	7.3%	1.33
Fiscal Statistics										
Operating Margin (%)		-6.0%	8.4%	N/A	5.0%	N/A	14.9%	N/A	-2.4%	2.53
Total Hospital Net Income (%)		-6.7%	8.6%	N/A	5.0%	N/A	15.3%	N/A	-2.1%	3.15
Return on Equity (%)		-3.1%	6.3%	N/A	3.8%	N/A	14.6%	N/A	-1.0%	3.05
Current Ratio		1.5	5.9	0.25	2.3	0.66	3.0	0.50	1.1	1.30
Days in Net Patient Accounts Receivable		53.8	51.6	1.04	47.8	1.12	58.4	0.92	98.7	0.54
Average Payment Period		75.8	38.5	1.97	55.0	1.38	56.8	1.33	129.1	0.59
Equity Financing (%)		41.0%	75.1%	0.55	59.3%	0.69	61.3%	0.67	49.7%	0.82
Long-Term Debt to Equity Ratio		1.2	0.2	7.57	0.3	4.10	0.4	3.14	0.7	1.77
Times Interest Earned		-2.3	13.4	N/A	5.0	N/A	18.7	N/A	-1.1	2.20
Total Asset Turnover		0.5	0.7	0.63	0.7	0.62	1.0	0.49	0.5	0.98
Average Age of Plant (Years)		8.7	9.9	0.88	10.5	0.83	8.5	1.02	11.8	0.74
Increase (Decrease) Total Net Patient Revenue		9.3%	5.4%	1.71	6.7%	1.40	2.5%	3.73	-1.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.4%	61.9%	1.32	59.8%	1.36	73.7%	1.10	81.4%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,345	\$15,830	0.78	\$17,803	0.69	\$15,847	0.78	\$9,580	1.29
Inpatient Net Revenue per Day		\$3,661	\$3,538	1.03	\$4,047	0.90	\$4,787	0.76	\$3,209	1.14
Outpatient Net Revenue per Visit		\$853	\$686	1.24	\$595	1.43	\$991	0.86	\$732	1.17

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$45,596,588	Cash & Cash Equivalents	\$1,155,978	Current Liabilities	\$5,882,442
Less Deductions	\$17,751,087	Net Patient Receivables	\$4,101,802	Long-Term Debt	\$30,464,056
Net Patient Revenue	\$27,845,501	Other Receivables	\$2,034,403	Other Liabilities	\$0
Plus Other Revenue	\$970,612			Subtotal	\$36,346,498
Total Revenue	\$28,816,113	Land, Buildings & Equipment (Net)	\$41,414,118	Unrestricted Fund Balance	\$25,251,404
Less Expenses	\$30,545,976	Other Assets	\$12,891,601	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$193,781			Total Liabilities & Fund Balance	\$61,597,902
Net Income	-\$1,923,644	Total Assets	\$61,597,902		

063 St Mary's Hospital
 700 South Park Street
 Madison, WI 53715
 608-251-6100

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	79.8%	55.7%	1.43	57.3%	1.39	69.4%	1.15	76.3%	1.05
Obstetrics	43.5%	41.5%	1.05	43.6%	0.47	52.7%	0.83	54.8%	0.79
Pediatrics	15.9%	52.8%	0.30	54.8%	0.29	32.8%	0.48	16.2%	0.98
Total Hospital	70.7%	57.5%	1.23	60.2%	1.17	67.8%	1.04	68.0%	1.04
Average Census (Patients)									
Adult Medical-Surgical	25.5	26.4	0.97	24.4	1.05	101.2	0.25	24.4	1.05
Obstetrics	20.4	5.6	3.63	5.1	4.03	15.7	1.30	25.8	0.79
Pediatrics	1.9	1.4	1.41	2.3	0.82	3.8	1.41	1.9	0.98
Total Hospital	251.0	49.4	5.08	51.9	4.83	195.9	1.28	241.3	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	3.9	0.87	3.9	0.88	4.4	0.79	3.4	1.00
Obstetrics	2.9	2.5	1.14	2.7	1.07	2.6	1.10	3.1	0.95
Pediatrics	2.1	3.5	0.58	3.8	0.54	3.6	0.58	2.0	1.04
Total Hospital	4.8	4.4	1.08	4.3	1.10	4.8	0.98	4.5	1.05
Surgical Operations									
Inpatient	5,644	1,396	4.04	2,117	2.67	5,208	1.08	5,363	1.05
Outpatient	3,619	4,206	0.86	7,457	0.49	14,763	0.25	3,672	0.99
Inpatient as % of All Surgeries	60.9%	24.9%	2.44	22.1%	2.76	26.1%	2.34	59.4%	1.03
Outpatient Visits									
Non-Emergency Visits	51,529	136,074	0.38	174,723	0.29	473,499	0.11	51,048	1.01
Emergency Visits	46,475	18,688	2.49	17,254	2.69	53,629	0.87	48,598	0.96
Full-Time Equivalents (FTEs)									
Administrators	92.4	19.3	4.78	26.0	3.55	64.0	1.44	92.4	1.00
Nurses, Licensed	647.9	239.2	2.71	251.5	2.58	866.8	0.75	705.3	0.92
Ancillary Nursing Personnel	86.7	40.0	2.16	43.3	2.00	141.9	0.61	146.8	0.59
All Other Personnel	766.6	480.4	1.60	653.1	1.17	1,693.5	0.45	890.9	0.86
Total FTEs	1,593.5	779.0	2.05	973.9	1.64	2,766.3	0.58	1,835.4	0.87
FTEs per 100 Patient Census (Adjusted)									
Administrators	25.4	14.9	1.71	20.1	1.26	13.7	1.85	26.7	0.95
Nurses, Licensed	177.9	183.7	0.97	194.3	0.92	186.0	0.96	203.9	0.87
Ancillary Nursing Personnel	23.8	30.8	0.77	33.4	0.71	30.4	0.78	42.4	0.56
All Other Personnel	210.5	369.0	0.57	504.4	0.42	363.3	0.58	257.6	0.82
Total FTEs	437.5	598.3	0.73	752.2	0.58	593.5	0.74	530.6	0.82

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	355	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	19,272	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,175
Inpatient Days	91,598			Inpatient Days	0	Newborn Days	3,834

063 St Mary's Hospital
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	2,716	9,319	79.8%	25.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	338	695	15.9%	1.9	2.1
Obstetrics	1	47	2,575	7,456	43.5%	20.4	2.9
Psychiatric	1	20	1,056	5,924	81.2%	16.2	5.6
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	27	281	6,479	65.7%	17.8	23.1
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	179	11,915	55,273	84.6%	151.4	4.6
Neonatal Intensive/Intermediate Care	1	38	359	6,452	46.5%	17.7	18.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	91	2	92.4	Surgical Personnel	20	7	30.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	9	13.4
Medical & Dental Residents	0	0	0.0	Sonographers	4	10	10.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	22	28.7
Registered Nurses	340	482	646.4	Occupational Therapists	5	11	14.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	3.6
Licensed Practical Nurses	1	1	1.5	Physical Therapists	7	8	10.9
Ancillary Nursing Personnel	47	81	86.7	Physical Therapy Assistants/Aides	6	1	6.6
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	1	6.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	13	14.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	29	8	32.9	All Other Personnel	392	282	529.5
Pharmacy Personnel	22	37	38.8				
Clinical Laboratory Personnel	20	13	26.8				
				Total	1,027	989	1,593.5

063 St Mary's Hospital
Madison, WI 53715

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$688,153,448	53.8%	45.7%	1.18	41.6%	1.29	46.0%	1.17	52.5%	1.02
Medical Assistance	\$156,670,715	12.2%	14.0%	0.88	11.5%	1.06	12.8%	0.96	12.7%	0.96
Commercial	\$404,665,872	31.6%	35.8%	0.88	39.3%	0.80	36.0%	0.88	32.2%	0.98
All Other	\$30,729,345	2.4%	4.5%	0.53	7.5%	0.32	5.3%	0.46	2.6%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$503,975,079	39.4%	34.1%	1.16	30.8%	1.28	35.3%	1.11	37.8%	1.04
Medical Assistance	\$117,445,960	9.2%	10.6%	0.87	8.7%	1.06	10.0%	0.92	9.6%	0.96
Commercial	\$185,710,290	14.5%	14.7%	0.99	18.2%	0.80	16.0%	0.90	15.1%	0.96
Charity Care	\$15,159,378	1.2%	1.0%	1.21	0.9%	1.38	1.0%	1.23	1.3%	0.91
Bad Debt	\$10,818,345	0.8%	1.1%	0.79	1.1%	0.80	0.9%	0.90	0.7%	1.22
All Other	\$6,900,969	0.5%	2.0%	0.28	3.4%	0.16	2.2%	0.24	0.5%	1.08
Total Deductions	\$840,010,021	65.6%	63.3%	1.04	62.8%	1.04	65.5%	1.00	65.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.6%	5.5%	0.47	6.4%	0.41	6.8%	0.39	3.8%	0.68	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	1.9%	N/A	1.9%	N/A	20.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$171,115,639	43.4%	44.1%	0.98	47.5%	0.91	43.1%	1.01	45.6%	0.95
Supplies & Services	\$195,373,134	49.6%	49.0%	1.01	45.0%	1.10	50.4%	0.98	47.5%	1.04
Capital Component	\$27,745,681	7.0%	6.9%	1.02	7.5%	0.94	6.4%	1.09	6.9%	1.02
Fiscal Statistics										
Operating Margin (%)	12.8%	8.4%	1.53	5.0%	2.58	8.5%	1.50	10.2%	1.25	
Total Hospital Net Income (%)	11.4%	8.6%	1.33	5.0%	2.26	8.7%	1.32	12.4%	0.92	
Return on Equity (%)	12.9%	6.3%	2.04	3.8%	3.41	6.7%	1.93	15.3%	0.84	
Current Ratio	1.3	5.9	0.22	2.3	0.59	6.2	0.21	1.0	1.34	
Days in Net Patient Accounts Receivable	31.5	51.6	0.61	47.8	0.66	50.7	0.62	33.7	0.93	
Average Payment Period	49.9	38.5	1.29	55.0	0.91	38.6	1.29	62.7	0.80	
Equity Financing (%)	83.0%	75.1%	1.10	59.3%	1.40	76.2%	1.09	78.0%	1.06	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.3	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	10.6	13.4	0.79	5.0	2.12	13.7	0.77	16.0	0.66	
Total Asset Turnover	1.2	0.7	1.56	0.7	1.53	0.8	1.49	1.2	0.96	
Average Age of Plant (Years)	17.4	9.9	1.77	10.5	1.66	10.8	1.62	15.8	1.10	
Increase (Decrease) Total Net Patient Revenue	8.1%	5.4%	1.50	6.7%	1.22	6.1%	1.33	2.4%	3.35	
Outpatient Gross Revenue (% of Total GPR)	30.7%	61.9%	0.50	59.8%	0.51	58.0%	0.53	30.1%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,355	\$15,830	1.03	\$17,803	0.92	\$17,621	0.93	\$14,426	1.13	
Inpatient Net Revenue per Day	\$3,422	\$3,538	0.97	\$4,047	0.85	\$3,654	0.94	\$3,165	1.08	
Outpatient Net Revenue per Visit	\$1,386	\$686	2.02	\$595	2.33	\$698	1.99	\$1,362	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,280,219,380	Cash & Cash Equivalents	\$21,161,140	Current Liabilities	\$51,315,387
Less Deductions	\$840,010,021	Net Patient Receivables	\$37,941,256	Long-Term Debt	\$0
Net Patient Revenue	\$440,209,359	Other Receivables	\$2,597,990	Other Liabilities	\$15,648,586
Plus Other Revenue	\$11,798,356			Subtotal	\$66,963,973
Total Revenue	\$452,007,715	Land, Buildings & Equipment (Net)	\$148,517,240	Unrestricted Fund Balance	\$326,084,285
Less Expenses	\$394,234,454	Other Assets	\$182,830,632	Restricted Fund Balance	\$5,624,665
Non-Operating Gains/Losses	-\$7,086,231			Total Liabilities & Fund Balance	\$393,048,258
Net Income	\$50,687,030	Total Assets	\$393,048,258		

061 UnityPoint Health - Meriter
 202 South Park Street
 Madison, WI 53715
 608-417-6000

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

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	73.3%	55.7%	1.32	57.3%	1.28	69.4%	1.06	65.7%	1.12
Obstetrics	94.9%	41.5%	2.29	43.6%	0.96	52.7%	1.80	80.5%	1.18
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	86.4%	57.5%	1.50	60.2%	1.43	67.8%	1.28	79.3%	1.09
Average Census (Patients)									
Adult Medical-Surgical	43.2	26.4	1.64	24.4	1.77	101.2	0.43	38.7	1.12
Obstetrics	41.8	5.6	7.42	5.1	8.24	15.7	2.66	35.4	1.18
Pediatrics	0.0	1.4	N/A	2.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	187.5	49.4	3.80	51.9	3.61	195.9	0.96	172.1	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.9	0.79	4.4	0.71	3.0	1.04
Obstetrics	3.0	2.5	1.19	2.7	1.12	2.6	1.15	3.0	1.01
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.3	4.4	0.98	4.3	0.99	4.8	0.89	4.3	1.01
Surgical Operations									
Inpatient	1,682	1,396	1.20	2,117	0.79	5,208	0.32	2,069	0.81
Outpatient	6,260	4,206	1.49	7,457	0.84	14,763	0.42	5,608	1.12
Inpatient as % of All Surgeries	21.2%	24.9%	0.85	22.1%	0.96	26.1%	0.81	27.0%	0.79
Outpatient Visits									
Non-Emergency Visits	355,554	136,074	2.61	174,723	2.03	473,499	0.75	166,797	2.13
Emergency Visits	41,673	18,688	2.23	17,254	2.42	53,629	0.78	39,308	1.06
Full-Time Equivalents (FTEs)									
Administrators	36.0	19.3	1.86	26.0	1.38	64.0	0.56	11.0	3.27
Nurses, Licensed	683.0	239.2	2.86	251.5	2.72	866.8	0.79	672.4	1.02
Ancillary Nursing Personnel	121.4	40.0	3.03	43.3	2.81	141.9	0.86	96.4	1.26
All Other Personnel	1,492.6	480.4	3.11	653.1	2.29	1,693.5	0.88	1,416.4	1.05
Total FTEs	2,333.0	779.0	2.99	973.9	2.40	2,766.3	0.84	2,196.2	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	14.9	0.62	20.1	0.46	13.7	0.67	3.2	2.83
Nurses, Licensed	174.7	183.7	0.95	194.3	0.90	186.0	0.94	198.5	0.88
Ancillary Nursing Personnel	31.1	30.8	1.01	33.4	0.93	30.4	1.02	28.5	1.09
All Other Personnel	381.7	369.0	1.03	504.4	0.76	363.3	1.05	418.3	0.91
Total FTEs	596.7	598.3	1.00	752.2	0.79	593.5	1.01	648.5	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	217	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	15,917	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	4,844
Inpatient Days	68,446			Inpatient Days	0	Newborn Days	9,585

061 UnityPoint Health - Meriter
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	59	5,110	15,780	73.3%	43.2	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	44	5,030	15,247	94.9%	41.8	3.0
Psychiatric	1	25	1,492	8,911	97.7%	24.4	6.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	7	193	2,449	95.9%	6.7	12.7
Cardiac Intensive Unit	1	38	2,876	12,189	87.9%	33.4	4.2
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	32	531	9,619	82.4%	26.4	18.1
Other Intensive Care	1	12	685	4,251	97.1%	11.6	6.2
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	36	0	36.0	Surgical Personnel	13	28	34.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	31	30	50.2
Medical & Dental Residents	0	0	0.0	Sonographers	13	11	21.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	35	31.7
Registered Nurses	218	655	667.3	Occupational Therapists	10	20	19.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	2	4.4
Licensed Practical Nurses	2	4	4.9	Physical Therapists	14	46	40.6
Ancillary Nursing Personnel	34	168	121.4	Physical Therapy Assistants/Aides	18	21	31.0
Medical Assistants	34	28	54.0	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	6	8.4
Nurse Practitioners	1	1	1.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	18	18	26.1
Clinical Nurse Specialists	8	2	8.9	All Other Health Professionals	199	188	306.8
Health Info Mgmt-Administrators/Technicians	19	1	19.8	All Other Personnel	509	396	736.8
Pharmacy Personnel	47	38	68.8				
Clinical Laboratory Personnel	27	16	38.2				
				Total	1,267	1,714	2,333.0

061 UnityPoint Health - Meriter
Madison, WI 53715

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$436,243,474	35.9%	45.7%	0.79	41.6%	0.86	46.0%	0.78	40.0%	0.90
Medical Assistance	\$173,535,914	14.3%	14.0%	1.02	11.5%	1.24	12.8%	1.12	14.6%	0.98
Commercial	\$547,170,950	45.0%	35.8%	1.26	39.3%	1.14	36.0%	1.25	43.0%	1.05
All Other	\$58,204,785	4.8%	4.5%	1.06	7.5%	0.64	5.3%	0.91	2.4%	1.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$327,760,370	27.0%	34.1%	0.79	30.8%	0.88	35.3%	0.76	30.2%	0.89
Medical Assistance	\$126,752,318	10.4%	10.6%	0.99	8.7%	1.20	10.0%	1.04	10.8%	0.97
Commercial	\$269,592,256	22.2%	14.7%	1.51	18.2%	1.22	16.0%	1.38	19.6%	1.13
Charity Care	\$9,800,858	0.8%	1.0%	0.83	0.9%	0.94	1.0%	0.84	0.8%	1.07
Bad Debt	\$8,175,012	0.7%	1.1%	0.63	1.1%	0.63	0.9%	0.72	0.8%	0.89
All Other	\$39,425,231	3.2%	2.0%	1.66	3.4%	0.97	2.2%	1.45	1.2%	2.71
Total Deductions	\$781,506,045	64.3%	63.3%	1.02	62.8%	1.02	65.5%	0.98	63.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	5.5%	0.89	6.4%	0.77	6.8%	0.73	9.7%	0.51
Net Gains/Losses as % of Net Income		320.3%	2.6%	125.28	1.9%	172.53	1.9%	169.44	66.1%	4.85
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$227,551,690	51.2%	44.1%	1.16	47.5%	1.08	43.1%	1.19	44.9%	1.14
Supplies & Services	\$181,273,471	40.8%	49.0%	0.83	45.0%	0.91	50.4%	0.81	46.8%	0.87
Capital Component	\$35,869,445	8.1%	6.9%	1.17	7.5%	1.07	6.4%	1.25	8.3%	0.97
Fiscal Statistics										
Operating Margin (%)		2.5%	8.4%	0.30	5.0%	0.50	8.5%	0.29	4.5%	0.55
Total Hospital Net Income (%)		-1.2%	8.6%	N/A	5.0%	N/A	8.7%	N/A	12.3%	N/A
Return on Equity (%)		-0.7%	6.3%	N/A	3.8%	N/A	6.7%	N/A	7.7%	N/A
Current Ratio		1.6	5.9	0.26	2.3	0.69	6.2	0.25	2.3	0.69
Days in Net Patient Accounts Receivable		34.3	51.6	0.67	47.8	0.72	50.7	0.68	49.0	0.70
Average Payment Period		46.0	38.5	1.20	55.0	0.84	38.6	1.19	40.7	1.13
Equity Financing (%)		63.0%	75.1%	0.84	59.3%	1.06	76.2%	0.83	61.9%	1.02
Long-Term Debt to Equity Ratio		0.4	0.2	2.40	0.3	1.30	0.1	3.33	0.4	0.98
Times Interest Earned		0.3	13.4	0.02	5.0	0.06	13.7	0.02	8.5	0.04
Total Asset Turnover		0.6	0.7	0.84	0.7	0.83	0.8	0.80	0.6	1.08
Average Age of Plant (Years)		4.7	9.9	0.48	10.5	0.45	10.8	0.44	4.0	1.16
Increase (Decrease) Total Net Patient Revenue		8.7%	5.4%	1.59	6.7%	1.30	6.1%	1.42	-4.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		52.0%	61.9%	0.84	59.8%	0.87	58.0%	0.90	49.2%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,572	\$15,830	0.86	\$17,803	0.76	\$17,621	0.77	\$14,779	0.92
Inpatient Net Revenue per Day		\$3,156	\$3,538	0.89	\$4,047	0.78	\$3,654	0.86	\$3,469	0.91
Outpatient Net Revenue per Visit		\$568	\$686	0.83	\$595	0.96	\$698	0.81	\$918	0.62

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,215,155,123	Cash & Cash Equivalents	\$34,276,706	Current Liabilities	\$53,457,651
Less Deductions	\$781,506,045	Net Patient Receivables	\$40,803,530	Long-Term Debt	\$177,897,594
Net Patient Revenue	\$433,649,078	Other Receivables	\$4,224,896	Other Liabilities	\$35,923,178
Plus Other Revenue	\$22,418,310			Subtotal	\$267,278,423
Total Revenue	\$456,067,388	Land, Buildings & Equipment (Net)	\$259,252,842	Unrestricted Fund Balance	\$464,123,666
Less Expenses	\$444,694,606	Other Assets	\$397,708,179	Restricted Fund Balance	\$4,864,064
Non-Operating Gains/Losses	-\$16,534,225			Total Liabilities & Fund Balance	\$731,402,089
Net Income	-\$5,161,443	Total Assets	\$736,266,153		

064 UW Hospital and Clinics Authority
 600 Highland Avenue
 Madison, WI 53792
 608-263-6400

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	77.8%	55.7%	1.40	57.3%	1.36	69.4%	1.12	79.7%	0.98
Obstetrics	0.0%	41.5%	N/A	43.6%	N/A	52.7%	N/A	0.0%	N/A
Pediatrics	69.0%	52.8%	1.31	54.8%	1.26	32.8%	2.11	70.2%	0.98
Total Hospital	74.0%	57.5%	1.29	60.2%	1.23	67.8%	1.09	75.4%	0.98
Average Census (Patients)									
Adult Medical-Surgical	314.2	26.4	11.91	24.4	12.89	101.2	3.10	308.4	1.02
Obstetrics	0.0	5.6	N/A	5.1	N/A	15.7	N/A	0.0	N/A
Pediatrics	37.3	1.4	27.57	2.3	16.04	3.8	27.57	36.5	1.02
Total Hospital	472.0	49.4	9.56	51.9	9.09	195.9	2.41	468.3	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	3.9	1.23	3.9	1.23	4.4	1.10	4.7	1.02
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.6	N/A	0.0	N/A
Pediatrics	4.0	3.5	1.13	3.8	1.05	3.6	1.12	3.7	1.07
Total Hospital	5.2	4.4	1.17	4.3	1.19	4.8	1.07	5.1	1.01
Surgical Operations									
Inpatient	31,573	1,396	22.61	2,117	14.91	5,208	6.06	30,773	1.03
Outpatient	127,456	4,206	30.30	7,457	17.09	14,763	8.63	117,952	1.08
Inpatient as % of All Surgeries	19.9%	24.9%	0.80	22.1%	0.90	26.1%	0.76	20.7%	0.96
Outpatient Visits									
Non-Emergency Visits	939,194	136,074	6.90	174,723	5.38	473,499	1.98	891,324	1.05
Emergency Visits	77,149	18,688	4.13	17,254	4.47	53,629	1.44	72,793	1.06
Full-Time Equivalents (FTEs)									
Administrators	137.8	19.3	7.12	26.0	5.29	64.0	2.15	129.4	1.06
Nurses, Licensed	2,266.5	239.2	9.48	251.5	9.01	866.8	2.61	2,566.2	0.88
Ancillary Nursing Personnel	370.9	40.0	9.26	43.3	8.57	141.9	2.61	437.3	0.85
All Other Personnel	6,290.4	480.4	13.09	653.1	9.63	1,693.5	3.71	6,781.6	0.93
Total FTEs	9,065.7	779.0	11.64	973.9	9.31	2,766.3	3.28	9,914.5	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.8	14.9	0.93	20.1	0.69	13.7	1.01	13.5	1.02
Nurses, Licensed	227.3	183.7	1.24	194.3	1.17	186.0	1.22	268.1	0.85
Ancillary Nursing Personnel	37.2	30.8	1.21	33.4	1.11	30.4	1.22	45.7	0.81
All Other Personnel	630.8	369.0	1.71	504.4	1.25	363.3	1.74	708.5	0.89
Total FTEs	909.2	598.3	1.52	752.2	1.21	593.5	1.53	1,035.8	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	638	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	33,374	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3
Inpatient Days	172,263			Inpatient Days	0	Newborn Days	0

064 UW Hospital and Clinics Authority
Madison, WI 53792

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	404	23,803	114,673	77.8%	314.2	4.8
Orthopedic	1	42	3,064	9,420	61.4%	25.8	3.1
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	54	3,408	13,598	69.0%	37.3	4.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	18	1,220	5,301	80.7%	14.5	4.3
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	31	463	9,856	87.1%	27.0	21.3
Cardiac Intensive Unit	1	7	187	2,010	78.7%	5.5	10.7
Pediatric Intensive Care	1	21	361	4,541	59.2%	12.4	12.6
Burn Care	1	7	223	2,230	87.3%	6.1	10.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	147	4,059	42.8%	11.1	27.6
Other Intensive Care	1	18	309	5,641	85.9%	15.5	18.3
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	10	189	934	25.6%	2.6	4.9

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	137	1	137.8	Surgical Personnel	111	24	126.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	215	53	245.4
Medical & Dental Residents	687	1	687.8	Sonographers	21	8	26.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	117	22	129.0
Registered Nurses	1,655	847	2,208.8	Occupational Therapists	23	55	48.1
Certified Nurse Midwives	4	1	4.6	Occupational Therapy Assistants/Aides	1	5	4.6
Licensed Practical Nurses	1	1	1.8	Physical Therapists	70	70	103.6
Ancillary Nursing Personnel	230	239	370.9	Physical Therapy Assistants/Aides	5	5	7.9
Medical Assistants	201	91	263.9	Recreational Therapists	31	88	57.0
Physician Assistants	0	2	1.5	Dietitians & Nutritionists	33	18	43.8
Nurse Practitioners	0	3	2.2	Psychologists	6	2	6.7
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	54	22	69.5
Clinical Nurse Specialists	44	7	49.2	All Other Health Professionals	791	244	876.1
Health Info Mgmt-Administrators/Technicians	200	23	214.7	All Other Personnel	2,605	489	2,831.7
Pharmacy Personnel	237	65	282.7				
Clinical Laboratory Personnel	224	64	263.3				
				Total	7,703	2,450	9,065.7

064 UW Hospital and Clinics Authority

Madison, WI 53792

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,657,008,613	35.5%	45.7%	0.78	41.6%	0.85	46.0%	0.77	34.3%	1.04
Medical Assistance	\$453,240,365	9.7%	14.0%	0.70	11.5%	0.84	12.8%	0.76	10.0%	0.97
Commercial	\$2,033,643,144	43.6%	35.8%	1.22	39.3%	1.11	36.0%	1.21	44.9%	0.97
All Other	\$519,818,679	11.1%	4.5%	2.48	7.5%	1.48	5.3%	2.12	10.8%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,217,710,295	26.1%	34.1%	0.77	30.8%	0.85	35.3%	0.74	24.7%	1.06
Medical Assistance	\$319,562,580	6.9%	10.6%	0.65	8.7%	0.79	10.0%	0.69	7.0%	0.98
Commercial	\$977,015,025	20.9%	14.7%	1.43	18.2%	1.15	16.0%	1.31	21.3%	0.98
Charity Care	\$46,976,817	1.0%	1.0%	1.03	0.9%	1.18	1.0%	1.05	0.9%	1.16
Bad Debt	\$35,657,545	0.8%	1.1%	0.71	1.1%	0.72	0.9%	0.82	1.1%	0.67
All Other	\$205,188,457	4.4%	2.0%	2.25	3.4%	1.31	2.2%	1.96	4.7%	0.94
Total Deductions	\$2,802,110,719	60.1%	63.3%	0.95	62.8%	0.96	65.5%	0.92	59.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.27	6.4%	0.24	6.8%	0.22	1.6%	0.96	
Net Gains/Losses as % of Net Income	7.2%	2.6%	2.81	1.9%	3.87	1.9%	3.80	50.1%	0.14	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$801,990,149	44.7%	44.1%	1.01	47.5%	0.94	43.1%	1.04	46.8%	0.95
Supplies & Services	\$861,952,134	48.0%	49.0%	0.98	45.0%	1.07	50.4%	0.95	46.5%	1.03
Capital Component	\$130,945,068	7.3%	6.9%	1.06	7.5%	0.97	6.4%	1.13	6.7%	1.09
Fiscal Statistics										
Operating Margin (%)	5.0%	8.4%	0.60	5.0%	1.02	8.5%	0.59	1.8%	2.76	
Total Hospital Net Income (%)	5.4%	8.6%	0.63	5.0%	1.07	8.7%	0.63	3.6%	1.50	
Return on Equity (%)	4.1%	6.3%	0.64	3.8%	1.07	6.7%	0.61	2.8%	1.45	
Current Ratio	1.8	5.9	0.30	2.3	0.79	6.2	0.29	1.5	1.15	
Days in Net Patient Accounts Receivable	45.3	51.6	0.88	47.8	0.95	50.7	0.89	45.1	1.00	
Average Payment Period	64.6	38.5	1.68	55.0	1.17	38.6	1.67	61.4	1.05	
Equity Financing (%)	54.5%	75.1%	0.73	59.3%	0.92	76.2%	0.72	59.2%	0.92	
Long-Term Debt to Equity Ratio	0.3	0.2	1.90	0.3	1.03	0.1	2.63	0.3	0.98	
Times Interest Earned	6.5	13.4	0.48	5.0	1.30	13.7	0.47	4.5	1.43	
Total Asset Turnover	0.7	0.7	1.01	0.7	1.00	0.8	0.97	0.8	0.98	
Average Age of Plant (Years)	8.7	9.9	0.88	10.5	0.83	10.8	0.81	8.5	1.03	
Increase (Decrease) Total Net Patient Revenue	7.1%	5.4%	1.31	6.7%	1.07	6.1%	1.17	6.4%	1.12	
Outpatient Gross Revenue (% of Total GPR)	52.8%	61.9%	0.85	59.8%	0.88	58.0%	0.91	51.6%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,772	\$15,830	1.69	\$17,803	1.50	\$17,621	1.52	\$26,547	1.01	
Inpatient Net Revenue per Day	\$5,198	\$3,538	1.47	\$4,047	1.28	\$3,654	1.42	\$5,245	0.99	
Outpatient Net Revenue per Visit	\$988	\$686	1.44	\$595	1.66	\$698	1.42	\$934	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,663,710,801	Cash & Cash Equivalents	\$214,477,325	Current Liabilities	\$302,122,144
Less Deductions	\$2,802,110,719	Net Patient Receivables	\$230,975,816	Long-Term Debt	\$417,659,989
Net Patient Revenue	\$1,861,600,082	Other Receivables	\$23,488,115	Other Liabilities	\$430,912,485
Plus Other Revenue	\$28,600,174			Subtotal	\$1,150,694,618
Total Revenue	\$1,890,200,256	Land, Buildings & Equipment (Net)	\$784,325,650	Unrestricted Fund Balance	\$1,379,507,914
Less Expenses	\$1,794,887,351	Other Assets	\$1,276,935,626	Restricted Fund Balance	\$12,949,602
Non-Operating Gains/Losses	\$7,385,790			Total Liabilities & Fund Balance	\$2,530,202,532
Net Income	\$102,698,695	Total Assets	\$2,530,202,532		

178 Holy Family Memorial Inc
 2300 Western Ave, PO Box 1450
 Manitowoc, WI 54221
 920-320-2011

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.1%	55.7%	0.90	50.7%	0.99	43.4%	1.15	57.3%	0.87
Obstetrics	8.7%	41.5%	0.21	35.8%	0.03	26.7%	0.33	10.1%	0.87
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	39.4%	57.5%	0.69	47.6%	0.83	41.9%	0.94	44.5%	0.89
Average Census (Patients)									
Adult Medical-Surgical	17.5	26.4	0.66	23.3	0.75	13.7	1.28	20.0	0.87
Obstetrics	1.1	5.6	0.20	4.4	0.26	2.3	0.50	1.3	0.87
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	22.8	49.4	0.46	40.3	0.57	26.3	0.87	25.8	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.84	3.6	0.92	3.3	0.99	3.4	0.96
Obstetrics	2.1	2.5	0.83	2.5	0.85	2.3	0.92	2.2	0.96
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.76	3.6	0.92	3.6	0.94	3.5	0.95
Surgical Operations									
Inpatient	908	1,396	0.65	1,119	0.81	664	1.37	1,031	0.88
Outpatient	2,018	4,206	0.48	4,642	0.43	2,945	0.69	2,119	0.95
Inpatient as % of All Surgeries	31.0%	24.9%	1.25	19.4%	1.60	18.4%	1.69	32.7%	0.95
Outpatient Visits									
Non-Emergency Visits	211,910	136,074	1.56	200,883	1.05	115,364	1.84	206,581	1.03
Emergency Visits	11,206	18,688	0.60	18,216	0.62	14,511	0.77	11,805	0.95
Full-Time Equivalents (FTEs)									
Administrators	8.0	19.3	0.41	19.6	0.41	13.8	0.58	11.7	0.69
Nurses, Licensed	165.7	239.2	0.69	266.6	0.62	135.2	1.23	171.7	0.97
Ancillary Nursing Personnel	19.9	40.0	0.50	32.6	0.61	20.8	0.96	23.3	0.85
All Other Personnel	510.4	480.4	1.06	519.5	0.98	324.4	1.57	584.5	0.87
Total FTEs	704.0	779.0	0.90	838.3	0.84	494.3	1.42	791.1	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.8	14.9	0.53	13.4	0.58	14.2	0.55	10.4	0.76
Nurses, Licensed	162.5	183.7	0.88	183.1	0.89	138.6	1.17	152.5	1.07
Ancillary Nursing Personnel	19.5	30.8	0.63	22.4	0.87	21.3	0.91	20.7	0.94
All Other Personnel	500.6	369.0	1.36	356.8	1.40	332.6	1.50	519.4	0.96
Total FTEs	690.5	598.3	1.15	575.7	1.20	506.7	1.36	703.0	0.98

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 2,493
 Inpatient Days 8,339

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 12
 Total Births 173
 Newborn Days 339

178 Holy Family Memorial Inc
Manitowoc, WI 54221

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,943	6,396	50.1%	17.5	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	13	196	415	8.7%	1.1	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	354	1,528	41.9%	4.2	4.3
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	0	8.0	Surgical Personnel	4	3	5.1
Physicians & Dentists	45	7	47.7	Radiological Services Personnel	6	11	12.8
Medical & Dental Residents	0	0	0.0	Sonographers	4	2	4.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	6	3.7
Registered Nurses	99	79	137.4	Occupational Therapists	5	5	7.9
Certified Nurse Midwives	1	0	1.0	Occupational Therapy Assistants/Aides	0	2	0.9
Licensed Practical Nurses	10	3	11.3	Physical Therapists	10	5	13.0
Ancillary Nursing Personnel	15	26	19.9	Physical Therapy Assistants/Aides	5	5	7.1
Medical Assistants	36	22	48.5	Recreational Therapists	0	0	0.0
Physician Assistants	10	2	11.3	Dietitians & Nutritionists	1	2	1.8
Nurse Practitioners	13	0	13.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	3	3.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	70	72	100.5
Health Info Mgmt-Administrators/Technicians	7	3	9.1	All Other Personnel	160	114	202.0
Pharmacy Personnel	7	7	9.4				
Clinical Laboratory Personnel	14	12	20.3				
				Total	539	391	704.0

178 Holy Family Memorial Inc
Manitowoc, WI 54221

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$208,270,067	54.4%	45.7%	1.19	46.7%	1.16	50.0%	1.09	53.2%	1.02
Medical Assistance	\$39,905,433	10.4%	14.0%	0.75	11.9%	0.88	11.4%	0.91	10.2%	1.02
Commercial	\$123,778,853	32.3%	35.8%	0.90	38.0%	0.85	34.7%	0.93	32.6%	0.99
All Other	\$10,913,605	2.9%	4.5%	0.63	3.4%	0.83	3.9%	0.74	3.9%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$161,877,443	42.3%	34.1%	1.24	34.7%	1.22	35.4%	1.19	41.2%	1.03
Medical Assistance	\$30,224,577	7.9%	10.6%	0.75	9.0%	0.88	8.4%	0.94	8.0%	0.98
Commercial	\$56,972,341	14.9%	14.7%	1.01	16.1%	0.92	13.7%	1.09	15.4%	0.96
Charity Care	\$1,546,990	0.4%	1.0%	0.41	0.9%	0.44	0.9%	0.44	0.3%	1.16
Bad Debt	\$5,352,459	1.4%	1.1%	1.31	1.0%	1.42	1.1%	1.24	0.8%	1.81
All Other	\$10,948,132	2.9%	2.0%	1.46	1.8%	1.63	2.2%	1.31	1.6%	1.82
Total Deductions	\$266,921,942	69.7%	63.3%	1.10	63.5%	1.10	61.7%	1.13	67.4%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.3%	5.5%	0.42	3.5%	0.65	4.3%	0.53	2.0%	1.17
Net Gains/Losses as % of Net Income		19.0%	2.6%	7.42	8.5%	2.22	N/A	N/A	388.6%	0.05
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$78,812,755	57.7%	44.1%	1.31	45.8%	1.26	45.3%	1.27	59.0%	0.98
Supplies & Services	\$49,679,746	36.4%	49.0%	0.74	46.8%	0.78	47.8%	0.76	35.0%	1.04
Capital Component	\$8,154,999	6.0%	6.9%	0.87	7.4%	0.81	6.9%	0.87	6.0%	1.00
Fiscal Statistics										
Operating Margin (%)		-15.2%	8.4%	N/A	9.4%	N/A	6.9%	N/A	-5.6%	2.68
Total Hospital Net Income (%)		-19.4%	8.6%	N/A	10.2%	N/A	5.8%	N/A	1.8%	N/A
Return on Equity (%)		-12.5%	6.3%	N/A	7.0%	N/A	4.3%	N/A	1.2%	N/A
Current Ratio		1.4	5.9	0.24	4.3	0.34	3.9	0.37	2.1	0.68
Days in Net Patient Accounts Receivable		53.8	51.6	1.04	50.7	1.06	51.1	1.05	87.9	0.61
Average Payment Period		67.1	38.5	1.74	54.9	1.22	40.4	1.66	58.8	1.14
Equity Financing (%)		59.0%	75.1%	0.79	75.6%	0.78	77.0%	0.77	64.2%	0.92
Long-Term Debt to Equity Ratio		0.5	0.2	2.90	0.2	2.68	0.2	2.98	0.4	1.16
Times Interest Earned		-10.9	13.4	N/A	14.7	N/A	12.4	N/A	2.3	N/A
Total Asset Turnover		0.7	0.7	0.91	0.7	0.98	0.7	0.90	0.6	1.08
Average Age of Plant (Years)		21.0	9.9	2.13	10.4	2.03	9.9	2.13	22.5	0.93
Increase (Decrease) Total Net Patient Revenue		-3.4%	5.4%	N/A	3.9%	N/A	1.9%	N/A	-5.0%	0.69
Outpatient Gross Revenue (% of Total GPR)		77.6%	61.9%	1.25	71.3%	1.09	72.6%	1.07	77.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,992	\$15,830	0.57	\$12,899	0.70	\$10,657	0.84	\$10,252	0.88
Inpatient Net Revenue per Day		\$2,688	\$3,538	0.76	\$3,402	0.79	\$2,933	0.92	\$2,909	0.92
Outpatient Net Revenue per Visit		\$443	\$686	0.65	\$545	0.81	\$589	0.75	\$438	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$382,867,958	Cash & Cash Equivalents	\$8,895,831	Current Liabilities	\$24,018,142
Less Deductions	\$266,921,942	Net Patient Receivables	\$17,090,999	Long-Term Debt	\$48,417,537
Net Patient Revenue	\$115,946,016	Other Receivables	\$2,053,248	Other Liabilities	\$145,515
Plus Other Revenue	\$2,715,822			Subtotal	\$72,581,194
Total Revenue	\$118,661,838	Land, Buildings & Equipment (Net)	\$79,771,241	Unrestricted Fund Balance	\$104,610,658
Less Expenses	\$136,647,500	Other Assets	\$69,380,533	Restricted Fund Balance	\$3,157,408
Non-Operating Gains/Losses	-\$4,209,074			Total Liabilities & Fund Balance	\$177,191,852
Net Income	-\$22,194,736	Total Assets	\$177,191,852		

067 Aurora Medical Center - Bay Area
 3003 University Drive
 Marinette, WI 54143
 715-735-6621

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

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.8%	55.7%	1.15	50.7%	1.26	43.4%	1.47	51.9%	1.23
Obstetrics	18.8%	41.5%	0.45	35.8%	0.04	26.7%	0.70	30.4%	0.62
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	57.5%	0.77	47.6%	0.94	41.9%	1.06	52.1%	0.85
Average Census (Patients)									
Adult Medical-Surgical	19.8	26.4	0.75	23.3	0.85	13.7	1.44	18.7	1.06
Obstetrics	1.5	5.6	0.27	4.4	0.34	2.3	0.66	1.5	0.99
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.2	49.4	0.53	40.3	0.65	26.3	1.00	25.5	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.91	3.6	1.00	3.3	1.07	3.6	1.00
Obstetrics	2.4	2.5	0.96	2.5	0.98	2.3	1.06	2.6	0.94
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.73	3.6	0.89	3.6	0.91	3.2	1.01
Surgical Operations									
Inpatient	500	1,396	0.36	1,119	0.45	664	0.75	449	1.11
Outpatient	3,408	4,206	0.81	4,642	0.73	2,945	1.16	3,142	1.08
Inpatient as % of All Surgeries	12.8%	24.9%	0.51	19.4%	0.66	18.4%	0.70	12.5%	1.02
Outpatient Visits									
Non-Emergency Visits	333,221	136,074	2.45	200,883	1.66	115,364	2.89	312,584	1.07
Emergency Visits	19,968	18,688	1.07	18,216	1.10	14,511	1.38	19,784	1.01
Full-Time Equivalents (FTEs)									
Administrators	62.8	19.3	3.24	19.6	3.21	13.8	4.54	61.0	1.03
Nurses, Licensed	126.9	239.2	0.53	266.6	0.48	135.2	0.94	141.3	0.90
Ancillary Nursing Personnel	12.7	40.0	0.32	32.6	0.39	20.8	0.61	11.4	1.11
All Other Personnel	311.8	480.4	0.65	519.5	0.60	324.4	0.96	342.9	0.91
Total FTEs	514.2	779.0	0.66	838.3	0.61	494.3	1.04	556.6	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	58.9	14.9	3.97	13.4	4.39	14.2	4.16	60.0	0.98
Nurses, Licensed	119.2	183.7	0.65	183.1	0.65	138.6	0.86	139.0	0.86
Ancillary Nursing Personnel	11.9	30.8	0.39	22.4	0.53	21.3	0.56	11.2	1.06
All Other Personnel	292.7	369.0	0.79	356.8	0.82	332.6	0.88	337.4	0.87
Total FTEs	482.8	598.3	0.81	575.7	0.84	506.7	0.95	547.6	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	59	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	11
Discharges	2,961	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	211
Inpatient Days	9,580			Inpatient Days	0	Newborn Days	624

067 Aurora Medical Center - Bay Area
Marinette, WI 54143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	31	2,027	7,219	63.8%	19.8	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	225	548	18.8%	1.5	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	678	1,813	49.7%	5.0	2.7
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	10	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	57	8	62.8	Surgical Personnel	9	8	14.4
Physicians & Dentists	18	0	18.0	Radiological Services Personnel	20	13	24.1
Medical & Dental Residents	0	0	0.0	Sonographers	5	1	5.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	9	8.3
Registered Nurses	47	106	113.0	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.6
Licensed Practical Nurses	7	5	8.9	Physical Therapists	10	1	10.5
Ancillary Nursing Personnel	0	21	12.7	Physical Therapy Assistants/Aides	3	3	4.3
Medical Assistants	0	8	4.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	3	1	3.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	53	46.4
Health Info Mgmt-Administrators/Technicians	14	3	16.3	All Other Personnel	72	56	110.4
Pharmacy Personnel	12	6	15.6				
Clinical Laboratory Personnel	15	19	23.5				
				Total	321	324	514.2

067 Aurora Medical Center - Bay Area

Marinette, WI 54143

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$189,238,796	55.5%	45.7%	1.21	46.7%	1.19	50.0%	1.11	54.5%	1.02
Medical Assistance	\$41,856,677	12.3%	14.0%	0.88	11.9%	1.04	11.4%	1.07	13.9%	0.88
Commercial	\$99,231,247	29.1%	35.8%	0.81	38.0%	0.77	34.7%	0.84	28.1%	1.03
All Other	\$10,733,265	3.1%	4.5%	0.70	3.4%	0.92	3.9%	0.81	3.5%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$125,594,170	36.8%	34.1%	1.08	34.7%	1.06	35.4%	1.04	35.0%	1.05
Medical Assistance	\$27,786,034	8.1%	10.6%	0.77	9.0%	0.91	8.4%	0.97	8.9%	0.91
Commercial	\$66,103,430	19.4%	14.7%	1.32	16.1%	1.20	13.7%	1.42	18.2%	1.07
Charity Care	\$3,527,870	1.0%	1.0%	1.06	0.9%	1.12	0.9%	1.13	0.8%	1.25
Bad Debt	\$4,532,640	1.3%	1.1%	1.24	1.0%	1.35	1.1%	1.18	0.9%	1.51
All Other	\$11,075,491	3.2%	2.0%	1.66	1.8%	1.85	2.2%	1.49	5.0%	0.65
Total Deductions	\$238,619,635	70.0%	63.3%	1.10	63.5%	1.10	61.7%	1.13	68.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	18.4%	5.5%	3.34		3.5%	5.23	4.3%	4.29	21.1%	0.87
Net Gains/Losses as % of Net Income	789.3%	2.6%	308.66		8.5%	92.42	N/A	N/A	85.0%	9.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,633,929	49.4%	44.1%	1.12	45.8%	1.08	45.3%	1.09	50.3%	0.98
Supplies & Services	\$47,386,182	42.1%	49.0%	0.86	46.8%	0.90	47.8%	0.88	34.4%	1.22
Capital Component	\$9,665,128	8.6%	6.9%	1.25	7.4%	1.16	6.9%	1.24	15.4%	0.56
Fiscal Statistics										
Operating Margin (%)	10.3%	8.4%	1.23		9.4%	1.09	6.9%	1.49	0.4%	24.78
Total Hospital Net Income (%)	-1.7%	8.6%	N/A		10.2%	N/A	5.8%	N/A	2.7%	N/A
Return on Equity (%)	-0.9%	6.3%	N/A		7.0%	N/A	4.3%	N/A	1.4%	N/A
Current Ratio	1.5	5.9	0.25		4.3	0.34	3.9	0.38	3.1	0.47
Days in Net Patient Accounts Receivable	48.4	51.6	0.94		50.7	0.95	51.1	0.95	53.4	0.91
Average Payment Period	62.0	38.5	1.61		54.9	1.13	40.4	1.53	54.2	1.14
Equity Financing (%)	50.7%	75.1%	0.67		75.6%	0.67	77.0%	0.66	54.3%	0.93
Long-Term Debt to Equity Ratio	0.8	0.2	4.71		0.2	4.35	0.2	4.84	0.7	1.13
Times Interest Earned	-1.4	13.4	N/A		14.7	N/A	12.4	N/A	118.9	N/A
Total Asset Turnover	0.6	0.7	0.79		0.7	0.86	0.7	0.78	0.5	1.17
Average Age of Plant (Years)	7.2	9.9	0.73		10.4	0.70	9.9	0.73	7.2	1.00
Increase (Decrease) Total Net Patient Revenue	11.0%	5.4%	2.02		3.9%	2.81	1.9%	5.73	16.2%	0.68
Outpatient Gross Revenue (% of Total GPR)	75.2%	61.9%	1.21		71.3%	1.05	72.6%	1.04	74.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,705	\$15,830	0.61		\$12,899	0.75	\$10,657	0.91	\$9,023	1.08
Inpatient Net Revenue per Day	\$2,976	\$3,538	0.84		\$3,402	0.87	\$2,933	1.01	\$2,754	1.08
Outpatient Net Revenue per Visit	\$222	\$686	0.32		\$545	0.41	\$589	0.38	\$207	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$341,059,985	Cash & Cash Equivalents	\$6,745,497	Current Liabilities	\$18,171,820
Less Deductions	\$238,619,635	Net Patient Receivables	\$13,584,339	Long-Term Debt	\$81,665,000
Net Patient Revenue	\$102,440,350	Other Receivables	\$1,844,283	Other Liabilities	\$5,838,223
Plus Other Revenue	\$23,115,174			Subtotal	\$105,675,043
Total Revenue	\$125,555,524	Land, Buildings & Equipment (Net)	\$155,291,976	Unrestricted Fund Balance	\$108,702,569
Less Expenses	\$112,685,239	Other Assets	\$36,911,517	Restricted Fund Balance	\$905,214
Non-Operating Gains/Losses	-\$14,737,544			Total Liabilities & Fund Balance	\$214,377,612
Net Income	-\$1,867,259	Total Assets	\$214,377,612		

069 Marshfield Medical Center
 611 St Joseph Avenue
 Marshfield, WI 54449
 715-387-1713

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	98.7%	55.7%	1.77	65.6%	1.50	57.4%	1.72	94.4%	1.04
Obstetrics	109.4%	41.5%	2.64	46.3%	0.21	40.0%	2.74	200.7%	0.55
Pediatrics	104.4%	52.8%	1.98	96.9%	1.08	93.8%	1.11	77.9%	1.34
Total Hospital	99.6%	57.5%	1.73	69.2%	1.44	59.0%	1.69	101.3%	0.98
Average Census (Patients)									
Adult Medical-Surgical	128.3	26.4	4.86	22.1	5.80	36.9	3.48	94.4	1.36
Obstetrics	9.8	5.6	1.75	3.6	2.73	7.9	1.25	10.0	0.98
Pediatrics	12.5	1.4	9.27	1.0	12.75	5.2	9.27	10.1	1.24
Total Hospital	195.2	49.4	3.95	39.5	4.94	78.6	2.48	178.3	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	3.9	1.26	3.8	1.29	3.8	1.30	5.0	0.98
Obstetrics	3.4	2.5	1.33	2.5	1.33	2.6	1.32	3.3	1.03
Pediatrics	3.3	3.5	0.95	3.3	1.01	3.5	0.95	3.0	1.11
Total Hospital	5.4	4.4	1.23	4.2	1.31	4.4	1.22	5.5	0.99
Surgical Operations									
Inpatient	4,569	1,396	3.27	1,155	3.95	1,842	2.48	3,965	1.15
Outpatient	1,701	4,206	0.40	1,740	0.98	4,876	0.35	995	1.71
Inpatient as % of All Surgeries	72.9%	24.9%	2.92	39.9%	1.83	27.4%	2.66	79.9%	0.91
Outpatient Visits									
Non-Emergency Visits	27,767	136,074	0.20	68,636	0.40	168,131	0.17	20,717	1.34
Emergency Visits	23,247	18,688	1.24	13,080	1.78	31,181	0.75	21,283	1.09
Full-Time Equivalents (FTEs)									
Administrators	39.7	19.3	2.05	16.3	2.43	25.9	1.53	10.5	3.77
Nurses, Licensed	451.1	239.2	1.89	145.3	3.11	358.4	1.26	304.2	1.48
Ancillary Nursing Personnel	55.4	40.0	1.38	28.4	1.95	57.2	0.97	36.1	1.53
All Other Personnel	668.6	480.4	1.39	245.2	2.73	660.2	1.01	438.0	1.53
Total FTEs	1,214.7	779.0	1.56	435.2	2.79	1,101.6	1.10	789.0	1.54
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.3	14.9	1.03	16.6	0.92	12.9	1.19	4.2	3.64
Nurses, Licensed	173.9	183.7	0.95	147.7	1.18	178.3	0.98	121.7	1.43
Ancillary Nursing Personnel	21.4	30.8	0.69	28.9	0.74	28.5	0.75	14.5	1.48
All Other Personnel	257.8	369.0	0.70	249.4	1.03	328.4	0.79	175.2	1.47
Total FTEs	468.4	598.3	0.78	442.6	1.06	548.0	0.85	315.5	1.48

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	196	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	13,138	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	967
Inpatient Days	71,232			Inpatient Days	0	Newborn Days	1,809

069 Marshfield Medical Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	130	9,485	46,827	98.7%	128.3	4.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	113	1,866	102.2%	5.1	16.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	1,366	4,571	104.4%	12.5	3.3
Obstetrics	1	9	1,061	3,595	109.4%	9.8	3.4
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	20	742	7,565	103.6%	20.7	10.2
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	5	92	1,536	84.2%	4.2	16.7
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	279	5,272	96.3%	14.4	18.9
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	33	21	39.7	Surgical Personnel	16	38	22.7
Physicians & Dentists	28	13	32.0	Radiological Services Personnel	14	30	22.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	40	33.2
Registered Nurses	262	691	434.8	Occupational Therapists	2	15	7.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.5
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	7	8.9
Ancillary Nursing Personnel	26	156	55.4	Physical Therapy Assistants/Aides	1	3	2.6
Medical Assistants	0	1	0.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	6	5	7.2
Nurse Practitioners	0	4	0.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	14	8	15.0	Social Workers	3	7	6.2
Clinical Nurse Specialists	0	1	0.7	All Other Health Professionals	155	304	239.4
Health Info Mgmt-Administrators/Technicians	0	1	0.8	All Other Personnel	182	239	252.6
Pharmacy Personnel	23	19	29.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	783	1,605	1,214.7

069 Marshfield Medical Center

Marshfield, WI 54449

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$426,217,565	55.4%	45.7%	1.21	50.9%	1.09	41.9%	1.32	55.9%	0.99
Medical Assistance	\$121,094,598	15.8%	14.0%	1.13	13.8%	1.14	19.9%	0.79	16.2%	0.97
Commercial	\$197,605,432	25.7%	35.8%	0.72	31.0%	0.83	35.1%	0.73	24.8%	1.03
All Other	\$23,869,404	3.1%	4.5%	0.69	4.2%	0.73	3.2%	0.97	3.1%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$291,807,572	38.0%	34.1%	1.11	35.1%	1.08	31.8%	1.19	38.8%	0.98
Medical Assistance	\$88,119,942	11.5%	10.6%	1.09	10.3%	1.11	14.5%	0.79	12.3%	0.93
Commercial	\$44,361,602	5.8%	14.7%	0.39	7.8%	0.74	12.7%	0.45	4.2%	1.37
Charity Care	\$5,952,253	0.8%	1.0%	0.79	1.3%	0.61	1.0%	0.79	0.8%	0.92
Bad Debt	\$5,561,896	0.7%	1.1%	0.68	1.0%	0.73	1.1%	0.64	0.8%	0.89
All Other	\$11,022,555	1.4%	2.0%	0.73	1.9%	0.77	1.4%	1.00	1.2%	1.16
Total Deductions	\$446,825,820	58.1%	63.3%	0.92	57.3%	1.01	62.6%	0.93	58.2%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	5.5%	0.15		3.4%	0.24	3.7%	0.22	37.2%	0.02
Net Gains/Losses as % of Net Income	0.0%	2.6%	N/A		22.1%	N/A	5.1%	N/A	0.7%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$95,277,953	34.4%	44.1%	0.78	41.2%	0.83	43.3%	0.79	28.7%	1.20
Supplies & Services	\$181,444,495	56.8%	49.0%	1.16	52.5%	1.08	49.6%	1.15	70.0%	0.81
Capital Component	\$24,471,170	8.8%	6.9%	1.28	6.3%	1.41	7.1%	1.24	1.3%	6.77
Fiscal Statistics										
Operating Margin (%)		14.7%	8.4%	1.75	5.1%	2.88	10.1%	1.45	42.5%	0.35
Total Hospital Net Income (%)		14.7%	8.6%	1.71	6.4%	2.28	10.6%	1.39	42.6%	0.34
Return on Equity (%)		7.0%	6.3%	1.10	5.1%	1.37	6.8%	1.03	-8,201.6%	N/A
Current Ratio		9.6	5.9	1.62	4.2	2.29	7.2	1.33	-0.2	N/A
Days in Net Patient Accounts Receivable		104.9	51.6	2.03	62.5	1.68	53.7	1.95	0.0	N/A
Average Payment Period		46.4	38.5	1.20	37.9	1.22	35.4	1.31	21.8	2.13
Equity Financing (%)		14.7%	75.1%	0.20	51.9%	0.28	73.3%	0.20	1,216.9%	0.01
Long-Term Debt to Equity Ratio		5.3	0.2	33.37	0.7	7.98	0.2	23.94	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	14.9	N/A	19.0	N/A	0.0	N/A
Total Asset Turnover		0.5	0.7	0.64	0.8	0.61	0.6	0.74	-191.8	N/A
Average Age of Plant (Years)		4.3	9.9	0.43	7.8	0.54	8.4	0.51	0.0	4,154.96
Increase (Decrease) Total Net Patient Revenue		9.7%	5.4%	1.79	4.2%	2.34	5.3%	1.83	-3.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		24.9%	61.9%	0.40	59.8%	0.42	60.4%	0.41	28.7%	0.87
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,656		\$15,830	1.18	\$14,144	1.32	\$15,632	1.19	\$17,920	1.04
Inpatient Net Revenue per Day	\$3,446		\$3,538	0.97	\$3,385	1.02	\$3,480	0.99	\$3,270	1.05
Outpatient Net Revenue per Visit	\$1,616		\$686	2.35	\$932	1.73	\$697	2.32	\$2,054	0.79

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$768,786,999	Cash & Cash Equivalents	\$1,975,978	Current Liabilities	\$32,616,717
Less Deductions	\$446,825,820	Net Patient Receivables	\$92,544,620	Long-Term Debt	\$534,769,033
Net Patient Revenue	\$321,961,179	Other Receivables	\$47,762,520	Other Liabilities	\$15,620,000
Plus Other Revenue	\$2,722,329			Subtotal	\$583,005,750
Total Revenue	\$324,683,508	Land, Buildings & Equipment (Net)	\$245,547,945	Unrestricted Fund Balance	\$100,540,856
Less Expenses	\$301,193,618	Other Assets	\$295,715,543	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$683,546,606	Total Liabilities & Fund Balance	\$683,546,606
Net Income	\$23,489,890				

070 Mile Bluff Medical Center
 1050 Division Street
 Mauston, WI 53948
 608-847-6161

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Juneau
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	159.0%	55.7%	2.86	65.6%	2.42	38.3%	4.15	167.5%	0.95
Obstetrics	80.3%	41.5%	1.93	46.3%	0.02	24.8%	3.24	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	143.2%	57.5%	2.49	69.2%	2.07	37.2%	3.85	182.8%	0.78
Average Census (Patients)									
Adult Medical-Surgical	6.4	26.4	0.24	22.1	0.29	6.5	0.98	8.4	0.76
Obstetrics	0.8	5.6	0.14	3.6	0.22	1.0	0.80	0.8	1.05
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.2	49.4	0.15	39.5	0.18	8.5	0.84	9.1	0.78
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.81	3.8	0.84	2.9	1.09	3.3	0.96
Obstetrics	2.1	2.5	0.82	2.5	0.82	2.2	0.94	2.0	1.07
Pediatrics	0.0	3.5	N/A	3.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.0	4.4	0.68	4.2	0.73	3.1	0.98	3.1	0.96
Surgical Operations									
Inpatient	265	1,396	0.19	1,155	0.23	273	0.97	296	0.90
Outpatient	1,456	4,206	0.35	1,740	0.84	1,279	1.14	1,532	0.95
Inpatient as % of All Surgeries	15.4%	24.9%	0.62	39.9%	0.39	17.6%	0.88	16.2%	0.95
Outpatient Visits									
Non-Emergency Visits	168,551	136,074	1.24	68,636	2.46	57,910	2.91	170,800	0.99
Emergency Visits	8,739	18,688	0.47	13,080	0.67	8,090	1.08	9,030	0.97
Full-Time Equivalents (FTEs)									
Administrators	35.0	19.3	1.81	16.3	2.14	9.4	3.74	41.0	0.85
Nurses, Licensed	75.8	239.2	0.32	145.3	0.52	79.9	0.95	85.6	0.89
Ancillary Nursing Personnel	9.7	40.0	0.24	28.4	0.34	13.5	0.72	11.2	0.86
All Other Personnel	372.7	480.4	0.78	245.2	1.52	187.1	1.99	373.5	1.00
Total FTEs	493.3	779.0	0.63	435.2	1.13	289.8	1.70	511.3	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	81.4	14.9	5.48	16.6	4.90	24.3	3.35	84.9	0.96
Nurses, Licensed	176.5	183.7	0.96	147.7	1.19	207.6	0.85	177.2	1.00
Ancillary Nursing Personnel	22.5	30.8	0.73	28.9	0.78	35.0	0.64	23.3	0.97
All Other Personnel	867.3	369.0	2.35	249.4	3.48	486.3	1.78	773.9	1.12
Total FTEs	1,147.8	598.3	1.92	442.6	2.59	753.3	1.52	1,059.3	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	5	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	1
Discharges	867	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	140
Inpatient Days	2,614			Inpatient Days	0	Newborn Days	268

070 Mile Bluff Medical Center
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	4	727	2,321	159.0%	6.4	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	1	140	293	80.3%	0.8	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	31	5	35.0	Surgical Personnel	4	2	4.6
Physicians & Dentists	28	2	28.7	Radiological Services Personnel	17	4	19.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	2	0.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	4	4.5
Registered Nurses	56	23	64.5	Occupational Therapists	0	2	1.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	2.0
Licensed Practical Nurses	3	1	3.1	Physical Therapists	2	4	3.9
Ancillary Nursing Personnel	8	6	9.7	Physical Therapy Assistants/Aides	2	3	2.8
Medical Assistants	26	2	27.4	Recreational Therapists	0	0	0.0
Physician Assistants	8	1	8.5	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	3	1	3.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	1	1	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	6	56.1
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	152	49	179.4
Pharmacy Personnel	16	3	17.9				
Clinical Laboratory Personnel	8	7	10.9				
				Total	431	132	493.3

070 Mile Bluff Medical Center
Mauston, WI 53948

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$81,762,929	41.2%	45.7%	0.90	50.9%	0.81	46.1%	0.89	43.2%	0.95
Medical Assistance	\$39,394,608	19.8%	14.0%	1.42	13.8%	1.44	13.3%	1.49	19.0%	1.04
Commercial	\$67,047,268	33.8%	35.8%	0.94	31.0%	1.09	36.0%	0.94	32.9%	1.03
All Other	\$10,391,259	5.2%	4.5%	1.16	4.2%	1.24	4.6%	1.13	5.0%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$61,270,946	30.9%	34.1%	0.91	35.1%	0.88	29.3%	1.05	31.0%	0.99
Medical Assistance	\$28,284,725	14.2%	10.6%	1.35	10.3%	1.38	9.2%	1.55	13.1%	1.09
Commercial	\$20,527,305	10.3%	14.7%	0.70	7.8%	1.33	11.9%	0.87	10.6%	0.98
Charity Care	\$3,003,682	1.5%	1.0%	1.55	1.3%	1.19	1.0%	1.48	1.3%	1.12
Bad Debt	\$2,193,816	1.1%	1.1%	1.03	1.0%	1.11	1.7%	0.64	1.4%	0.81
All Other	\$2,451,813	1.2%	2.0%	0.63	1.9%	0.67	1.9%	0.65	1.2%	1.01
Total Deductions	\$117,732,287	59.3%	63.3%	0.94	57.3%	1.03	55.1%	1.08	58.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.1%	5.5%	0.93	3.4%	1.50	5.9%	0.86	2.7%	1.91
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	22.1%	N/A	14.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,365,670	59.0%	44.1%	1.34	41.2%	1.43	51.5%	1.15	59.0%	1.00
Supplies & Services	\$30,375,069	34.9%	49.0%	0.71	52.5%	0.66	40.5%	0.86	34.3%	1.02
Capital Component	\$5,335,865	6.1%	6.9%	0.89	6.3%	0.98	8.0%	0.77	6.6%	0.93
Fiscal Statistics										
Operating Margin (%)		-2.2%	8.4%	N/A	5.1%	N/A	5.3%	N/A	-1.4%	1.57
Total Hospital Net Income (%)		-1.8%	8.6%	N/A	6.4%	N/A	6.1%	N/A	-1.1%	1.62
Return on Equity (%)		-2.4%	6.3%	N/A	5.1%	N/A	5.1%	N/A	-1.4%	1.74
Current Ratio		4.9	5.9	0.82	4.2	1.16	5.4	0.91	4.9	1.00
Days in Net Patient Accounts Receivable		58.6	51.6	1.14	62.5	0.94	51.7	1.13	59.3	0.99
Average Payment Period		32.1	38.5	0.83	37.9	0.85	34.1	0.94	34.2	0.94
Equity Financing (%)		0.0%	75.1%	N/A	51.9%	N/A	79.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.7	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	14.9	N/A	8.4	N/A	0.4	N/A
Total Asset Turnover		1.3	0.7	1.75	0.8	1.65	0.8	1.58	1.2	1.08
Average Age of Plant (Years)		17.4	9.9	1.76	7.8	2.22	9.3	1.88	15.3	1.13
Increase (Decrease) Total Net Patient Revenue		0.8%	5.4%	0.15	4.2%	0.20	4.5%	0.18	7.1%	0.12
Outpatient Gross Revenue (% of Total GPR)		83.3%	61.9%	1.35	59.8%	1.39	78.1%	1.07	81.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$17,132	\$15,830	1.08	\$14,144	1.21	\$12,599	1.36	\$17,137	1.00
Inpatient Net Revenue per Day		\$5,686	\$3,538	1.61	\$3,385	1.68	\$3,643	1.56	\$5,438	1.05
Outpatient Net Revenue per Visit		\$385	\$686	0.56	\$932	0.41	\$598	0.64	\$360	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$198,596,064	Cash & Cash Equivalents	\$14,057,682	Current Liabilities	\$7,370,261
Less Deductions	\$117,732,287	Net Patient Receivables	\$12,975,293	Long-Term Debt	\$26,789,971
Net Patient Revenue	\$80,863,777	Other Receivables	\$2,085,148	Other Liabilities	\$0
Plus Other Revenue	\$4,377,734			Subtotal	\$34,160,232
Total Revenue	\$85,241,511	Land, Buildings & Equipment (Net)	\$25,537,321	Unrestricted Fund Balance	\$0
Less Expenses	\$87,076,604	Other Assets	\$11,512,841	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$263,628			Total Liabilities & Fund Balance	\$34,160,232
Net Income	-\$1,571,465	Total Assets	\$66,168,285		

071 Aspirus Medford Hospital & Clinics, Inc
 135 S Gibson Street
 Medford, WI 54451
 715-748-8100

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Taylor
 Analysis Area: North Central (6)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.2%	55.7%	0.27	65.6%	0.23	39.8%	0.38	15.6%	0.97
Obstetrics	35.7%	41.5%	0.86	46.3%	0.04	28.9%	1.23	35.6%	1.00
Pediatrics	7.7%	52.8%	0.15	96.9%	0.08	7.7%	1.00	7.1%	1.08
Total Hospital	18.8%	57.5%	0.33	69.2%	0.27	42.4%	0.44	18.9%	1.00
Average Census (Patients)									
Adult Medical-Surgical	2.4	26.4	0.09	22.1	0.11	10.7	0.23	2.5	0.97
Obstetrics	1.8	5.6	0.32	3.6	0.49	2.0	0.90	1.8	1.00
Pediatrics	0.1	1.4	0.06	1.0	0.08	0.0	0.06	0.1	1.08
Total Hospital	4.7	49.4	0.10	39.5	0.12	16.6	0.28	4.7	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.9	0.73	3.8	0.75	3.0	0.95	2.8	1.04
Obstetrics	2.5	2.5	0.97	2.5	0.97	2.2	1.10	2.4	1.04
Pediatrics	1.9	3.5	0.53	3.3	0.57	1.9	1.00	2.2	0.86
Total Hospital	2.6	4.4	0.60	4.2	0.63	3.3	0.80	2.5	1.04
Surgical Operations									
Inpatient	134	1,396	0.10	1,155	0.12	484	0.28	170	0.79
Outpatient	1,405	4,206	0.33	1,740	0.81	2,045	0.69	1,458	0.96
Inpatient as % of All Surgeries	8.7%	24.9%	0.35	39.9%	0.22	19.2%	0.45	10.4%	0.83
Outpatient Visits									
Non-Emergency Visits	75,692	136,074	0.56	68,636	1.10	63,222	1.20	72,758	1.04
Emergency Visits	8,903	18,688	0.48	13,080	0.68	12,717	0.70	8,523	1.04
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	16.3	0.25	10.6	0.38	3.7	1.09
Nurses, Licensed	103.6	239.2	0.43	145.3	0.71	104.8	0.99	101.2	1.02
Ancillary Nursing Personnel	14.2	40.0	0.35	28.4	0.50	22.9	0.62	10.9	1.30
All Other Personnel	234.6	480.4	0.49	245.2	0.96	217.2	1.08	232.0	1.01
Total FTEs	356.3	779.0	0.46	435.2	0.82	355.5	1.00	347.7	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.3	14.9	0.56	16.6	0.50	17.1	0.49	8.5	0.99
Nurses, Licensed	216.1	183.7	1.18	147.7	1.46	169.2	1.28	233.2	0.93
Ancillary Nursing Personnel	29.5	30.8	0.96	28.9	1.02	37.0	0.80	25.0	1.18
All Other Personnel	489.5	369.0	1.33	249.4	1.96	350.8	1.40	534.7	0.92
Total FTEs	743.4	598.3	1.24	442.6	1.68	574.1	1.29	801.3	0.93

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	5
Discharges	655	Preferred Provider Organization (PPO)	Yes	Discharges	30	Total Births	262
Inpatient Days	1,718			Inpatient Days	557	Newborn Days	514

071 Aspirus Medford Hospital & Clinics, Inc
 Medford, WI 54451

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	311	889	15.2%	2.4	2.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	1	15	28	7.7%	0.1	1.9
Obstetrics	1	5	265	652	35.7%	1.8	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	64	149	13.6%	0.4	2.3
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	10	4	11.9
Physicians & Dentists	11	7	14.9	Radiological Services Personnel	11	8	17.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	6.5
Registered Nurses	41	59	82.5	Occupational Therapists	3	1	3.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	4	1	4.8	Physical Therapists	8	5	11.6
Ancillary Nursing Personnel	6	13	14.2	Physical Therapy Assistants/Aides	7	8	8.8
Medical Assistants	11	4	13.8	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.7	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	9	5	12.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.8	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	40	13.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	69	44	93.7
Pharmacy Personnel	7	6	11.3				
Clinical Laboratory Personnel	10	12	19.1				
				Total	234	223	356.3

071 Aspirus Medford Hospital & Clinics, Inc
Medford, WI 54451

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$51,361,035	41.2%	45.7%	0.90	50.9%	0.81	49.2%	0.84	40.1%	1.03
Medical Assistance	\$17,836,320	14.3%	14.0%	1.03	13.8%	1.04	11.3%	1.27	14.7%	0.98
Commercial	\$52,470,547	42.1%	35.8%	1.18	31.0%	1.36	36.3%	1.16	42.2%	1.00
All Other	\$2,868,062	2.3%	4.5%	0.51	4.2%	0.55	3.2%	0.73	3.1%	0.75
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,080,694	22.5%	34.1%	0.66	35.1%	0.64	35.5%	0.63	22.2%	1.02
Medical Assistance	\$13,045,419	10.5%	10.6%	0.99	10.3%	1.01	8.4%	1.25	9.1%	1.16
Commercial	\$11,189,643	9.0%	14.7%	0.61	7.8%	1.16	13.1%	0.69	8.4%	1.07
Charity Care	\$2,835,775	2.3%	1.0%	2.34	1.3%	1.79	1.3%	1.81	1.7%	1.31
Bad Debt	\$897,266	0.7%	1.1%	0.67	1.0%	0.73	1.4%	0.52	1.5%	0.47
All Other	\$589,750	0.5%	2.0%	0.24	1.9%	0.26	1.1%	0.45	0.5%	0.92
Total Deductions	\$56,638,547	45.5%	63.3%	0.72	57.3%	0.79	60.7%	0.75	43.3%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.9%	5.5%	1.25	3.4%	2.00	3.5%	1.97	7.4%	0.92
Net Gains/Losses as % of Net Income		37.3%	2.6%	14.58	22.1%	1.69	18.6%	2.00	37.5%	0.99
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,520,192	49.8%	44.1%	1.13	41.2%	1.21	44.5%	1.12	54.2%	0.92
Supplies & Services	\$29,085,786	43.2%	49.0%	0.88	52.5%	0.82	46.9%	0.92	38.8%	1.11
Capital Component	\$4,731,994	7.0%	6.9%	1.02	6.3%	1.12	8.5%	0.82	7.0%	1.01
Fiscal Statistics										
Operating Margin (%)		7.6%	8.4%	0.91	5.1%	1.50	4.8%	1.59	11.9%	0.64
Total Hospital Net Income (%)		11.6%	8.6%	1.36	6.4%	1.81	5.8%	2.00	17.7%	0.66
Return on Equity (%)		6.6%	6.3%	1.05	5.1%	1.30	3.7%	1.79	10.7%	0.62
Current Ratio		4.8	5.9	0.81	4.2	1.14	5.5	0.87	4.8	1.00
Days in Net Patient Accounts Receivable		55.6	51.6	1.08	62.5	0.89	49.4	1.13	57.1	0.97
Average Payment Period		47.4	38.5	1.23	37.9	1.25	40.4	1.17	46.1	1.03
Equity Financing (%)		78.9%	75.1%	1.05	51.9%	1.52	75.7%	1.04	78.5%	1.00
Long-Term Debt to Equity Ratio		0.2	0.2	1.07	0.7	0.26	0.2	0.94	0.2	0.94
Times Interest Earned		15.9	13.4	1.19	14.9	1.06	6.3	2.54	22.8	0.70
Total Asset Turnover		0.5	0.7	0.74	0.8	0.70	0.6	0.87	0.6	0.97
Average Age of Plant (Years)		9.8	9.9	0.99	7.8	1.25	9.1	1.07	9.8	0.99
Increase (Decrease) Total Net Patient Revenue		5.5%	5.4%	1.02	4.2%	1.33	7.2%	0.77	0.1%	38.74
Outpatient Gross Revenue (% of Total GPR)		89.4%	61.9%	1.44	59.8%	1.49	72.7%	1.23	89.1%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,517		\$15,830	0.85	\$14,144	0.96	\$11,444	1.18	\$12,649	1.07
Inpatient Net Revenue per Day	\$3,804		\$3,538	1.08	\$3,385	1.12	\$3,344	1.14	\$4,322	0.88
Outpatient Net Revenue per Visit	\$703		\$686	1.03	\$932	0.76	\$740	0.95	\$704	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$124,535,964	Cash & Cash Equivalents	\$21,155,866	Current Liabilities	\$8,228,011
Less Deductions	\$56,638,547	Net Patient Receivables	\$10,344,103	Long-Term Debt	\$17,968,248
Net Patient Revenue	\$67,897,417	Other Receivables	\$380,269	Other Liabilities	\$1,993,479
Plus Other Revenue	\$5,004,686			Subtotal	\$28,189,738
Total Revenue	\$72,902,103	Land, Buildings & Equipment (Net)	\$30,520,856	Unrestricted Fund Balance	\$105,562,661
Less Expenses	\$67,337,972	Other Assets	\$71,351,304	Restricted Fund Balance	\$1,993,479
Non-Operating Gains/Losses	\$3,305,775			Total Liabilities & Fund Balance	\$133,752,399
Net Income	\$8,869,906	Total Assets	\$133,752,398		

072 Community Memorial Hospital of Menomonee Falls, Inc
W180 N8085 Town Hall Road
Menomonee Falls, WI 53051
262-251-1000

Fiscal Year: 07/01 to 06/30
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Waukesha
Analysis Area: Southeastern (2A)
Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	51.9%	55.7%	0.93	55.0%	0.94	57.4%	0.90	44.4%	1.17
Obstetrics	29.0%	41.5%	0.70	34.6%	0.15	40.0%	0.72	31.4%	0.92
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	48.8%	57.5%	0.85	51.4%	0.95	59.0%	0.83	47.6%	1.03
Average Census (Patients)									
Adult Medical-Surgical	46.2	26.4	1.75	31.4	1.47	36.9	1.25	39.5	1.17
Obstetrics	5.2	5.6	0.93	6.3	0.83	7.9	0.66	5.7	0.92
Pediatrics	0.0	1.4	N/A	0.1	N/A	5.2	N/A	0.0	N/A
Total Hospital	98.6	49.4	2.00	58.3	1.69	78.6	1.25	96.1	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.81	3.6	0.88	3.8	0.83	3.1	1.01
Obstetrics	2.5	2.5	0.97	2.3	1.06	2.6	0.96	2.5	1.00
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.8	4.4	0.87	4.0	0.96	4.4	0.86	4.0	0.95
Surgical Operations									
Inpatient	3,506	1,396	2.51	1,424	2.46	1,842	1.90	3,163	1.11
Outpatient	4,807	4,206	1.14	3,674	1.31	4,876	0.99	3,972	1.21
Inpatient as % of All Surgeries	42.2%	24.9%	1.69	27.9%	1.51	27.4%	1.54	44.3%	0.95
Outpatient Visits									
Non-Emergency Visits	75,116	136,074	0.55	147,557	0.51	168,131	0.45	69,968	1.07
Emergency Visits	33,353	18,688	1.78	29,988	1.11	31,181	1.07	31,529	1.06
Full-Time Equivalents (FTEs)									
Administrators	89.9	19.3	4.64	17.6	5.12	25.9	3.48	83.9	1.07
Nurses, Licensed	347.5	239.2	1.45	262.0	1.33	358.4	0.97	333.2	1.04
Ancillary Nursing Personnel	56.1	40.0	1.40	44.8	1.25	57.2	0.98	51.0	1.10
All Other Personnel	711.4	480.4	1.48	509.5	1.40	660.2	1.08	663.6	1.07
Total FTEs	1,204.9	779.0	1.55	833.9	1.44	1,101.6	1.09	1,131.6	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	46.6	14.9	3.13	10.7	4.36	12.9	3.62	46.7	1.00
Nurses, Licensed	180.1	183.7	0.98	159.4	1.13	178.3	1.01	185.6	0.97
Ancillary Nursing Personnel	29.1	30.8	0.94	27.2	1.07	28.5	1.02	28.4	1.02
All Other Personnel	368.7	369.0	1.00	310.0	1.19	328.4	1.12	369.5	1.00
Total FTEs	624.4	598.3	1.04	507.3	1.23	548.0	1.14	630.2	0.99

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	202	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	9,435	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	774
Inpatient Days	36,001			Inpatient Days	0	Newborn Days	1,534

072 Community Memorial Hospital of Menomonee Falls, Inc
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	89	5,312	16,854	51.9%	46.2	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	17	194	2,492	40.2%	6.8	12.8
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	774	1,904	29.0%	5.2	2.5
Psychiatric	1	16	920	4,071	69.7%	11.2	4.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	299	2,625	47.9%	7.2	8.8
Step-Down (Special Care)	1	39	1,917	7,636	53.6%	20.9	4.0
Neonatal Intensive/Intermediate Care	1	8	60	419	14.3%	1.1	7.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	87	4	89.9	Surgical Personnel	22	9	25.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	20	61	52.5
Medical & Dental Residents	0	0	0.0	Sonographers	3	6	5.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	16	12	21.9
Registered Nurses	211	225	338.0	Occupational Therapists	2	23	12.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.3
Licensed Practical Nurses	1	1	1.7	Physical Therapists	6	25	18.0
Ancillary Nursing Personnel	24	66	56.1	Physical Therapy Assistants/Aides	0	4	1.7
Medical Assistants	1	3	3.1	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.8
Nurse Practitioners	3	3	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	8	11	14.0
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	139	119	194.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	166	126	229.5
Pharmacy Personnel	82	39	102.6				
Clinical Laboratory Personnel	17	10	21.0				
				Total	819	751	1,204.9

072 Community Memorial Hospital of Menomonee Falls, Inc
Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$407,049,143	56.4%	45.7%	1.23	50.5%	1.12	41.9%	1.35	56.6%	1.00
Medical Assistance	\$53,796,177	7.4%	14.0%	0.53	10.1%	0.74	19.9%	0.37	7.7%	0.96
Commercial	\$235,466,614	32.6%	35.8%	0.91	36.8%	0.89	35.1%	0.93	33.2%	0.98
All Other	\$25,807,884	3.6%	4.5%	0.79	2.7%	1.34	3.2%	1.12	2.5%	1.42
Deductions as % of Total Gross Patient Revenue										
Medicare	\$318,205,263	44.1%	34.1%	1.29	39.8%	1.11	31.8%	1.39	43.8%	1.01
Medical Assistance	\$43,863,096	6.1%	10.6%	0.58	7.8%	0.78	14.5%	0.42	6.3%	0.97
Commercial	\$102,165,212	14.1%	14.7%	0.96	16.3%	0.87	12.7%	1.11	14.4%	0.98
Charity Care	\$3,564,075	0.5%	1.0%	0.51	1.0%	0.52	1.0%	0.50	0.5%	1.01
Bad Debt	\$6,524,212	0.9%	1.1%	0.84	1.1%	0.80	1.1%	0.80	0.7%	1.34
All Other	\$12,684,302	1.8%	2.0%	0.90	1.1%	1.54	1.4%	1.23	1.0%	1.79
Total Deductions	\$487,006,160	67.4%	63.3%	1.06	67.1%	1.00	62.6%	1.08	66.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	11.2%	5.5%	2.04	4.8%	2.33	3.7%	3.00	10.2%	1.10	
Net Gains/Losses as % of Net Income	2,076.1%	2.6%	811.91	N/A	N/A	5.1%	403.98	394.8%	5.26	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$107,159,289	43.8%	44.1%	0.99	39.0%	1.12	43.3%	1.01	45.8%	0.96
Supplies & Services	\$120,844,449	49.4%	49.0%	1.01	52.6%	0.94	49.6%	1.00	46.9%	1.05
Capital Component	\$16,516,283	6.8%	6.9%	0.98	8.4%	0.81	7.1%	0.95	7.3%	0.92
Fiscal Statistics										
Operating Margin (%)	7.7%	8.4%	0.92	11.9%	0.64	10.1%	0.76	6.7%	1.14	
Total Hospital Net Income (%)	-0.4%	8.6%	N/A	10.9%	N/A	10.6%	N/A	-2.5%	0.17	
Return on Equity (%)	-0.7%	6.3%	N/A	7.6%	N/A	6.8%	N/A	-3.3%	0.21	
Current Ratio	4.6	5.9	0.78	9.7	0.47	7.2	0.63	6.3	0.74	
Days in Net Patient Accounts Receivable	42.5	51.6	0.82	48.3	0.88	53.7	0.79	37.9	1.12	
Average Payment Period	11.5	38.5	0.30	30.8	0.38	35.4	0.33	11.8	0.98	
Equity Financing (%)	80.5%	75.1%	1.07	80.8%	1.00	73.3%	1.10	61.9%	1.30	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.5	13.4	0.04	15.9	0.03	19.0	0.03	-1.3	N/A	
Total Asset Turnover	1.8	0.7	2.39	0.7	2.51	0.6	2.76	1.4	1.22	
Average Age of Plant (Years)	11.3	9.9	1.15	9.0	1.27	8.4	1.35	10.9	1.04	
Increase (Decrease) Total Net Patient Revenue	15.6%	5.4%	2.86	4.2%	3.71	5.3%	2.93	3.4%	4.52	
Outpatient Gross Revenue (% of Total GPR)	49.3%	61.9%	0.80	63.4%	0.78	60.4%	0.82	46.7%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,358	\$15,830	0.84	\$12,178	1.10	\$15,632	0.85	\$12,832	1.04	
Inpatient Net Revenue per Day	\$3,527	\$3,538	1.00	\$2,958	1.19	\$3,480	1.01	\$3,221	1.09	
Outpatient Net Revenue per Visit	\$1,066	\$686	1.55	\$680	1.57	\$697	1.53	\$937	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$722,119,818	Cash & Cash Equivalents	\$18,609	Current Liabilities	\$7,342,409
Less Deductions	\$487,006,160	Net Patient Receivables	\$27,386,840	Long-Term Debt	\$0
Net Patient Revenue	\$235,113,658	Other Receivables	\$21,492	Other Liabilities	\$21,948,591
Plus Other Revenue	\$29,678,858			Subtotal	\$29,291,000
Total Revenue	\$264,792,516	Land, Buildings & Equipment (Net)	\$106,515,831	Unrestricted Fund Balance	\$120,952,000
Less Expenses	\$244,520,021	Other Assets	\$16,300,228	Restricted Fund Balance	\$607,000
Non-Operating Gains/Losses	-\$21,298,384			Total Liabilities & Fund Balance	\$150,243,000
Net Income	-\$1,025,889	Total Assets	\$150,243,000		

073 Mayo Clinic Health System - Red Cedar, Inc
 2321 Stout Road
 Menomonie, WI 54751
 715-235-5531

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

County: Dunn
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	31.9%	55.7%	0.57	42.7%	0.75	39.8%	0.80	38.1%	0.84
Obstetrics	27.0%	41.5%	0.65	29.5%	0.06	28.9%	0.93	29.5%	0.92
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	30.7%	57.5%	0.53	44.1%	0.70	42.4%	0.73	36.0%	0.85
Average Census (Patients)									
Adult Medical-Surgical	6.1	26.4	0.23	11.9	0.51	10.7	0.57	7.2	0.84
Obstetrics	1.6	5.6	0.29	2.1	0.79	2.0	0.82	1.8	0.92
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.7	49.4	0.16	18.9	0.41	16.6	0.46	9.0	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.7	0.84	3.0	1.03	3.3	0.94
Obstetrics	2.3	2.5	0.89	2.3	0.98	2.2	1.01	2.2	1.03
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.9	4.4	0.65	3.9	0.73	3.3	0.88	3.0	0.96
Surgical Operations									
Inpatient	115	1,396	0.08	485	0.24	484	0.24	199	0.58
Outpatient	1,041	4,206	0.25	1,916	0.54	2,045	0.51	1,021	1.02
Inpatient as % of All Surgeries	9.9%	24.9%	0.40	20.2%	0.49	19.2%	0.52	16.3%	0.61
Outpatient Visits									
Non-Emergency Visits	95,441	136,074	0.70	67,827	1.41	63,222	1.51	98,368	0.97
Emergency Visits	11,916	18,688	0.64	8,592	1.39	12,717	0.94	11,344	1.05
Full-Time Equivalents (FTEs)									
Administrators	8.2	19.3	0.43	10.6	0.77	10.6	0.78	6.3	1.30
Nurses, Licensed	127.2	239.2	0.53	115.3	1.10	104.8	1.21	135.7	0.94
Ancillary Nursing Personnel	13.3	40.0	0.33	18.4	0.72	22.9	0.58	13.5	0.99
All Other Personnel	235.4	480.4	0.49	260.2	0.90	217.2	1.08	252.1	0.93
Total FTEs	384.0	779.0	0.49	404.6	0.95	355.5	1.08	407.5	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.6	14.9	0.92	18.0	0.76	17.1	0.80	8.7	1.56
Nurses, Licensed	210.4	183.7	1.15	195.4	1.08	169.2	1.24	186.9	1.13
Ancillary Nursing Personnel	21.9	30.8	0.71	31.2	0.70	37.0	0.59	18.5	1.18
All Other Personnel	389.5	369.0	1.06	440.9	0.88	350.8	1.11	347.4	1.12
Total FTEs	635.5	598.3	1.06	685.5	0.93	574.1	1.11	561.5	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	2	Bassinets	4
Discharges	978	Organization (HMO)	No	Discharges	77	Total Births	260
Inpatient Days	2,803	Preferred Provider		Inpatient Days	830	Newborn Days	517
		Organization (PPO)	Yes				

073 Mayo Clinic Health System - Red Cedar, Inc
Menomonie, WI 54751

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	715	2,211	31.9%	6.1	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	263	592	27.0%	1.6	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	4	8.2	Surgical Personnel	4	6	6.1
Physicians & Dentists	30	33	42.6	Radiological Services Personnel	6	17	15.6
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	3.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	6	3.7
Registered Nurses	42	77	88.2	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	9	34	25.8	Physical Therapists	7	11	13.0
Ancillary Nursing Personnel	8	12	13.3	Physical Therapy Assistants/Aides	3	5	6.0
Medical Assistants	9	22	17.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	14	8.7	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	6	6	8.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	34	37.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	29	53.3
Pharmacy Personnel	7	6	10.1				
Clinical Laboratory Personnel	11	3	13.3				
				Total	228	324	384.0

073 Mayo Clinic Health System - Red Cedar, Inc
Menomonie, WI 54751

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$81,939,911	43.7%	45.7%	0.96	51.0%	0.86	49.2%	0.89	41.9%	1.04
Medical Assistance	\$26,337,865	14.0%	14.0%	1.01	11.7%	1.20	11.3%	1.25	14.9%	0.94
Commercial	\$73,647,971	39.3%	35.8%	1.10	33.6%	1.17	36.3%	1.08	39.5%	0.99
All Other	\$5,563,934	3.0%	4.5%	0.66	3.7%	0.81	3.2%	0.94	3.7%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,123,569	25.7%	34.1%	0.75	33.7%	0.76	35.5%	0.72	24.6%	1.04
Medical Assistance	\$19,759,703	10.5%	10.6%	1.00	8.2%	1.29	8.4%	1.26	11.4%	0.92
Commercial	\$16,456,328	8.8%	14.7%	0.60	9.0%	0.98	13.1%	0.67	9.5%	0.92
Charity Care	\$2,359,284	1.3%	1.0%	1.29	1.1%	1.15	1.3%	1.00	1.0%	1.25
Bad Debt	\$3,399,236	1.8%	1.1%	1.69	1.0%	1.74	1.4%	1.31	1.5%	1.20
All Other	\$996,812	0.5%	2.0%	0.27	1.3%	0.40	1.1%	0.50	1.3%	0.42
Total Deductions	\$91,094,932	48.6%	63.3%	0.77	54.3%	0.89	60.7%	0.80	49.3%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.4%	5.5%	0.80	2.5%	1.78	3.5%	1.26	6.5%	0.67
Net Gains/Losses as % of Net Income		19.2%	2.6%	7.51	24.5%	0.79	18.6%	1.03	49.4%	0.39
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$49,863,370	57.8%	44.1%	1.31	52.7%	1.10	44.5%	1.30	60.0%	0.96
Supplies & Services	\$32,854,113	38.1%	49.0%	0.78	41.1%	0.93	46.9%	0.81	35.5%	1.07
Capital Component	\$3,623,435	4.2%	6.9%	0.61	6.1%	0.68	8.5%	0.49	4.4%	0.95
Fiscal Statistics										
Operating Margin (%)		14.4%	8.4%	1.72	8.1%	1.78	4.8%	3.00	13.2%	1.09
Total Hospital Net Income (%)		17.2%	8.6%	2.01	10.4%	1.65	5.8%	2.95	23.1%	0.74
Return on Equity (%)		8.0%	6.3%	1.26	7.0%	1.13	3.7%	2.15	12.4%	0.64
Current Ratio		19.0	5.9	3.20	4.4	4.33	5.5	3.42	11.9	1.59
Days in Net Patient Accounts Receivable		56.5	51.6	1.10	49.2	1.15	49.4	1.14	64.3	0.88
Average Payment Period		10.3	38.5	0.27	52.6	0.19	40.4	0.25	15.4	0.66
Equity Financing (%)		93.9%	75.1%	1.25	78.5%	1.20	75.7%	1.24	94.0%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		953.1	13.4	71.27	26.2	36.33	6.3	152.47	1,608.3	0.59
Total Asset Turnover		0.4	0.7	0.61	0.7	0.68	0.6	0.71	0.5	0.94
Average Age of Plant (Years)		11.3	9.9	1.14	11.5	0.98	9.1	1.23	10.3	1.09
Increase (Decrease) Total Net Patient Revenue		5.3%	5.4%	0.97	7.0%	0.76	7.2%	0.74	1.1%	4.86
Outpatient Gross Revenue (% of Total GPR)		87.2%	61.9%	1.41	68.3%	1.28	72.7%	1.20	87.6%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,187		\$15,830	1.02	\$14,403	1.12	\$11,444	1.41	\$9,954	1.63
Inpatient Net Revenue per Day	\$4,537		\$3,538	1.28	\$3,489	1.30	\$3,344	1.36	\$3,037	1.49
Outpatient Net Revenue per Visit	\$769		\$686	1.12	\$791	0.97	\$740	1.04	\$754	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,489,681	Cash & Cash Equivalents	\$17,581,126	Current Liabilities	\$2,328,712
Less Deductions	\$91,094,932	Net Patient Receivables	\$14,923,181	Long-Term Debt	\$0
Net Patient Revenue	\$96,394,749	Other Receivables	\$444,201	Other Liabilities	\$11,381,766
Plus Other Revenue	\$4,420,126			Subtotal	\$13,710,478
Total Revenue	\$100,814,875	Land, Buildings & Equipment (Net)	\$25,051,197		
Less Expenses	\$86,340,918	Other Assets	\$167,288,921	Unrestricted Fund Balance	\$211,578,148
Non-Operating Gains/Losses	\$3,442,265			Restricted Fund Balance	\$4,660,458
Net Income	\$17,916,222	Total Assets	\$225,288,626	Total Liabilities & Fund Balance	\$225,288,626

110 Ascension Columbia St. Mary's Hospital Ozaukee
 13111 N Port Washington Rd
 Mequon, WI 53097
 262-243-7300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Ozaukee
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.0%	55.7%	0.86	55.0%	0.87	43.4%	1.11	43.9%	1.09
Obstetrics	0.0%	41.5%	N/A	34.6%	N/A	26.7%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	54.3%	57.5%	0.94	51.4%	1.05	41.9%	1.30	51.6%	1.05
Average Census (Patients)									
Adult Medical-Surgical	30.7	26.4	1.17	31.4	0.98	13.7	2.24	26.3	1.17
Obstetrics	0.0	5.6	N/A	6.3	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	60.8	49.4	1.23	58.3	1.04	26.3	2.31	57.8	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	3.9	1.09	3.6	1.19	3.3	1.29	4.1	1.04
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	4.4	1.07	4.0	1.18	3.6	1.32	4.7	0.99
Surgical Operations									
Inpatient	826	1,396	0.59	1,424	0.58	664	1.24	863	0.96
Outpatient	4,063	4,206	0.97	3,674	1.11	2,945	1.38	3,959	1.03
Inpatient as % of All Surgeries	16.9%	24.9%	0.68	27.9%	0.60	18.4%	0.92	17.9%	0.94
Outpatient Visits									
Non-Emergency Visits	242,006	136,074	1.78	147,557	1.64	115,364	2.10	302,468	0.80
Emergency Visits	17,574	18,688	0.94	29,988	0.59	14,511	1.21	17,950	0.98
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	17.6	0.17	13.8	0.22	2.0	1.50
Nurses, Licensed	254.7	239.2	1.07	262.0	0.97	135.2	1.88	233.4	1.09
Ancillary Nursing Personnel	31.3	40.0	0.78	44.8	0.70	20.8	1.50	27.0	1.16
All Other Personnel	369.5	480.4	0.77	509.5	0.73	324.4	1.14	402.7	0.92
Total FTEs	658.6	779.0	0.85	833.9	0.79	494.3	1.33	665.1	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.6	14.9	0.11	10.7	0.15	14.2	0.11	1.1	1.47
Nurses, Licensed	134.0	183.7	0.73	159.4	0.84	138.6	0.97	125.0	1.07
Ancillary Nursing Personnel	16.5	30.8	0.54	27.2	0.60	21.3	0.77	14.5	1.14
All Other Personnel	194.4	369.0	0.53	310.0	0.63	332.6	0.58	215.7	0.90
Total FTEs	346.4	598.3	0.58	507.3	0.68	506.7	0.68	356.2	0.97

Total Hospital:
 Beds Set Up & Staffed 112
 Discharges 4,714
 Inpatient Days 22,179

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	64	2,610	11,219	48.0%	30.7	4.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	20	516	3,142	43.0%	8.6	6.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	28	1,453	7,818	76.5%	21.4	5.4
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	19	21	27.6
Physicians & Dentists	35	31	44.0	Radiological Services Personnel	26	44	47.2
Medical & Dental Residents	0	0	0.0	Sonographers	4	2	5.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	7	11.5
Registered Nurses	171	156	232.5	Occupational Therapists	4	11	5.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	4	9	8.6	Physical Therapists	8	10	10.5
Ancillary Nursing Personnel	19	47	31.3	Physical Therapy Assistants/Aides	2	7	2.5
Medical Assistants	45	16	53.8	Recreational Therapists	0	1	0.3
Physician Assistants	4	2	4.6	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	8	8	9.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	7	4.4	Social Workers	1	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	33	22	39.8
Health Info Mgmt-Administrators/Technicians	0	1	0.0	All Other Personnel	45	34	62.1
Pharmacy Personnel	21	6	23.9				
Clinical Laboratory Personnel	19	28	29.9				
				Total	484	472	658.6

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$306,599,081	54.9%	45.7%	1.20	50.5%	1.09	50.0%	1.10	53.0%	1.04
Medical Assistance	\$35,513,080	6.4%	14.0%	0.46	10.1%	0.63	11.4%	0.56	6.8%	0.93
Commercial	\$205,379,261	36.8%	35.8%	1.03	36.8%	1.00	34.7%	1.06	38.8%	0.95
All Other	\$11,212,912	2.0%	4.5%	0.45	2.7%	0.75	3.9%	0.52	1.4%	1.44
Deductions as % of Total Gross Patient Revenue										
Medicare	\$235,447,077	42.1%	34.1%	1.24	39.8%	1.06	35.4%	1.19	37.9%	1.11
Medical Assistance	\$34,023,614	6.1%	10.6%	0.58	7.8%	0.78	8.4%	0.73	6.1%	1.00
Commercial	\$100,550,451	18.0%	14.7%	1.22	16.3%	1.10	13.7%	1.31	22.5%	0.80
Charity Care	\$3,355,989	0.6%	1.0%	0.62	1.0%	0.63	0.9%	0.66	0.5%	1.11
Bad Debt	\$4,584,832	0.8%	1.1%	0.77	1.1%	0.72	1.1%	0.73	0.9%	0.90
All Other	\$7,507,035	1.3%	2.0%	0.69	1.1%	1.18	2.2%	0.62	0.5%	2.51
Total Deductions	\$385,468,998	69.0%	63.3%	1.09	67.1%	1.03	61.7%	1.12	68.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.2%	5.5%	1.31	4.8%	1.50	4.3%	1.68	1.8%	3.94
Net Gains/Losses as % of Net Income		8.9%	2.6%	3.47	N/A	N/A	N/A	N/A	13.6%	0.65
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$66,318,908	34.3%	44.1%	0.78	39.0%	0.88	45.3%	0.76	38.4%	0.89
Supplies & Services	\$115,612,010	59.9%	49.0%	1.22	52.6%	1.14	47.8%	1.25	55.1%	1.09
Capital Component	\$11,212,003	5.8%	6.9%	0.84	8.4%	0.69	6.9%	0.84	6.6%	0.88
Fiscal Statistics										
Operating Margin (%)		-3.4%	8.4%	N/A	11.9%	N/A	6.9%	N/A	0.6%	N/A
Total Hospital Net Income (%)		-3.8%	8.6%	N/A	10.9%	N/A	5.8%	N/A	0.7%	N/A
Return on Equity (%)		-5.4%	6.3%	N/A	7.6%	N/A	4.3%	N/A	0.9%	N/A
Current Ratio		4.7	5.9	0.79	9.7	0.48	3.9	1.19	4.2	1.10
Days in Net Patient Accounts Receivable		47.5	51.6	0.92	48.3	0.99	51.1	0.93	52.6	0.90
Average Payment Period		19.5	38.5	0.51	30.8	0.63	40.4	0.48	24.7	0.79
Equity Financing (%)		78.3%	75.1%	1.04	80.8%	0.97	77.0%	1.02	81.9%	0.96
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	15.9	N/A	12.4	N/A	0.0	N/A
Total Asset Turnover		1.4	0.7	1.94	0.7	2.05	0.7	1.92	1.3	1.13
Average Age of Plant (Years)		14.4	9.9	1.46	9.0	1.60	9.9	1.46	13.6	1.06
Increase (Decrease) Total Net Patient Revenue		1.7%	5.4%	0.31	4.2%	0.40	1.9%	0.88	1.4%	1.23
Outpatient Gross Revenue (% of Total GPR)		68.0%	61.9%	1.10	63.4%	1.07	72.6%	0.94	69.0%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,065		\$15,830	0.64	\$12,178	0.83	\$10,657	0.94	\$11,812	0.85
Inpatient Net Revenue per Day	\$2,139		\$3,538	0.60	\$2,958	0.72	\$2,933	0.73	\$2,494	0.86
Outpatient Net Revenue per Visit	\$502		\$686	0.73	\$680	0.74	\$589	0.85	\$383	1.31

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$558,704,334	Cash & Cash Equivalents	\$108,362	Current Liabilities	\$9,877,923
Less Deductions	\$385,468,998	Net Patient Receivables	\$22,567,188	Long-Term Debt	\$0
Net Patient Revenue	\$173,235,336	Other Receivables	\$2,862,857	Other Liabilities	\$18,328,738
Plus Other Revenue	\$13,488,087			Subtotal	\$28,206,661
Total Revenue	\$186,723,423	Land, Buildings & Equipment (Net)	\$84,215,167	Unrestricted Fund Balance	\$102,066,807
Less Expenses	\$193,142,921	Other Assets	\$20,519,894	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$625,590	Total Assets	\$130,273,468	Total Liabilities & Fund Balance	\$130,273,468
Net Income	-\$7,045,088				

196 Columbia Center Birth Hospital
 13125 N. Port Washington Road
 Mequon, WI 53097
 262-243-7408

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Ozaukee
 Analysis Area: Southeastern (2A)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.7%	N/A	55.0%	N/A	11.4%	N/A	0.0%	N/A
Obstetrics	26.9%	41.5%	0.65	34.6%	0.12	26.9%	1.00	24.3%	1.11
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	26.9%	57.5%	0.47	51.4%	0.52	17.7%	1.52	24.3%	1.11
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.4	N/A	31.4	N/A	1.9	N/A	0.0	N/A
Obstetrics	4.0	5.6	0.72	6.3	0.65	4.0	1.00	4.1	0.98
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.0	49.4	0.08	58.3	0.07	3.1	1.31	4.1	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.9	N/A	3.6	N/A	3.0	N/A	0.0	N/A
Obstetrics	2.8	2.5	1.08	2.3	1.19	2.8	1.00	2.7	1.03
Pediatrics	0.0	3.5	N/A	2.9	N/A	2.8	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.63	4.0	0.69	4.2	0.66	2.7	1.03
Surgical Operations									
Inpatient	119	1,396	0.09	1,424	0.08	55	2.17	144	0.83
Outpatient	145	4,206	0.03	3,674	0.04	307	0.47	117	1.24
Inpatient as % of All Surgeries	45.1%	24.9%	1.81	27.9%	1.61	15.1%	2.98	55.2%	0.82
Outpatient Visits									
Non-Emergency Visits	588	136,074	0.00	147,557	0.00	22,296	0.03	483	1.22
Emergency Visits	0	18,688	N/A	29,988	N/A	3,144	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.3	N/A	17.6	N/A	2.6	N/A	1.0	0.00
Nurses, Licensed	0.0	239.2	N/A	262.0	N/A	32.1	N/A	25.8	0.00
Ancillary Nursing Personnel	0.0	40.0	N/A	44.8	N/A	7.8	N/A	0.0	N/A
All Other Personnel	0.0	480.4	N/A	509.5	N/A	75.6	N/A	11.3	0.00
Total FTEs	0.0	779.0	N/A	833.9	N/A	118.0	N/A	38.1	0.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	14.9	N/A	10.7	N/A	19.1	N/A	21.6	0.00
Nurses, Licensed	0.0	183.7	N/A	159.4	N/A	236.9	N/A	556.4	0.00
Ancillary Nursing Personnel	0.0	30.8	N/A	27.2	N/A	57.6	N/A	0.0	N/A
All Other Personnel	0.0	369.0	N/A	310.0	N/A	557.9	N/A	243.0	0.00
Total FTEs	0.0	598.3	N/A	507.3	N/A	871.5	N/A	821.0	0.00

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 534
 Inpatient Days 1,473

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 22
 Total Births 531
 Newborn Days 1,315

196 Columbia Center Birth Hospital
 Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	535	1,473	26.9%	4.0	2.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	0	0	0.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	0	0	0.0

196 Columbia Center Birth Hospital

Mequon, WI 53097

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,054	0.3%	45.7%	0.01	50.5%	0.01	46.6%	0.01	0.3%	1.00
Medical Assistance	\$699,225	6.8%	14.0%	0.49	10.1%	0.68	13.4%	0.51	16.4%	0.42
Commercial	\$9,352,288	91.4%	35.8%	2.55	36.8%	2.48	35.9%	2.55	81.2%	1.13
All Other	\$155,928	1.5%	4.5%	0.34	2.7%	0.57	4.0%	0.38	2.2%	0.71
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,201	0.1%	34.1%	0.00	39.8%	0.00	21.1%	0.00	0.1%	0.55
Medical Assistance	\$49,841	0.5%	10.6%	0.05	7.8%	0.06	8.5%	0.06	7.2%	0.07
Commercial	\$3,434,348	33.6%	14.7%	2.28	16.3%	2.06	9.7%	3.45	31.4%	1.07
Charity Care	\$57,362	0.6%	1.0%	0.57	1.0%	0.59	1.0%	0.55	0.3%	1.93
Bad Debt	\$117,557	1.1%	1.1%	1.07	1.1%	1.01	2.2%	0.53	2.0%	0.59
All Other	\$161,936	1.6%	2.0%	0.81	1.1%	1.38	1.6%	1.00	0.4%	4.31
Total Deductions	\$3,828,245	37.4%	63.3%	0.59	67.1%	0.56	44.0%	0.85	41.3%	0.91
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	5.5%	0.15	4.8%	0.18	3.2%	0.27	4.7%	0.18	
Net Gains/Losses as % of Net Income	0.0%	2.6%	0.00	N/A	N/A	N/A	N/A	0.0%	0.59	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,293,048	63.8%	44.1%	1.45	39.0%	1.63	54.9%	1.16	58.7%	1.09
Supplies & Services	\$2,472,247	29.8%	49.0%	0.61	52.6%	0.57	38.5%	0.77	33.3%	0.89
Capital Component	\$532,744	6.4%	6.9%	0.93	8.4%	0.77	6.7%	0.97	7.9%	0.81
Fiscal Statistics										
Operating Margin (%)	-28.4%	8.4%	N/A	11.9%	N/A	1.3%	N/A	-5.9%	4.85	
Total Hospital Net Income (%)	-28.4%	8.6%	N/A	10.9%	N/A	1.0%	N/A	-5.9%	4.85	
Return on Equity (%)	-8.3%	6.3%	N/A	7.6%	N/A	1.2%	N/A	-2.0%	4.21	
Current Ratio	2.4	5.9	0.40	9.7	0.24	3.5	0.67	8.2	0.29	
Days in Net Patient Accounts Receivable	62.5	51.6	1.21	48.3	1.29	53.6	1.17	54.9	1.14	
Average Payment Period	256.2	38.5	6.65	30.8	8.33	37.7	6.80	69.7	3.68	
Equity Financing (%)	74.7%	75.1%	0.99	80.8%	0.93	52.0%	1.44	93.0%	0.80	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	15.9	N/A	2.0	N/A	0.0	N/A	
Total Asset Turnover	0.3	0.7	0.40	0.7	0.42	1.3	0.23	0.3	0.87	
Average Age of Plant (Years)	11.9	9.9	1.21	9.0	1.33	10.1	1.17	10.5	1.13	
Increase (Decrease) Total Net Patient Revenue	2.3%	5.4%	0.43	4.2%	0.55	6.3%	0.37	-5.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	11.9%	61.9%	0.19	63.4%	0.19	77.2%	0.15	9.9%	1.21	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,281	\$15,830	0.65	\$12,178	0.84	\$17,237	0.60	\$10,289	1.00	
Inpatient Net Revenue per Day	\$3,955	\$3,538	1.12	\$2,958	1.34	\$2,652	1.49	\$3,792	1.04	
Outpatient Net Revenue per Visit	\$1,761	\$686	2.57	\$680	2.59	\$595	2.96	\$1,426	1.23	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$10,236,495	Cash & Cash Equivalents	\$8,688,627	Current Liabilities	\$5,458,180
Less Deductions	\$3,828,245	Net Patient Receivables	\$1,096,875	Long-Term Debt	\$0
Net Patient Revenue	\$6,408,250	Other Receivables	\$38,457	Other Liabilities	\$145,050
Plus Other Revenue	\$54,707			Subtotal	\$5,603,230
Total Revenue	\$6,462,957	Land, Buildings & Equipment (Net)	\$9,180,211	Unrestricted Fund Balance	\$16,579,010
Less Expenses	\$8,298,039	Other Assets	\$3,178,070	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$105			Total Liabilities & Fund Balance	\$22,182,240
Net Income	-\$1,835,187	Total Assets	\$22,182,240		

074 Ascension Good Samaritan Hospital
 601 Center Avenue South
 Merrill, WI 54452
 715-536-5511

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	329.6%	55.7%	5.92	65.6%	5.02	38.3%	8.60	350.7%	0.94
Obstetrics	0.0%	41.5%	N/A	46.3%	N/A	24.8%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	329.6%	57.5%	5.74	69.2%	4.77	37.2%	8.85	350.7%	0.94
Average Census (Patients)									
Adult Medical-Surgical	3.3	26.4	0.12	22.1	0.15	6.5	0.51	3.5	0.94
Obstetrics	0.0	5.6	N/A	3.6	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	49.4	0.07	39.5	0.08	8.5	0.39	3.5	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	3.9	0.64	3.8	0.66	2.9	0.85	2.7	0.93
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.5	4.4	0.57	4.2	0.60	3.1	0.81	2.6	0.97
Surgical Operations									
Inpatient	2	1,396	0.00	1,155	0.00	273	0.01	5	0.40
Outpatient	172	4,206	0.04	1,740	0.10	1,279	0.13	145	1.19
Inpatient as % of All Surgeries	1.1%	24.9%	0.05	39.9%	0.03	17.6%	0.07	3.3%	0.34
Outpatient Visits									
Non-Emergency Visits	13,779	136,074	0.10	68,636	0.20	57,910	0.24	14,367	0.96
Emergency Visits	5,731	18,688	0.31	13,080	0.44	8,090	0.71	5,959	0.96
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.3	0.10	16.3	0.12	9.4	0.21	2.7	0.75
Nurses, Licensed	22.3	239.2	0.09	145.3	0.15	79.9	0.28	25.1	0.89
Ancillary Nursing Personnel	3.6	40.0	0.09	28.4	0.13	13.5	0.27	0.0	N/A
All Other Personnel	31.0	480.4	0.06	245.2	0.13	187.1	0.17	38.0	0.82
Total FTEs	58.9	779.0	0.08	435.2	0.14	289.8	0.20	65.8	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.5	14.9	0.37	16.6	0.33	24.3	0.23	6.9	0.80
Nurses, Licensed	61.5	183.7	0.33	147.7	0.42	207.6	0.30	65.5	0.94
Ancillary Nursing Personnel	10.1	30.8	0.33	28.9	0.35	35.0	0.29	0.0	N/A
All Other Personnel	85.6	369.0	0.23	249.4	0.34	486.3	0.18	99.3	0.86
Total FTEs	162.6	598.3	0.27	442.6	0.37	753.3	0.22	171.6	0.95

Total Hospital:

Beds Set Up & Staffed 1
 Discharges 479
 Inpatient Days 1,203

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 6
 Inpatient Days 32

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

074 Ascension Good Samaritan Hospital
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	1	480	1,203	329.6%	3.3	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	7.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	3	4.6
Registered Nurses	19	9	21.3	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	1	3.6	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	2	5.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	2	0	2.0
Pharmacy Personnel	3	2	3.0				
Clinical Laboratory Personnel	5	3	5.0				
				Total	52	26	58.9

074 Ascension Good Samaritan Hospital

Merrill, WI 54452

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,036,702	45.7%	45.7%	1.00	50.9%	0.90	46.1%	0.99	45.2%	1.01
Medical Assistance	\$7,254,149	20.7%	14.0%	1.48	13.8%	1.50	13.3%	1.56	19.5%	1.06
Commercial	\$9,223,912	26.3%	35.8%	0.73	31.0%	0.85	36.0%	0.73	29.0%	0.91
All Other	\$2,539,146	7.2%	4.5%	1.61	4.2%	1.71	4.6%	1.57	6.3%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,779,462	22.2%	34.1%	0.65	35.1%	0.63	29.3%	0.76	17.2%	1.29
Medical Assistance	\$4,252,597	12.1%	10.6%	1.15	10.3%	1.17	9.2%	1.32	13.2%	0.92
Commercial	\$732,144	2.1%	14.7%	0.14	7.8%	0.27	11.9%	0.17	3.2%	0.65
Charity Care	\$745,271	2.1%	1.0%	2.18	1.3%	1.67	1.0%	2.08	1.9%	1.11
Bad Debt	\$1,692,961	4.8%	1.1%	4.51	1.0%	4.87	1.7%	2.78	3.6%	1.35
All Other	\$841,205	2.4%	2.0%	1.22	1.9%	1.30	1.9%	1.26	2.2%	1.09
Total Deductions	\$16,043,640	45.8%	63.3%	0.72	57.3%	0.80	55.1%	0.83	41.3%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	5.5%	0.21	3.4%	0.34	5.9%	0.20	2.0%	0.59
Net Gains/Losses as % of Net Income		0.0%	2.6%	N/A	22.1%	N/A	14.7%	N/A	8.7%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,226,171	41.5%	44.1%	0.94	41.2%	1.01	51.5%	0.81	46.8%	0.89
Supplies & Services	\$10,401,773	52.5%	49.0%	1.07	52.5%	1.00	40.5%	1.29	43.2%	1.21
Capital Component	\$1,201,060	6.1%	6.9%	0.88	6.3%	0.97	8.0%	0.76	10.0%	0.61
Fiscal Statistics										
Operating Margin (%)		-3.1%	8.4%	N/A	5.1%	N/A	5.3%	N/A	-4.6%	0.67
Total Hospital Net Income (%)		-3.1%	8.6%	N/A	6.4%	N/A	6.1%	N/A	-5.1%	0.61
Return on Equity (%)		-5.5%	6.3%	N/A	5.1%	N/A	5.1%	N/A	-9.6%	0.58
Current Ratio		2.9	5.9	0.49	4.2	0.69	5.4	0.54	1.6	1.80
Days in Net Patient Accounts Receivable		61.9	51.6	1.20	62.5	0.99	51.7	1.20	46.2	1.34
Average Payment Period		25.8	38.5	0.67	37.9	0.68	34.1	0.76	44.3	0.58
Equity Financing (%)		66.9%	75.1%	0.89	51.9%	1.29	79.8%	0.84	58.9%	1.14
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.7	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	14.9	N/A	8.4	N/A	0.0	N/A
Total Asset Turnover		1.8	0.7	2.44	0.8	2.30	0.8	2.20	1.9	0.94
Average Age of Plant (Years)		5.3	9.9	0.54	7.8	0.68	9.3	0.57	3.8	1.40
Increase (Decrease) Total Net Patient Revenue		-1.7%	5.4%	N/A	4.2%	N/A	4.5%	N/A	-13.9%	0.12
Outpatient Gross Revenue (% of Total GPR)		90.9%	61.9%	1.47	59.8%	1.52	78.1%	1.16	89.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,045	\$15,830	0.51	\$14,144	0.57	\$12,599	0.64	\$9,305	0.86
Inpatient Net Revenue per Day		\$3,141	\$3,538	0.89	\$3,385	0.93	\$3,643	0.86	\$2,902	1.08
Outpatient Net Revenue per Visit		\$861	\$686	1.25	\$932	0.92	\$598	1.44	\$776	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,053,909	Cash & Cash Equivalents	\$6,296	Current Liabilities	\$1,318,649
Less Deductions	\$16,043,640	Net Patient Receivables	\$3,222,888	Long-Term Debt	\$0
Net Patient Revenue	\$19,010,269	Other Receivables	\$3,512	Other Liabilities	\$2,225,384
Plus Other Revenue	\$225,190			Subtotal	\$3,544,033
Total Revenue	\$19,235,459	Land, Buildings & Equipment (Net)	\$6,903,764	Unrestricted Fund Balance	\$7,169,120
Less Expenses	\$19,829,004	Other Assets	\$576,693	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$10,713,153	Total Liabilities & Fund Balance	\$10,713,153
Net Income	-\$593,545				

316 Ascension Columbia St. Mary's Hospital Milwaukee
 2301 N. Lake Drive
 Milwaukee, WI 53201
 414-961-3300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.7%	55.7%	1.00	69.6%	0.80	69.4%	0.80	49.0%	1.14
Obstetrics	111.7%	41.5%	2.69	56.7%	0.63	52.7%	2.12	68.4%	1.63
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	65.8%	57.5%	1.14	72.0%	0.91	67.8%	0.97	56.2%	1.17
Average Census (Patients)									
Adult Medical-Surgical	93.6	26.4	3.55	111.4	0.84	101.2	0.92	82.3	1.14
Obstetrics	35.7	5.6	6.35	25.1	1.42	15.7	2.28	21.9	1.63
Pediatrics	0.0	1.4	N/A	16.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	189.5	49.4	3.84	172.5	1.10	195.9	0.97	161.8	1.17
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	3.9	1.23	4.8	1.01	4.4	1.11	4.5	1.09
Obstetrics	2.5	2.5	0.98	2.7	0.92	2.6	0.94	2.8	0.90
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	5.9	4.4	1.34	5.6	1.06	4.8	1.22	5.0	1.19
Surgical Operations									
Inpatient	1,984	1,396	1.42	3,208	0.62	5,208	0.38	2,093	0.95
Outpatient	4,332	4,206	1.03	5,759	0.75	14,763	0.29	4,636	0.93
Inpatient as % of All Surgeries	31.4%	24.9%	1.26	35.8%	0.88	26.1%	1.20	31.1%	1.01
Outpatient Visits									
Non-Emergency Visits	562,000	136,074	4.13	268,757	2.09	473,499	1.19	749,180	0.75
Emergency Visits	65,368	18,688	3.50	47,390	1.38	53,629	1.22	64,992	1.01
Full-Time Equivalents (FTEs)									
Administrators	52.7	19.3	2.73	44.4	1.19	64.0	0.82	9.1	5.79
Nurses, Licensed	693.7	239.2	2.90	740.7	0.94	866.8	0.80	705.5	0.98
Ancillary Nursing Personnel	87.5	40.0	2.18	137.5	0.64	141.9	0.62	78.1	1.12
All Other Personnel	1,206.0	480.4	2.51	1,202.9	1.00	1,693.5	0.71	1,240.7	0.97
Total FTEs	2,040.0	779.0	2.62	2,125.5	0.96	2,766.3	0.74	2,033.4	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.6	14.9	0.71	12.3	0.86	13.7	0.77	1.9	5.64
Nurses, Licensed	139.7	183.7	0.76	205.0	0.68	186.0	0.75	145.8	0.96
Ancillary Nursing Personnel	17.6	30.8	0.57	38.0	0.46	30.4	0.58	16.1	1.09
All Other Personnel	242.8	369.0	0.66	332.9	0.73	363.3	0.67	256.4	0.95
Total FTEs	410.7	598.3	0.69	588.2	0.70	593.5	0.69	420.2	0.98

Total Hospital:
 Beds Set Up & Staffed 288
 Discharges 11,723
 Inpatient Days 69,158

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 12
 Total Births 2,750
 Newborn Days 5,318

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	168	7,049	34,149	55.7%	93.6	4.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	32	5,259	13,043	111.7%	35.7	2.5
Psychiatric	1	15	685	3,500	63.9%	9.6	5.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	1	12	193	3,674	83.9%	10.1	19.0
Mixed Intensive Care	1	36	726	8,624	65.6%	23.6	11.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	281	6,168	67.6%	16.9	22.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	44	19	52.7	Surgical Personnel	46	18	50.2
Physicians & Dentists	136	59	151.4	Radiological Services Personnel	78	42	89.7
Medical & Dental Residents	5	0	5.0	Sonographers	13	2	13.0
Dental Hygienists	0	8	6.7	Respiratory Therapists	24	12	27.9
Registered Nurses	530	326	652.7	Occupational Therapists	8	10	11.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	6	3	7.3	Physical Therapists	17	19	23.7
Ancillary Nursing Personnel	50	97	87.5	Physical Therapy Assistants/Aides	4	9	5.2
Medical Assistants	145	29	157.7	Recreational Therapists	0	0	0.0
Physician Assistants	11	3	12.7	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	30	9	33.8	Psychologists	3	3	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	2	6.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	83	59	107.0
Health Info Mgmt-Administrators/Technicians	5	3	5.6	All Other Personnel	331	72	361.1
Pharmacy Personnel	47	21	50.9				
Clinical Laboratory Personnel	89	62	116.4				
				Total	1,711	889	2,040.0

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53201

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$611,594,520	40.9%	45.7%	0.90	42.9%	0.95	46.0%	0.89	40.0%	1.02
Medical Assistance	\$344,718,509	23.1%	14.0%	1.65	20.9%	1.10	12.8%	1.81	24.1%	0.95
Commercial	\$486,488,160	32.5%	35.8%	0.91	32.3%	1.01	36.0%	0.90	33.5%	0.97
All Other	\$52,633,585	3.5%	4.5%	0.78	3.8%	0.92	5.3%	0.67	2.4%	1.48
Deductions as % of Total Gross Patient Revenue										
Medicare	\$445,368,294	29.8%	34.1%	0.87	33.8%	0.88	35.3%	0.84	26.4%	1.13
Medical Assistance	\$280,186,274	18.7%	10.6%	1.77	15.9%	1.18	10.0%	1.88	18.5%	1.01
Commercial	\$235,120,747	15.7%	14.7%	1.07	14.3%	1.10	16.0%	0.98	18.6%	0.85
Charity Care	\$20,367,074	1.4%	1.0%	1.40	1.1%	1.20	1.0%	1.42	1.4%	1.00
Bad Debt	\$26,673,354	1.8%	1.1%	1.67	1.0%	1.74	0.9%	1.91	1.7%	1.03
All Other	\$19,815,577	1.3%	2.0%	0.68	1.2%	1.10	2.2%	0.59	0.8%	1.62
Total Deductions	\$1,027,531,320	68.7%	63.3%	1.08	67.4%	1.02	65.5%	1.05	67.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.6%	5.5%	1.39		4.0%	1.89	6.8%	1.13	0.5%	14.15
Net Gains/Losses as % of Net Income	31.9%	2.6%	12.49		N/A	N/A	1.9%	16.89	0.4%	71.72
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$243,157,177	47.7%	44.1%	1.08	36.9%	1.29	43.1%	1.11	44.3%	1.08
Supplies & Services	\$229,414,324	45.0%	49.0%	0.92	56.8%	0.79	50.4%	0.89	48.3%	0.93
Capital Component	\$36,721,378	7.2%	6.9%	1.05	6.2%	1.16	6.4%	1.12	7.5%	0.97
Fiscal Statistics										
Operating Margin (%)	-0.5%	8.4%	N/A		10.0%	N/A	8.5%	N/A	-7.5%	0.07
Total Hospital Net Income (%)	-0.8%	8.6%	N/A		9.5%	N/A	8.7%	N/A	-7.5%	0.10
Return on Equity (%)	-0.6%	6.3%	N/A		6.8%	N/A	6.7%	N/A	-5.1%	0.12
Current Ratio	4.2	5.9	0.70		10.4	0.40	6.2	0.67	4.1	1.00
Days in Net Patient Accounts Receivable	44.1	51.6	0.86		48.9	0.90	50.7	0.87	47.6	0.93
Average Payment Period	33.3	38.5	0.86		29.1	1.15	38.6	0.86	33.6	0.99
Equity Financing (%)	77.7%	75.1%	1.03		86.6%	0.90	76.2%	1.02	76.5%	1.02
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	0.0	13.4	N/A		17.3	N/A	13.7	N/A	0.0	N/A
Total Asset Turnover	0.8	0.7	1.08		0.7	1.11	0.8	1.03	0.7	1.16
Average Age of Plant (Years)	13.1	9.9	1.33		10.0	1.31	10.8	1.21	12.6	1.04
Increase (Decrease) Total Net Patient Revenue	3.4%	5.4%	0.63		4.2%	0.81	6.1%	0.56	-1.2%	N/A
Outpatient Gross Revenue (% of Total GPR)	65.6%	61.9%	1.06		52.1%	1.26	58.0%	1.13	66.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,859	\$15,830	0.81		\$20,637	0.62	\$17,621	0.73	\$11,761	1.09
Inpatient Net Revenue per Day	\$2,420	\$3,538	0.68		\$3,697	0.65	\$3,654	0.66	\$2,368	1.02
Outpatient Net Revenue per Visit	\$548	\$686	0.80		\$783	0.70	\$698	0.79	\$413	1.33

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,495,434,774	Cash & Cash Equivalents	\$665,846	Current Liabilities	\$44,004,372
Less Deductions	\$1,027,531,320	Net Patient Receivables	\$56,565,568	Long-Term Debt	\$0
Net Patient Revenue	\$467,903,454	Other Receivables	\$7,592,969	Other Liabilities	\$97,995,647
Plus Other Revenue	\$38,758,007			Subtotal	\$142,000,019
Total Revenue	\$506,661,461	Land, Buildings & Equipment (Net)	\$450,806,710	Unrestricted Fund Balance	\$493,605,517
Less Expenses	\$509,292,879	Other Assets	\$119,974,443	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,234,860	Total Assets	\$635,605,536	Total Liabilities & Fund Balance	\$635,605,536
Net Income	-\$3,866,278				

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
 5000 West Chambers Street
 Milwaukee, WI 53210
 414-447-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.9%	55.7%	1.17	69.6%	0.93	57.4%	1.13	65.4%	0.99
Obstetrics	50.6%	41.5%	1.22	56.7%	0.48	40.0%	1.27	35.7%	1.42
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	55.4%	57.5%	0.96	72.0%	0.77	59.0%	0.94	48.1%	1.15
Average Census (Patients)									
Adult Medical-Surgical	39.6	26.4	1.50	111.4	0.36	36.9	1.07	47.8	0.83
Obstetrics	27.3	5.6	4.86	25.1	1.09	7.9	3.47	19.3	1.42
Pediatrics	0.0	1.4	N/A	16.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	102.5	49.4	2.08	172.5	0.59	78.6	1.30	104.3	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	3.9	1.02	4.8	0.83	3.8	1.05	4.1	0.97
Obstetrics	2.5	2.5	0.99	2.7	0.94	2.6	0.98	2.8	0.89
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	5.7	4.4	1.30	5.6	1.03	4.4	1.29	5.1	1.12
Surgical Operations									
Inpatient	683	1,396	0.49	3,208	0.21	1,842	0.37	879	0.78
Outpatient	3,850	4,206	0.92	5,759	0.67	4,876	0.79	4,325	0.89
Inpatient as % of All Surgeries	15.1%	24.9%	0.60	35.8%	0.42	27.4%	0.55	16.9%	0.89
Outpatient Visits									
Non-Emergency Visits	196,528	136,074	1.44	268,757	0.73	168,131	1.17	209,422	0.94
Emergency Visits	71,598	18,688	3.83	47,390	1.51	31,181	2.30	75,697	0.95
Full-Time Equivalents (FTEs)									
Administrators	7.7	19.3	0.40	44.4	0.17	25.9	0.30	9.7	0.79
Nurses, Licensed	310.9	239.2	1.30	740.7	0.42	358.4	0.87	330.6	0.94
Ancillary Nursing Personnel	70.2	40.0	1.75	137.5	0.51	57.2	1.23	79.3	0.89
All Other Personnel	407.9	480.4	0.85	1,202.9	0.34	660.2	0.62	451.6	0.90
Total FTEs	796.7	779.0	1.02	2,125.5	0.37	1,101.6	0.72	871.3	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.1	14.9	0.21	12.3	0.25	12.9	0.24	3.7	0.85
Nurses, Licensed	125.0	183.7	0.68	205.0	0.61	178.3	0.70	125.0	1.00
Ancillary Nursing Personnel	28.2	30.8	0.92	38.0	0.74	28.5	0.99	30.0	0.94
All Other Personnel	164.1	369.0	0.44	332.9	0.49	328.4	0.50	170.8	0.96
Total FTEs	320.4	598.3	0.54	588.2	0.54	548.0	0.58	329.5	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	185	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	84
Discharges	6,545	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,071
Inpatient Days	37,401			Inpatient Days	0	Newborn Days	3,965

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	61	3,609	14,443	64.9%	39.6	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	54	3,964	9,974	50.6%	27.3	2.5
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	434	4,740	54.1%	13.0	10.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	46	322	8,244	49.1%	22.6	25.6
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	2	7.7	Surgical Personnel	29	14	37.2
Physicians & Dentists	0	2	0.0	Radiological Services Personnel	34	44	56.3
Medical & Dental Residents	6	0	6.0	Sonographers	5	3	6.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	15	12	20.4
Registered Nurses	202	195	308.1	Occupational Therapists	8	10	12.5
Certified Nurse Midwives	1	0	1.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	1	0.8	Physical Therapists	17	17	23.5
Ancillary Nursing Personnel	46	38	70.2	Physical Therapy Assistants/Aides	4	1	4.5
Medical Assistants	4	2	5.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	26	68.6
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	68	28	83.6
Pharmacy Personnel	27	12	30.1	Total	565	444	796.7
Clinical Laboratory Personnel	31	35	48.2				

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$186,475,732	32.1%	45.7%	0.70	42.9%	0.75	41.9%	0.77	32.1%	1.00
Medical Assistance	\$259,176,360	44.6%	14.0%	3.19	20.9%	2.13	19.9%	2.24	43.2%	1.03
Commercial	\$111,834,243	19.2%	35.8%	0.54	32.3%	0.59	35.1%	0.55	20.6%	0.93
All Other	\$24,199,993	4.2%	4.5%	0.92	3.8%	1.08	3.2%	1.30	4.1%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$134,152,652	23.1%	34.1%	0.68	33.8%	0.68	31.8%	0.73	22.3%	1.03
Medical Assistance	\$176,087,706	30.3%	10.6%	2.87	15.9%	1.90	14.5%	2.09	29.0%	1.04
Commercial	\$47,869,334	8.2%	14.7%	0.56	14.3%	0.58	12.7%	0.65	8.4%	0.97
Charity Care	\$7,405,836	1.3%	1.0%	1.31	1.1%	1.13	1.0%	1.29	2.3%	0.56
Bad Debt	\$14,389,498	2.5%	1.1%	2.31	1.0%	2.41	1.1%	2.18	0.8%	3.02
All Other	\$14,873,169	2.6%	2.0%	1.30	1.2%	2.13	1.4%	1.79	1.8%	1.43
Total Deductions	\$394,778,195	67.9%	63.3%	1.07	67.4%	1.01	62.6%	1.08	64.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	5.5%	0.24	4.0%	0.33	3.7%	0.36	2.8%	0.48	
Net Gains/Losses as % of Net Income	0.4%	2.6%	0.15	N/A	N/A	5.1%	0.08	32.9%	0.01	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$81,079,619	36.7%	44.1%	0.83	36.9%	0.99	43.3%	0.85	44.4%	0.83
Supplies & Services	\$134,875,354	61.1%	49.0%	1.25	56.8%	1.07	49.6%	1.23	53.2%	1.15
Capital Component	\$4,935,620	2.2%	6.9%	0.33	6.2%	0.36	7.1%	0.31	2.4%	0.93
Fiscal Statistics										
Operating Margin (%)	-16.6%	8.4%	N/A	10.0%	N/A	10.1%	N/A	-2.4%	7.02	
Total Hospital Net Income (%)	-16.7%	8.6%	N/A	9.5%	N/A	10.6%	N/A	-3.6%	4.67	
Return on Equity (%)	-27.8%	6.3%	N/A	6.8%	N/A	6.8%	N/A	-3.8%	7.32	
Current Ratio	3.8	5.9	0.64	10.4	0.37	7.2	0.52	9.6	0.40	
Days in Net Patient Accounts Receivable	41.1	51.6	0.80	48.9	0.84	53.7	0.77	46.3	0.89	
Average Payment Period	22.2	38.5	0.58	29.1	0.76	35.4	0.63	24.0	0.93	
Equity Financing (%)	46.9%	75.1%	0.62	86.6%	0.54	73.3%	0.64	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	17.3	N/A	19.0	N/A	0.0	N/A	
Total Asset Turnover	1.7	0.7	2.26	0.7	2.32	0.6	2.61	1.1	1.55	
Average Age of Plant (Years)	2.5	9.9	0.26	10.0	0.25	8.4	0.30	1.4	1.80	
Increase (Decrease) Total Net Patient Revenue	-12.6%	5.4%	N/A	4.2%	N/A	5.3%	N/A	-5.4%	2.35	
Outpatient Gross Revenue (% of Total GPR)	62.6%	61.9%	1.01	52.1%	1.20	60.4%	1.04	60.7%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,961	\$15,830	0.82	\$20,637	0.63	\$15,632	0.83	\$13,107	0.99	
Inpatient Net Revenue per Day	\$2,501	\$3,538	0.71	\$3,697	0.68	\$3,480	0.72	\$2,583	0.97	
Outpatient Net Revenue per Visit	\$434	\$686	0.63	\$783	0.55	\$697	0.62	\$423	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$581,686,328	Cash & Cash Equivalents	\$225,846	Current Liabilities	\$13,130,124
Less Deductions	\$394,778,195	Net Patient Receivables	\$21,053,412	Long-Term Debt	\$0
Net Patient Revenue	\$186,908,133	Other Receivables	\$2,896,289	Other Liabilities	\$47,145,839
Plus Other Revenue	\$2,538,376			Subtotal	\$60,275,963
Total Revenue	\$189,446,509	Land, Buildings & Equipment (Net)	\$63,496,279	Unrestricted Fund Balance	\$53,263,542
Less Expenses	\$220,890,593	Other Assets	\$25,867,679	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$122,159	Total Assets	\$113,539,505	Total Liabilities & Fund Balance	\$113,539,505
Net Income	-\$31,566,243				

085 Ascension St. Francis Hospital
 3237 South 16th Street
 Milwaukee, WI 53215
 414-647-5000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	3.9%	55.7%	0.07	69.6%	0.06	57.4%	0.07	72.7%	0.05
Obstetrics	35.7%	41.5%	0.86	56.7%	0.18	40.0%	0.89	25.1%	1.42
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	60.1%	57.5%	1.05	72.0%	0.83	59.0%	1.02	60.8%	0.99
Average Census (Patients)									
Adult Medical-Surgical	1.7	26.4	0.06	111.4	0.01	36.9	0.04	38.6	0.04
Obstetrics	10.0	5.6	1.78	25.1	0.40	7.9	1.27	5.3	1.90
Pediatrics	0.0	1.4	N/A	16.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	91.3	49.4	1.85	172.5	0.53	78.6	1.16	97.9	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	3.9	1.21	4.8	0.99	3.8	1.25	5.1	0.93
Obstetrics	2.9	2.5	1.14	2.7	1.07	2.6	1.12	2.4	1.23
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	5.6	4.4	1.26	5.6	1.00	4.4	1.26	5.1	1.08
Surgical Operations									
Inpatient	921	1,396	0.66	3,208	0.29	1,842	0.50	1,002	0.92
Outpatient	1,984	4,206	0.47	5,759	0.34	4,876	0.41	2,254	0.88
Inpatient as % of All Surgeries	31.7%	24.9%	1.27	35.8%	0.89	27.4%	1.16	30.8%	1.03
Outpatient Visits									
Non-Emergency Visits	122,271	136,074	0.90	268,757	0.45	168,131	0.73	138,498	0.88
Emergency Visits	39,862	18,688	2.13	47,390	0.84	31,181	1.28	29,554	1.35
Full-Time Equivalents (FTEs)									
Administrators	7.0	19.3	0.36	44.4	0.16	25.9	0.27	12.0	0.58
Nurses, Licensed	240.0	239.2	1.00	740.7	0.32	358.4	0.67	278.6	0.86
Ancillary Nursing Personnel	73.1	40.0	1.83	137.5	0.53	57.2	1.28	73.7	0.99
All Other Personnel	367.3	480.4	0.76	1,202.9	0.31	660.2	0.56	417.7	0.88
Total FTEs	687.4	779.0	0.88	2,125.5	0.32	1,101.6	0.62	782.0	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.8	14.9	0.19	12.3	0.23	12.9	0.22	4.9	0.59
Nurses, Licensed	97.7	183.7	0.53	205.0	0.48	178.3	0.55	113.1	0.86
Ancillary Nursing Personnel	29.8	30.8	0.97	38.0	0.78	28.5	1.05	29.9	0.99
All Other Personnel	149.5	369.0	0.41	332.9	0.45	328.4	0.46	169.5	0.88
Total FTEs	279.8	598.3	0.47	588.2	0.48	548.0	0.51	317.3	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	152	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	5,986	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	599
Inpatient Days	33,321			Inpatient Days	0	Newborn Days	1,132

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	43	127	605	3.9%	1.7	4.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	28	1,262	3,647	35.7%	10.0	2.9
Psychiatric	1	25	1,287	5,383	59.0%	14.7	4.2
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	225	4,250	58.2%	11.6	18.9
Step-Down (Special Care)	1	36	3,611	19,436	147.9%	53.2	5.4
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	17	5	20.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	31	25	44.2
Medical & Dental Residents	0	0	0.0	Sonographers	4	5	4.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	16	6	18.8
Registered Nurses	188	96	235.6	Occupational Therapists	5	12	7.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	9	18	17.8
Ancillary Nursing Personnel	53	48	73.1	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	2	1	2.4	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	2	3.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.5
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	46	31	60.6
Health Info Mgmt-Administrators/Technicians	15	2	15.5	All Other Personnel	80	40	102.4
Pharmacy Personnel	34	10	35.3				
Clinical Laboratory Personnel	24	26	35.5				
				Total	536	330	687.4

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$250,918,483	47.1%	45.7%	1.03	42.9%	1.10	41.9%	1.13	45.7%	1.03
Medical Assistance	\$124,723,372	23.4%	14.0%	1.68	20.9%	1.12	19.9%	1.18	22.0%	1.07
Commercial	\$137,262,189	25.8%	35.8%	0.72	32.3%	0.80	35.1%	0.74	28.7%	0.90
All Other	\$19,518,702	3.7%	4.5%	0.81	3.8%	0.95	3.2%	1.15	3.7%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$183,278,244	34.4%	34.1%	1.01	33.8%	1.02	31.8%	1.08	33.0%	1.04
Medical Assistance	\$89,180,143	16.7%	10.6%	1.59	15.9%	1.05	14.5%	1.15	15.8%	1.06
Commercial	\$61,968,212	11.6%	14.7%	0.79	14.3%	0.82	12.7%	0.92	11.1%	1.05
Charity Care	\$12,551,503	2.4%	1.0%	2.42	1.1%	2.09	1.0%	2.39	2.1%	1.10
Bad Debt	\$8,046,954	1.5%	1.1%	1.41	1.0%	1.47	1.1%	1.33	0.7%	2.21
All Other	\$6,207,949	1.2%	2.0%	0.59	1.2%	0.97	1.4%	0.82	2.0%	0.57
Total Deductions	\$361,233,005	67.8%	63.3%	1.07	67.4%	1.01	62.6%	1.08	64.8%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.27		4.0%	0.37	3.7%	0.40	1.4%	1.03
Net Gains/Losses as % of Net Income	0.9%	2.6%	0.37		N/A	N/A	5.1%	0.18	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$64,760,764	36.3%	44.1%	0.82	36.9%	0.98	43.3%	0.84	42.9%	0.85
Supplies & Services	\$108,272,944	60.8%	49.0%	1.24	56.8%	1.07	49.6%	1.23	54.1%	1.12
Capital Component	\$5,152,843	2.9%	6.9%	0.42	6.2%	0.46	7.1%	0.40	3.0%	0.95
Fiscal Statistics										
Operating Margin (%)	-2.5%	8.4%	N/A		10.0%	N/A	10.1%	N/A	9.3%	N/A
Total Hospital Net Income (%)	-2.6%	8.6%	N/A		9.5%	N/A	10.6%	N/A	7.9%	N/A
Return on Equity (%)	-4.2%	6.3%	N/A		6.8%	N/A	6.8%	N/A	9.9%	N/A
Current Ratio	2.9	5.9	0.49		10.4	0.28	7.2	0.40	5.6	0.51
Days in Net Patient Accounts Receivable	49.8	51.6	0.97		48.9	1.02	53.7	0.93	52.8	0.94
Average Payment Period	28.7	38.5	0.75		29.1	0.99	35.4	0.81	33.1	0.87
Equity Financing (%)	69.2%	75.1%	0.92		86.6%	0.80	73.3%	0.94	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	-2,935.0	13.4	N/A		17.3	N/A	19.0	N/A	174.0	N/A
Total Asset Turnover	1.7	0.7	2.24		0.7	2.29	0.6	2.59	1.3	1.30
Average Age of Plant (Years)	2.3	9.9	0.23		10.0	0.23	8.4	0.28	1.3	1.76
Increase (Decrease) Total Net Patient Revenue	-8.7%	5.4%	N/A		4.2%	N/A	5.3%	N/A	-0.4%	22.80
Outpatient Gross Revenue (% of Total GPR)	63.2%	61.9%	1.02		52.1%	1.21	60.4%	1.05	61.3%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,615	\$15,830	0.73		\$20,637	0.56	\$15,632	0.74	\$11,377	1.02
Inpatient Net Revenue per Day	\$2,108	\$3,538	0.60		\$3,697	0.57	\$3,480	0.61	\$2,270	0.93
Outpatient Net Revenue per Visit	\$677	\$686	0.99		\$783	0.86	\$697	0.97	\$667	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$532,422,746	Cash & Cash Equivalents		Current Liabilities	\$13,633,999
Less Deductions	\$361,233,005	Net Patient Receivables	\$23,352,226	Long-Term Debt	\$0
Net Patient Revenue	\$171,189,741	Other Receivables	\$1,414,421	Other Liabilities	\$18,770,569
Plus Other Revenue	\$2,573,099			Subtotal	\$32,404,568
Total Revenue	\$173,762,840	Land, Buildings & Equipment (Net)	\$65,578,586	Unrestricted Fund Balance	\$72,879,394
Less Expenses	\$178,186,551	Other Assets	\$15,024,432	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$41,988	Total Assets	\$105,283,962	Total Liabilities & Fund Balance	\$105,283,962
Net Income	-\$4,465,699				

168 Aurora Sinai Medical Center
 945 N 12th Street, PO Box 342
 Milwaukee, WI 53233
 414-219-2000

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.1%	55.7%	1.12	69.6%	0.89	57.4%	1.08	57.6%	1.08
Obstetrics	51.5%	41.5%	1.24	56.7%	0.42	40.0%	1.29	52.6%	0.98
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	54.5%	57.5%	0.95	72.0%	0.76	59.0%	0.92	54.1%	1.01
Average Census (Patients)									
Adult Medical-Surgical	50.3	26.4	1.91	111.4	0.45	36.9	1.36	46.6	1.08
Obstetrics	23.7	5.6	4.21	25.1	0.94	7.9	3.00	24.2	0.98
Pediatrics	0.0	1.4	N/A	16.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	110.1	49.4	2.23	172.5	0.64	78.6	1.40	109.2	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	3.9	1.03	4.8	0.84	3.8	1.06	3.8	1.07
Obstetrics	2.9	2.5	1.14	2.7	1.08	2.6	1.13	2.9	0.98
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.4	1.01	5.6	0.80	4.4	1.00	4.4	1.01
Surgical Operations									
Inpatient	1,935	1,396	1.39	3,208	0.60	1,842	1.05	1,803	1.07
Outpatient	2,158	4,206	0.51	5,759	0.37	4,876	0.44	2,071	1.04
Inpatient as % of All Surgeries	47.3%	24.9%	1.90	35.8%	1.32	27.4%	1.72	46.5%	1.02
Outpatient Visits									
Non-Emergency Visits	183,025	136,074	1.35	268,757	0.68	168,131	1.09	197,174	0.93
Emergency Visits	56,798	18,688	3.04	47,390	1.20	31,181	1.82	57,532	0.99
Full-Time Equivalents (FTEs)									
Administrators	37.0	19.3	1.91	44.4	0.83	25.9	1.43	41.0	0.90
Nurses, Licensed	509.6	239.2	2.13	740.7	0.69	358.4	1.42	513.6	0.99
Ancillary Nursing Personnel	104.6	40.0	2.61	137.5	0.76	57.2	1.83	93.5	1.12
All Other Personnel	1,119.0	480.4	2.33	1,202.9	0.93	660.2	1.70	1,143.1	0.98
Total FTEs	1,770.2	779.0	2.27	2,125.5	0.83	1,101.6	1.61	1,791.2	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.7	14.9	0.99	12.3	1.20	12.9	1.14	15.7	0.94
Nurses, Licensed	202.6	183.7	1.10	205.0	0.99	178.3	1.14	196.8	1.03
Ancillary Nursing Personnel	41.6	30.8	1.35	38.0	1.09	28.5	1.46	35.8	1.16
All Other Personnel	445.0	369.0	1.21	332.9	1.34	328.4	1.36	438.0	1.02
Total FTEs	704.0	598.3	1.18	588.2	1.20	548.0	1.28	686.3	1.03

Total Hospital:
 Beds Set Up & Staffed 202
 Discharges 9,032
 Inpatient Days 40,192

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 38
 Total Births 2,505
 Newborn Days 4,790

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	81	4,538	18,347	62.1%	50.3	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	20	170	2,228	30.5%	6.1	13.1
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	46	2,979	8,641	51.5%	23.7	2.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	238	2,409	55.0%	6.6	10.1
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	460	8,567	54.6%	23.5	18.6
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	37	0	37.0	Surgical Personnel	9	6	12.9
Physicians & Dentists	81	42	101.7	Radiological Services Personnel	31	15	37.9
Medical & Dental Residents	55	0	55.0	Sonographers	21	9	26.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	19	10	23.9
Registered Nurses	364	167	479.5	Occupational Therapists	7	8	12.3
Certified Nurse Midwives	8	2	9.5	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	26	20	34.1
Ancillary Nursing Personnel	44	73	104.6	Physical Therapy Assistants/Aides	2	2	2.5
Medical Assistants	34	4	36.1	Recreational Therapists	1	0	1.0
Physician Assistants	25	9	28.1	Dietitians & Nutritionists	7	7	10.5
Nurse Practitioners	12	3	13.5	Psychologists	4	3	5.6
Certified Registered Nurse Anesthetists	4	2	4.0	Social Workers	19	12	25.6
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	314	123	382.7
Health Info Mgmt-Administrators/Technicians	11	1	11.6	All Other Personnel	202	43	228.3
Pharmacy Personnel	58	17	63.8				
Clinical Laboratory Personnel	14	5	17.6				
				Total	1,413	583	1,770.2

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$222,544,138	28.9%	45.7%	0.63	42.9%	0.67	41.9%	0.69	28.5%	1.01
Medical Assistance	\$362,321,008	47.1%	14.0%	3.38	20.9%	2.25	19.9%	2.37	47.2%	1.00
Commercial	\$154,088,577	20.0%	35.8%	0.56	32.3%	0.62	35.1%	0.57	20.6%	0.97
All Other	\$29,856,888	3.9%	4.5%	0.86	3.8%	1.01	3.2%	1.22	3.6%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$181,750,144	23.6%	34.1%	0.69	33.8%	0.70	31.8%	0.74	23.0%	1.03
Medical Assistance	\$288,377,025	37.5%	10.6%	3.55	15.9%	2.35	14.5%	2.58	36.8%	1.02
Commercial	\$69,352,415	9.0%	14.7%	0.61	14.3%	0.63	12.7%	0.71	9.1%	0.99
Charity Care	\$19,366,811	2.5%	1.0%	2.58	1.1%	2.23	1.0%	2.56	2.7%	0.92
Bad Debt	\$10,874,370	1.4%	1.1%	1.32	1.0%	1.38	1.1%	1.25	1.4%	1.04
All Other	\$5,055,437	0.7%	2.0%	0.34	1.2%	0.55	1.4%	0.46	0.4%	1.52
Total Deductions	\$574,776,202	74.8%	63.3%	1.18	67.4%	1.11	62.6%	1.19	73.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.0%	5.5%	0.90	4.0%	1.23	3.7%	1.33	4.4%	1.12	
Net Gains/Losses as % of Net Income	0.8%	2.6%	0.31	N/A	N/A	5.1%	0.15	43.1%	0.02	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$89,245,651	43.4%	44.1%	0.98	36.9%	1.17	43.3%	1.00	43.7%	0.99
Supplies & Services	\$108,616,715	52.8%	49.0%	1.08	56.8%	0.93	49.6%	1.06	52.5%	1.01
Capital Component	\$7,917,316	3.8%	6.9%	0.56	6.2%	0.62	7.1%	0.54	3.8%	1.02
Fiscal Statistics										
Operating Margin (%)	-0.8%	8.4%	N/A	10.0%	N/A	10.1%	N/A	-0.3%	2.66	
Total Hospital Net Income (%)	-0.8%	8.6%	N/A	9.5%	N/A	10.6%	N/A	-0.5%	1.52	
Return on Equity (%)	0.0%	6.3%	N/A	6.8%	N/A	6.8%	N/A	0.0%	N/A	
Current Ratio	0.0	5.9	N/A	10.4	N/A	7.2	N/A	0.0	N/A	
Days in Net Patient Accounts Receivable	0.0	51.6	N/A	48.9	N/A	53.7	N/A	0.0	N/A	
Average Payment Period	0.0	38.5	N/A	29.1	N/A	35.4	N/A	0.0	N/A	
Equity Financing (%)	0.0%	75.1%	N/A	86.6%	N/A	73.3%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	17.3	N/A	19.0	N/A	0.0	N/A	
Total Asset Turnover	0.0	0.7	N/A	0.7	N/A	0.6	N/A	0.0	N/A	
Average Age of Plant (Years)	0.0	9.9	N/A	10.0	N/A	8.4	N/A	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	0.6%	5.4%	0.12	4.2%	0.15	5.3%	0.12	7.5%	0.08	
Outpatient Gross Revenue (% of Total GPR)	54.1%	61.9%	0.87	52.1%	1.04	60.4%	0.90	54.5%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,537	\$15,830	0.73	\$20,637	0.56	\$15,632	0.74	\$11,402	1.01	
Inpatient Net Revenue per Day	\$2,474	\$3,538	0.70	\$3,697	0.67	\$3,480	0.71	\$2,376	1.04	
Outpatient Net Revenue per Visit	\$420	\$686	0.61	\$783	0.54	\$697	0.60	\$392	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$768,810,611	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$574,776,202	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$194,034,409	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$10,115,353			Subtotal	\$0
Total Revenue	\$204,149,762	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$205,779,682	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$12,927	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	-\$1,642,847				

183 Aurora St. Luke's Medical Center / South Shore
 2900 W Oklahoma Avenue
 Milwaukee, WI 53215
 414-649-6000

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	76.0%	55.7%	1.36	69.6%	1.09	69.4%	1.09	78.3%	0.97
Obstetrics	0.0%	41.5%	N/A	56.7%	N/A	52.7%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	76.9%	57.5%	1.34	72.0%	1.07	67.8%	1.14	78.5%	0.98
Average Census (Patients)									
Adult Medical-Surgical	348.7	26.4	13.22	111.4	3.13	101.2	3.45	357.7	0.97
Obstetrics	0.0	5.6	N/A	25.1	N/A	15.7	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	16.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	547.1	49.4	11.08	172.5	3.17	195.9	2.79	558.0	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	5.3	3.9	1.34	4.8	1.10	4.4	1.21	5.0	1.05
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.6	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	6.1	4.4	1.39	5.6	1.10	4.8	1.27	5.9	1.05
Surgical Operations									
Inpatient	9,579	1,396	6.86	3,208	2.99	5,208	1.84	9,853	0.97
Outpatient	12,618	4,206	3.00	5,759	2.19	14,763	0.85	11,822	1.07
Inpatient as % of All Surgeries	43.2%	24.9%	1.73	35.8%	1.21	26.1%	1.65	45.5%	0.95
Outpatient Visits									
Non-Emergency Visits	515,627	136,074	3.79	268,757	1.92	473,499	1.09	498,148	1.04
Emergency Visits	101,867	18,688	5.45	47,390	2.15	53,629	1.90	103,431	0.98
Full-Time Equivalents (FTEs)									
Administrators	57.0	19.3	2.95	44.4	1.28	64.0	0.89	62.0	0.92
Nurses, Licensed	2,336.4	239.2	9.77	740.7	3.15	866.8	2.70	2,223.2	1.05
Ancillary Nursing Personnel	504.1	40.0	12.59	137.5	3.67	141.9	3.55	487.9	1.03
All Other Personnel	4,029.3	480.4	8.39	1,202.9	3.35	1,693.5	2.38	3,834.7	1.05
Total FTEs	6,926.7	779.0	8.89	2,125.5	3.26	2,766.3	2.50	6,607.7	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.3	14.9	0.35	12.3	0.43	13.7	0.38	6.0	0.88
Nurses, Licensed	215.8	183.7	1.17	205.0	1.05	186.0	1.16	213.6	1.01
Ancillary Nursing Personnel	46.6	30.8	1.51	38.0	1.22	30.4	1.53	46.9	0.99
All Other Personnel	372.1	369.0	1.01	332.9	1.12	363.3	1.02	368.4	1.01
Total FTEs	639.7	598.3	1.07	588.2	1.09	593.5	1.08	634.8	1.01

Total Hospital:
 Beds Set Up & Staffed 711
 Discharges 32,558
 Inpatient Days 199,682

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

183 Aurora St. Luke's Medical Center / South Shore
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	459	24,167	127,261	76.0%	348.7	5.3
Orthopedic	1	48	3,121	13,774	78.6%	37.7	4.4
Rehabilitation & Physical Medicine	1	45	1,069	13,586	82.7%	37.2	12.7
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	21	1,306	5,305	69.2%	14.5	4.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	57	1,167	15,820	76.0%	43.3	13.6
Cardiac Intensive Unit	1	54	959	16,119	81.8%	44.2	16.8
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	27	1,016	7,817	79.3%	21.4	7.7
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	57	0	57.0	Surgical Personnel	56	14	63.1
Physicians & Dentists	294	33	316.9	Radiological Services Personnel	165	69	215.9
Medical & Dental Residents	98	0	98.0	Sonographers	40	13	47.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	77	13	86.5
Registered Nurses	1,797	543	2,156.6	Occupational Therapists	43	37	64.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	6	10	12.2
Licensed Practical Nurses	13	7	17.9	Physical Therapists	72	39	95.3
Ancillary Nursing Personnel	251	444	504.1	Physical Therapy Assistants/Aides	19	11	25.6
Medical Assistants	116	28	135.9	Recreational Therapists	1	2	2.3
Physician Assistants	49	12	55.4	Dietitians & Nutritionists	18	7	23.3
Nurse Practitioners	125	15	134.9	Psychologists	11	0	11.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	41	15	48.3
Clinical Nurse Specialists	24	4	27.1	All Other Health Professionals	1,159	636	1,495.8
Health Info Mgmt-Administrators/Technicians	117	44	144.8	All Other Personnel	641	140	736.9
Pharmacy Personnel	218	65	252.2				
Clinical Laboratory Personnel	76	31	97.9				
				Total	5,584	2,232	6,926.7

183 Aurora St. Luke's Medical Center / South Shore
Milwaukee, WI 53215

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,796,534,679	55.7%	45.7%	1.22	42.9%	1.30	46.0%	1.21	55.2%	1.01
Medical Assistance	\$697,674,192	13.9%	14.0%	1.00	20.9%	0.66	12.8%	1.09	14.2%	0.98
Commercial	\$1,403,805,406	28.0%	35.8%	0.78	32.3%	0.87	36.0%	0.78	28.3%	0.99
All Other	\$120,115,336	2.4%	4.5%	0.53	3.8%	0.62	5.3%	0.46	2.3%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,314,380,537	46.1%	34.1%	1.35	33.8%	1.36	35.3%	1.31	44.9%	1.03
Medical Assistance	\$587,947,327	11.7%	10.6%	1.11	15.9%	0.73	10.0%	1.17	11.6%	1.01
Commercial	\$695,214,363	13.9%	14.7%	0.94	14.3%	0.97	16.0%	0.86	13.8%	1.01
Charity Care	\$71,898,485	1.4%	1.0%	1.47	1.1%	1.27	1.0%	1.49	1.6%	0.92
Bad Debt	\$35,278,077	0.7%	1.1%	0.66	1.0%	0.68	0.9%	0.75	0.8%	0.93
All Other	\$32,065,624	0.6%	2.0%	0.33	1.2%	0.53	2.2%	0.29	0.6%	1.00
Total Deductions	\$3,736,784,413	74.5%	63.3%	1.18	67.4%	1.10	65.5%	1.14	73.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.5%	5.5%	1.00	4.0%	1.37	6.8%	0.82	5.2%	1.06
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	N/A	N/A	1.9%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$434,675,541	36.5%	44.1%	0.83	36.9%	0.99	43.1%	0.85	35.9%	1.02
Supplies & Services	\$703,801,643	59.1%	49.0%	1.21	56.8%	1.04	50.4%	1.17	59.8%	0.99
Capital Component	\$51,793,480	4.4%	6.9%	0.63	6.2%	0.70	6.4%	0.68	4.2%	1.03
Fiscal Statistics										
Operating Margin (%)		12.2%	8.4%	1.46	10.0%	1.22	8.5%	1.44	11.1%	1.11
Total Hospital Net Income (%)		12.2%	8.6%	1.43	9.5%	1.29	8.7%	1.41	10.9%	1.12
Return on Equity (%)		6.0%	6.3%	0.95	6.8%	0.88	6.7%	0.89	5.4%	1.10
Current Ratio		23.6	5.9	3.98	10.4	2.28	6.2	3.80	22.9	1.03
Days in Net Patient Accounts Receivable		61.7	51.6	1.20	48.9	1.26	50.7	1.22	64.1	0.96
Average Payment Period		29.1	38.5	0.76	29.1	1.00	38.6	0.75	29.4	0.99
Equity Financing (%)		96.4%	75.1%	1.28	86.6%	1.11	76.2%	1.26	96.1%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	0.02	0.1	0.05	0.1	0.03	0.0	0.73
Times Interest Earned		332.9	13.4	24.89	17.3	19.25	13.7	24.31	244.2	1.36
Total Asset Turnover		0.5	0.7	0.66	0.7	0.68	0.8	0.63	0.5	0.98
Average Age of Plant (Years)		14.5	9.9	1.47	10.0	1.45	10.8	1.34	14.5	1.00
Increase (Decrease) Total Net Patient Revenue		3.5%	5.4%	0.64	4.2%	0.82	6.1%	0.57	2.3%	1.53
Outpatient Gross Revenue (% of Total GPR)		48.4%	61.9%	0.78	52.1%	0.93	58.0%	0.83	45.8%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,630	\$15,830	1.30	\$20,637	1.00	\$17,621	1.17	\$19,545	1.06	
Inpatient Net Revenue per Day	\$3,292	\$3,538	0.93	\$3,697	0.89	\$3,654	0.90	\$3,300	1.00	
Outpatient Net Revenue per Visit	\$1,044	\$686	1.52	\$783	1.33	\$698	1.50	\$986	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,018,129,613	Cash & Cash Equivalents	\$1,896,497,955	Current Liabilities	\$91,231,065
Less Deductions	\$3,736,784,413	Net Patient Receivables	\$216,763,796	Long-Term Debt	\$8,074,797
Net Patient Revenue	\$1,281,345,200	Other Receivables	\$9,980,329	Other Liabilities	\$1,093,358
Plus Other Revenue	\$74,906,094			Subtotal	\$100,399,220
Total Revenue	\$1,356,251,294	Land, Buildings & Equipment (Net)	\$528,559,355	Unrestricted Fund Balance	\$2,674,294,657
Less Expenses	\$1,190,270,664	Other Assets	\$122,892,442	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$10,194	Total Assets	\$2,774,693,877	Total Liabilities & Fund Balance	\$2,774,693,877
Net Income	\$165,970,436				

075 Children's Hospital of Wisconsin
 9000 W Wisconsin Ave, PO Box 1997
 Milwaukee, WI 53201
 414-266-2000

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.7%	N/A	69.6%	N/A	57.4%	N/A	0.0%	N/A
Obstetrics	0.0%	41.5%	N/A	56.7%	N/A	40.0%	N/A	0.0%	N/A
Pediatrics	100.1%	52.8%	1.90	100.1%	1.00	93.8%	1.07	99.7%	1.00
Total Hospital	100.0%	57.5%	1.74	72.0%	1.39	59.0%	1.69	100.3%	1.00
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.4	N/A	111.4	N/A	36.9	N/A	0.0	N/A
Obstetrics	0.0	5.6	N/A	25.1	N/A	7.9	N/A	0.0	N/A
Pediatrics	65.1	1.4	48.15	16.3	4.00	5.2	48.15	70.8	0.92
Total Hospital	183.9	49.4	3.73	172.5	1.07	78.6	2.34	193.5	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.9	N/A	4.8	N/A	3.8	N/A	0.0	N/A
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.6	N/A	0.0	N/A
Pediatrics	3.6	3.5	1.02	3.6	1.00	3.5	1.02	3.8	0.95
Total Hospital	7.5	4.4	1.69	5.6	1.34	4.4	1.68	7.6	0.98
Surgical Operations									
Inpatient	3,403	1,396	2.44	3,208	1.06	1,842	1.85	3,707	0.92
Outpatient	11,082	4,206	2.63	5,759	1.92	4,876	2.27	11,314	0.98
Inpatient as % of All Surgeries	23.5%	24.9%	0.94	35.8%	0.66	27.4%	0.86	24.7%	0.95
Outpatient Visits									
Non-Emergency Visits	336,194	136,074	2.47	268,757	1.25	168,131	2.00	310,704	1.08
Emergency Visits	68,093	18,688	3.64	47,390	1.44	31,181	2.18	70,424	0.97
Full-Time Equivalents (FTEs)									
Administrators	41.7	19.3	2.15	44.4	0.94	25.9	1.61	40.0	1.04
Nurses, Licensed	1,188.2	239.2	4.97	740.7	1.60	358.4	3.32	1,111.6	1.07
Ancillary Nursing Personnel	158.7	40.0	3.96	137.5	1.15	57.2	2.77	144.4	1.10
All Other Personnel	1,379.6	480.4	2.87	1,202.9	1.15	660.2	2.09	1,376.0	1.00
Total FTEs	2,768.2	779.0	3.55	2,125.5	1.30	1,101.6	2.51	2,672.0	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.9	14.9	0.87	12.3	1.05	12.9	1.00	12.4	1.04
Nurses, Licensed	367.7	183.7	2.00	205.0	1.79	178.3	2.06	345.9	1.06
Ancillary Nursing Personnel	49.1	30.8	1.60	38.0	1.29	28.5	1.73	44.9	1.09
All Other Personnel	426.9	369.0	1.16	332.9	1.28	328.4	1.30	428.2	1.00
Total FTEs	856.6	598.3	1.43	588.2	1.46	548.0	1.56	831.5	1.03

Total Hospital:
 Beds Set Up & Staffed 184
 Discharges 9,000
 Inpatient Days 67,139

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

075 Children's Hospital of Wisconsin
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	65	6,606	23,752	100.1%	65.1	3.6
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	46	934	16,710	99.5%	45.8	17.9
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	58	706	21,298	100.6%	58.4	30.2
Other Intensive Care	1	15	754	5,379	98.2%	14.7	7.1
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	41	1	41.7	Surgical Personnel	27	8	31.0
Physicians & Dentists	9	7	9.7	Radiological Services Personnel	97	63	134.4
Medical & Dental Residents	8	0	8.0	Sonographers	0	0	0.0
Dental Hygienists	3	1	3.7	Respiratory Therapists	83	35	103.0
Registered Nurses	679	706	1,127.5	Occupational Therapists	30	32	47.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.6	Physical Therapists	27	20	38.2
Ancillary Nursing Personnel	75	165	158.7	Physical Therapy Assistants/Aides	0	2	1.0
Medical Assistants	27	10	34.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	15	14	26.7
Nurse Practitioners	39	12	44.6	Psychologists	11	2	12.7
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	25	30	37.7
Clinical Nurse Specialists	15	1	15.6	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	1	0.2	All Other Personnel	606	284	745.0
Pharmacy Personnel	61	41	83.7				
Clinical Laboratory Personnel	51	22	60.6				
				Total	1,931	1,458	2,768.2

075 Children's Hospital of Wisconsin
Milwaukee, WI 53201

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$6,359,438	0.5%	45.7%	0.01	42.9%	0.01	41.9%	0.01	0.6%	0.97
Medical Assistance	\$588,150,914	49.6%	14.0%	3.55	20.9%	2.37	19.9%	2.49	52.5%	0.95
Commercial	\$567,866,040	47.9%	35.8%	1.34	32.3%	1.48	35.1%	1.37	45.0%	1.06
All Other	\$22,950,013	1.9%	4.5%	0.43	3.8%	0.50	3.2%	0.61	1.9%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,516,101	0.4%	34.1%	0.01	33.8%	0.01	31.8%	0.01	0.3%	1.16
Medical Assistance	\$374,230,288	31.6%	10.6%	2.99	15.9%	1.98	14.5%	2.18	33.3%	0.95
Commercial	\$125,743,724	10.6%	14.7%	0.72	14.3%	0.74	12.7%	0.83	10.2%	1.04
Charity Care	\$1,571,211	0.1%	1.0%	0.14	1.1%	0.12	1.0%	0.13	0.1%	0.94
Bad Debt	\$4,972,247	0.4%	1.1%	0.39	1.0%	0.41	1.1%	0.37	0.4%	1.12
All Other	\$18,798,677	1.6%	2.0%	0.81	1.2%	1.32	1.4%	1.11	1.6%	0.97
Total Deductions	\$529,832,248	44.7%	63.3%	0.71	67.4%	0.66	62.6%	0.71	46.0%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.4%	5.5%	1.17	4.0%	1.59	3.7%	1.72	6.8%	0.95	
Net Gains/Losses as % of Net Income	5.2%	2.6%	2.03	N/A	N/A	5.1%	1.01	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$244,483,654	39.7%	44.1%	0.90	36.9%	1.07	43.3%	0.92	39.7%	1.00
Supplies & Services	\$296,216,297	48.1%	49.0%	0.98	56.8%	0.85	49.6%	0.97	47.4%	1.01
Capital Component	\$75,515,072	12.3%	6.9%	1.78	6.2%	1.96	7.1%	1.71	12.9%	0.95
Fiscal Statistics										
Operating Margin (%)	12.0%	8.4%	1.44	10.0%	1.20	10.1%	1.20	14.1%	0.86	
Total Hospital Net Income (%)	12.6%	8.6%	1.47	9.5%	1.33	10.6%	1.19	12.8%	0.98	
Return on Equity (%)	5.2%	6.3%	0.82	6.8%	0.77	6.8%	0.76	5.0%	1.04	
Current Ratio	2.7	5.9	0.46	10.4	0.26	7.2	0.37	3.4	0.80	
Days in Net Patient Accounts Receivable	47.8	51.6	0.93	48.9	0.98	53.7	0.89	49.0	0.98	
Average Payment Period	64.6	38.5	1.68	29.1	2.22	35.4	1.82	58.6	1.10	
Equity Financing (%)	69.7%	75.1%	0.93	86.6%	0.81	73.3%	0.95	70.6%	0.99	
Long-Term Debt to Equity Ratio	0.3	0.2	1.85	0.1	5.13	0.2	1.32	0.3	0.98	
Times Interest Earned	7.9	13.4	0.59	17.3	0.46	19.0	0.42	7.4	1.08	
Total Asset Turnover	0.4	0.7	0.55	0.7	0.57	0.6	0.64	0.4	1.03	
Average Age of Plant (Years)	7.7	9.9	0.78	10.0	0.77	8.4	0.92	7.8	0.99	
Increase (Decrease) Total Net Patient Revenue	5.3%	5.4%	0.98	4.2%	1.25	5.3%	1.00	8.3%	0.64	
Outpatient Gross Revenue (% of Total GPR)	40.8%	61.9%	0.66	52.1%	0.78	60.4%	0.68	38.7%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$44,370	\$15,830	2.80	\$20,637	2.15	\$15,632	2.84	\$41,071	1.08	
Inpatient Net Revenue per Day	\$5,715	\$3,538	1.62	\$3,697	1.55	\$3,480	1.64	\$5,285	1.08	
Outpatient Net Revenue per Visit	\$646	\$686	0.94	\$783	0.82	\$697	0.93	\$647	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,185,326,405	Cash & Cash Equivalents	\$83,185,038	Current Liabilities	\$99,201,703
Less Deductions	\$529,832,248	Net Patient Receivables	\$85,921,159	Long-Term Debt	\$351,906,260
Net Patient Revenue	\$655,494,157	Other Receivables	\$6,083,586	Other Liabilities	\$68,286,450
Plus Other Revenue	\$45,098,568			Subtotal	\$519,394,413
Total Revenue	\$700,592,725	Land, Buildings & Equipment (Net)	\$396,966,248	Unrestricted Fund Balance	\$1,196,192,071
Less Expenses	\$616,215,023	Other Assets	\$1,143,430,453	Restricted Fund Balance	\$223,373,038
Non-Operating Gains/Losses	\$4,625,391			Total Liabilities & Fund Balance	\$1,715,586,484
Net Income	\$89,003,093	Total Assets	\$1,715,586,484		

079 Froedtert Memorial Lutheran Hospital, Inc
 9200 W Wisconsin Ave, PO Box 26099
 Milwaukee, WI 53226
 414-805-3000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	82.2%	55.7%	1.48	69.6%	1.18	69.4%	1.18	77.0%	1.07
Obstetrics	50.0%	41.5%	1.20	56.7%	0.45	52.7%	0.95	45.3%	1.10
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	79.6%	57.5%	1.39	72.0%	1.11	67.8%	1.18	76.6%	1.04
Average Census (Patients)									
Adult Medical-Surgical	278.0	26.4	10.54	111.4	2.49	101.2	2.75	254.9	1.09
Obstetrics	25.5	5.6	4.53	25.1	1.01	15.7	1.63	23.1	1.10
Pediatrics	0.0	1.4	N/A	16.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	481.1	49.4	9.75	172.5	2.79	195.9	2.46	447.9	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	3.9	1.20	4.8	0.98	4.4	1.08	4.6	1.02
Obstetrics	2.9	2.5	1.14	2.7	1.08	2.6	1.11	2.9	0.99
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	5.6	4.4	1.28	5.6	1.01	4.8	1.17	5.6	1.01
Surgical Operations									
Inpatient	9,849	1,396	7.05	3,208	3.07	5,208	1.89	9,587	1.03
Outpatient	9,823	4,206	2.34	5,759	1.71	14,763	0.67	9,385	1.05
Inpatient as % of All Surgeries	50.1%	24.9%	2.01	35.8%	1.40	26.1%	1.92	50.5%	0.99
Outpatient Visits									
Non-Emergency Visits	799,127	136,074	5.87	268,757	2.97	473,499	1.69	751,923	1.06
Emergency Visits	56,754	18,688	3.04	47,390	1.20	53,629	1.06	57,268	0.99
Full-Time Equivalents (FTEs)									
Administrators	246.8	19.3	12.76	44.4	5.55	64.0	3.85	242.0	1.02
Nurses, Licensed	2,120.3	239.2	8.87	740.7	2.86	866.8	2.45	1,983.2	1.07
Ancillary Nursing Personnel	354.6	40.0	8.85	137.5	2.58	141.9	2.50	340.7	1.04
All Other Personnel	2,965.5	480.4	6.17	1,202.9	2.47	1,693.5	1.75	2,795.5	1.06
Total FTEs	5,687.2	779.0	7.30	2,125.5	2.68	2,766.3	2.06	5,361.4	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.7	14.9	1.66	12.3	2.01	13.7	1.80	26.1	0.95
Nurses, Licensed	212.1	183.7	1.15	205.0	1.03	186.0	1.14	213.6	0.99
Ancillary Nursing Personnel	35.5	30.8	1.15	38.0	0.93	30.4	1.17	36.7	0.97
All Other Personnel	296.6	369.0	0.80	332.9	0.89	363.3	0.82	301.0	0.99
Total FTEs	568.8	598.3	0.95	588.2	0.97	593.5	0.96	577.3	0.99

Total Hospital:
 Beds Set Up & Staffed 604
 Discharges 31,170
 Inpatient Days 175,586

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 32
 Total Births 3,023
 Newborn Days 6,048

079 Froedtert Memorial Lutheran Hospital, Inc
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	338	21,464	101,453	82.2%	278.0	4.7
Orthopedic	1	20	1,276	5,954	81.6%	16.3	4.7
Rehabilitation & Physical Medicine	1	28	584	7,621	74.6%	20.9	13.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	62	2,402	20,859	0.0%	57.1	8.7
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	3,201	9,303	50.0%	25.5	2.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	45	884	13,839	84.3%	37.9	15.7
Cardiac Intensive Unit	1	20	359	6,177	84.6%	16.9	17.2
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	40	919	10,380	71.1%	28.4	11.3
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	242	8	246.8	Surgical Personnel	98	20	110.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	229	146	300.2
Medical & Dental Residents	0	0	0.0	Sonographers	24	15	34.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	65	23	77.3
Registered Nurses	1,628	756	2,040.2	Occupational Therapists	32	42	49.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	50	55	77.0
Ancillary Nursing Personnel	192	389	354.6	Physical Therapy Assistants/Aides	6	6	9.7
Medical Assistants	117	18	127.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	3	1.7	Dietitians & Nutritionists	22	19	33.0
Nurse Practitioners	6	8	11.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	52	2	52.1	Social Workers	49	18	57.1
Clinical Nurse Specialists	14	2	15.0	All Other Health Professionals	727	386	912.7
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	749	218	860.3
Pharmacy Personnel	253	146	292.2				
Clinical Laboratory Personnel	11	5	13.2				
				Total	4,577	2,285	5,687.2

079 Froedtert Memorial Lutheran Hospital, Inc
Milwaukee, WI 53226

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,036,955,191	44.2%	45.7%	0.97	42.9%	1.03	46.0%	0.96	42.5%	1.04
Medical Assistance	\$705,233,010	15.3%	14.0%	1.09	20.9%	0.73	12.8%	1.20	15.6%	0.98
Commercial	\$1,570,593,923	34.0%	35.8%	0.95	32.3%	1.05	36.0%	0.95	35.6%	0.96
All Other	\$300,559,359	6.5%	4.5%	1.45	3.8%	1.69	5.3%	1.24	6.3%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,543,263,562	33.5%	34.1%	0.98	33.8%	0.99	35.3%	0.95	31.4%	1.06
Medical Assistance	\$548,725,671	11.9%	10.6%	1.13	15.9%	0.75	10.0%	1.19	11.8%	1.01
Commercial	\$719,564,141	15.6%	14.7%	1.06	14.3%	1.09	16.0%	0.97	15.6%	1.00
Charity Care	\$26,391,298	0.6%	1.0%	0.59	1.1%	0.51	1.0%	0.60	0.6%	0.90
Bad Debt	\$44,233,951	1.0%	1.1%	0.90	1.0%	0.93	0.9%	1.02	0.9%	1.03
All Other	\$80,658,942	1.7%	2.0%	0.89	1.2%	1.46	2.2%	0.78	1.5%	1.17
Total Deductions	\$2,962,837,565	64.2%	63.3%	1.01	67.4%	0.95	65.5%	0.98	61.9%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%	5.5%	0.33	4.0%	0.45	6.8%	0.27	1.9%	0.94	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	N/A	N/A	1.9%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$472,247,368	31.2%	44.1%	0.71	36.9%	0.85	43.1%	0.72	31.2%	1.00
Supplies & Services	\$945,393,635	62.5%	49.0%	1.27	56.8%	1.10	50.4%	1.24	62.5%	1.00
Capital Component	\$94,899,212	6.3%	6.9%	0.91	6.2%	1.01	6.4%	0.98	6.3%	1.00
Fiscal Statistics										
Operating Margin (%)	10.0%	8.4%	1.20	10.0%	1.00	8.5%	1.18	9.3%	1.08	
Total Hospital Net Income (%)	8.1%	8.6%	0.95	9.5%	0.86	8.7%	0.94	7.9%	1.03	
Return on Equity (%)	13.6%	6.3%	2.15	6.8%	2.01	6.7%	2.04	13.1%	1.04	
Current Ratio	3.4	5.9	0.57	10.4	0.33	6.2	0.55	3.7	0.91	
Days in Net Patient Accounts Receivable	45.3	51.6	0.88	48.9	0.93	50.7	0.89	45.3	1.00	
Average Payment Period	17.6	38.5	0.46	29.1	0.61	38.6	0.46	17.5	1.01	
Equity Financing (%)	91.4%	75.1%	1.22	86.6%	1.06	76.2%	1.20	89.8%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.2	0.00	0.1	0.00	0.1	0.00	0.0	0.80	
Times Interest Earned	8.7	13.4	0.65	17.3	0.50	13.7	0.64	7.8	1.12	
Total Asset Turnover	1.7	0.7	2.31	0.7	2.37	0.8	2.21	1.7	1.02	
Average Age of Plant (Years)	10.0	9.9	1.01	10.0	1.00	10.8	0.93	10.1	0.99	
Increase (Decrease) Total Net Patient Revenue	8.8%	5.4%	1.62	4.2%	2.08	6.1%	1.44	8.2%	1.08	
Outpatient Gross Revenue (% of Total GPR)	51.7%	61.9%	0.83	52.1%	0.99	58.0%	0.89	51.8%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,590	\$15,830	1.68	\$20,637	1.29	\$17,621	1.51	\$26,460	1.00	
Inpatient Net Revenue per Day	\$4,701	\$3,538	1.33	\$3,697	1.27	\$3,654	1.29	\$4,747	0.99	
Outpatient Net Revenue per Visit	\$1,012	\$686	1.47	\$783	1.29	\$698	1.45	\$961	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,613,341,483	Cash & Cash Equivalents	\$2,312,118	Current Liabilities	\$69,960,279
Less Deductions	\$2,962,837,565	Net Patient Receivables	\$204,731,244	Long-Term Debt	\$256,919
Net Patient Revenue	\$1,650,503,918	Other Receivables	\$4,450,169	Other Liabilities	\$14,362,802
Plus Other Revenue	\$30,549,875			Subtotal	\$84,580,000
Total Revenue	\$1,681,053,793	Land, Buildings & Equipment (Net)	\$749,908,811	Unrestricted Fund Balance	\$900,715,000
Less Expenses	\$1,512,540,215	Other Assets	\$23,892,658	Restricted Fund Balance	\$28,882,000
Non-Operating Gains/Losses	-\$34,374,661			Total Liabilities & Fund Balance	\$985,295,000
Net Income	\$134,138,917	Total Assets	\$985,295,000		

091 Monroe Clinic
 515 22nd Ave
 Monroe, WI 53566
 608-324-1000

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

County: Green
 Analysis Area: Southern (1)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.1%	55.7%	0.74	57.3%	0.72	57.4%	0.72	41.4%	0.99
Obstetrics	40.4%	41.5%	0.97	43.6%	0.07	40.0%	1.01	36.9%	1.09
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	40.1%	57.5%	0.70	60.2%	0.67	59.0%	0.68	39.8%	1.01
Average Census (Patients)									
Adult Medical-Surgical	18.1	26.4	0.69	24.4	0.74	36.9	0.49	18.2	0.99
Obstetrics	3.2	5.6	0.57	5.1	0.64	7.9	0.41	3.0	1.09
Pediatrics	0.0	1.4	N/A	2.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	23.3	49.4	0.47	51.9	0.45	78.6	0.30	23.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.81	3.9	0.82	3.8	0.84	3.5	0.91
Obstetrics	3.2	2.5	1.27	2.7	1.20	2.6	1.26	2.2	1.46
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.72	4.3	0.73	4.4	0.71	3.3	0.95
Surgical Operations									
Inpatient	704	1,396	0.50	2,117	0.33	1,842	0.38	740	0.95
Outpatient	2,981	4,206	0.71	7,457	0.40	4,876	0.61	3,128	0.95
Inpatient as % of All Surgeries	19.1%	24.9%	0.77	22.1%	0.86	27.4%	0.70	19.1%	1.00
Outpatient Visits									
Non-Emergency Visits	261,122	136,074	1.92	174,723	1.49	168,131	1.55	257,451	1.01
Emergency Visits	13,461	18,688	0.72	17,254	0.78	31,181	0.43	12,940	1.04
Full-Time Equivalents (FTEs)									
Administrators	30.5	19.3	1.57	26.0	1.17	25.9	1.18	40.2	0.76
Nurses, Licensed	240.6	239.2	1.01	251.5	0.96	358.4	0.67	244.2	0.99
Ancillary Nursing Personnel	30.0	40.0	0.75	43.3	0.69	57.2	0.52	9.5	3.17
All Other Personnel	750.2	480.4	1.56	653.1	1.15	660.2	1.14	747.4	1.00
Total FTEs	1,051.2	779.0	1.35	973.9	1.08	1,101.6	0.95	1,041.2	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.0	14.9	1.48	20.1	1.10	12.9	1.71	30.0	0.74
Nurses, Licensed	174.0	183.7	0.95	194.3	0.90	178.3	0.98	182.2	0.95
Ancillary Nursing Personnel	21.7	30.8	0.70	33.4	0.65	28.5	0.76	7.1	3.07
All Other Personnel	542.7	369.0	1.47	504.4	1.08	328.4	1.65	557.8	0.97
Total FTEs	760.5	598.3	1.27	752.2	1.01	548.0	1.39	777.0	0.98

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 2,692
 Inpatient Days 8,495

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 10
 Total Births 517
 Newborn Days 959

091 Monroe Clinic
Monroe, WI 53566

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	44	2,072	6,598	41.1%	18.1	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	365	1,180	40.4%	3.2	3.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	6	210	717	32.7%	2.0	3.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	2	30.5	Surgical Personnel	4	0	4.0
Physicians & Dentists	48	21	61.5	Radiological Services Personnel	15	15	24.6
Medical & Dental Residents	13	0	13.0	Sonographers	3	3	5.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	4	9.2
Registered Nurses	152	92	201.6	Occupational Therapists	3	3	4.5
Certified Nurse Midwives	0	1	0.8	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	10	7	13.6	Physical Therapists	11	4	13.0
Ancillary Nursing Personnel	18	33	30.0	Physical Therapy Assistants/Aides	3	1	3.6
Medical Assistants	53	7	56.7	Recreational Therapists	0	0	0.0
Physician Assistants	8	5	9.8	Dietitians & Nutritionists	2	2	3.0
Nurse Practitioners	16	11	21.6	Psychologists	7	1	7.6
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	3	2.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	102	43	121.9
Health Info Mgmt-Administrators/Technicians	10	1	10.7	All Other Personnel	321	87	359.5
Pharmacy Personnel	20	7	23.0				
Clinical Laboratory Personnel	15	0	15.0				
				Total	876	353	1,051.2

091 Monroe Clinic
Monroe, WI 53566

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁶	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$236,626,834	47.2%	45.7%	1.03	41.6%	1.13	41.9%	1.13	46.4%	1.02
Medical Assistance	\$53,066,166	10.6%	14.0%	0.76	11.5%	0.92	19.9%	0.53	7.8%	1.35
Commercial	\$191,414,951	38.1%	35.8%	1.06	39.3%	0.97	35.1%	1.09	37.8%	1.01
All Other	\$20,655,186	4.1%	4.5%	0.91	7.5%	0.55	3.2%	1.29	7.9%	0.52
Deductions as % of Total Gross Patient Revenue										
Medicare	\$177,958,498	35.5%	34.1%	1.04	30.8%	1.15	31.8%	1.12	35.0%	1.01
Medical Assistance	\$44,031,048	8.8%	10.6%	0.83	8.7%	1.01	14.5%	0.60	6.4%	1.38
Commercial	\$84,148,294	16.8%	14.7%	1.14	18.2%	0.92	12.7%	1.32	16.4%	1.02
Charity Care	\$3,265,083	0.7%	1.0%	0.67	0.9%	0.76	1.0%	0.66	0.8%	0.83
Bad Debt	\$8,494,622	1.7%	1.1%	1.58	1.1%	1.59	1.1%	1.50	1.2%	1.36
All Other	\$12,888,071	2.6%	2.0%	1.31	3.4%	0.77	1.4%	1.80	5.7%	0.45
Total Deductions	\$330,785,616	65.9%	63.3%	1.04	62.8%	1.05	62.6%	1.05	65.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.3%	5.5%	1.33	6.4%	1.14	3.7%	1.96	7.6%	0.96	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	1.9%	N/A	5.1%	N/A	69.6%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$107,949,176	61.5%	44.1%	1.40	47.5%	1.30	43.3%	1.42	58.8%	1.05
Supplies & Services	\$57,323,468	32.7%	49.0%	0.67	45.0%	0.73	49.6%	0.66	33.4%	0.98
Capital Component	\$10,236,636	5.8%	6.9%	0.85	7.5%	0.77	7.1%	0.82	7.8%	0.74
Fiscal Statistics										
Operating Margin (%)	4.9%	8.4%	0.58	5.0%	0.98	10.1%	0.48	2.3%	2.11	
Total Hospital Net Income (%)	4.7%	8.6%	0.55	5.0%	0.93	10.6%	0.44	7.2%	0.65	
Return on Equity (%)	3.0%	6.3%	0.47	3.8%	0.79	6.8%	0.44	4.7%	0.63	
Current Ratio	3.8	5.9	0.65	2.3	1.70	7.2	0.53	4.4	0.87	
Days in Net Patient Accounts Receivable	53.5	51.6	1.04	47.8	1.12	53.7	1.00	52.5	1.02	
Average Payment Period	46.3	38.5	1.20	55.0	0.84	35.4	1.31	42.8	1.08	
Equity Financing (%)	67.0%	75.1%	0.89	59.3%	1.13	73.3%	0.91	65.6%	1.02	
Long-Term Debt to Equity Ratio	0.3	0.2	2.07	0.3	1.12	0.2	1.48	0.4	0.92	
Times Interest Earned	5.3	13.4	0.40	5.0	1.06	19.0	0.28	7.0	0.75	
Total Asset Turnover	0.6	0.7	0.86	0.7	0.85	0.6	0.99	0.6	1.03	
Average Age of Plant (Years)	1.0	9.9	0.10	10.5	0.10	8.4	0.12	12.5	0.08	
Increase (Decrease) Total Net Patient Revenue	6.7%	5.4%	1.23	6.7%	1.00	5.3%	1.25	1.3%	5.24	
Outpatient Gross Revenue (% of Total GPR)	82.6%	61.9%	1.33	59.8%	1.38	60.4%	1.37	82.8%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,957	\$15,830	0.82	\$17,803	0.73	\$15,632	0.83	\$12,137	1.07	
Inpatient Net Revenue per Day	\$3,972	\$3,538	1.12	\$4,047	0.98	\$3,480	1.14	\$3,663	1.08	
Outpatient Net Revenue per Visit	\$527	\$686	0.77	\$595	0.88	\$697	0.76	\$500	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$501,763,137	Cash & Cash Equivalents	\$43,461,198	Current Liabilities	\$21,332,129
Less Deductions	\$330,785,616	Net Patient Receivables	\$25,081,190	Long-Term Debt	\$64,193,805
Net Patient Revenue	\$170,977,521	Other Receivables	\$6,826,263	Other Liabilities	\$10,405,577
Plus Other Revenue	\$13,520,475			Subtotal	\$95,931,511
Total Revenue	\$184,497,996	Land, Buildings & Equipment (Net)	\$111,613,665	Unrestricted Fund Balance	\$194,712,224
Less Expenses	\$175,509,280	Other Assets	\$103,661,419	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$349,972	Total Assets	\$290,643,735	Total Liabilities & Fund Balance	\$290,643,735
Net Income	\$8,638,744				

194 Children's Hospital of Wisconsin - Fox Valley
 130 Second Street, PO Box 476
 Neenah, WI 54956
 920-969-7900

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

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.7%	N/A	44.0%	N/A	11.4%	N/A	0.0%	N/A
Obstetrics	0.0%	41.5%	N/A	31.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	83.4%	52.8%	1.58	83.4%	1.00	50.0%	1.67	109.7%	0.76
Total Hospital	100.4%	57.5%	1.75	46.2%	2.17	17.7%	5.68	114.1%	0.88
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.4	N/A	20.6	N/A	1.9	N/A	0.0	N/A
Obstetrics	0.0	5.6	N/A	4.4	N/A	4.0	N/A	0.0	N/A
Pediatrics	2.5	1.4	1.85	0.3	9.00	0.2	1.85	2.2	1.14
Total Hospital	19.1	49.4	0.39	35.5	0.54	3.1	6.20	16.0	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.9	N/A	3.5	N/A	3.0	N/A	0.0	N/A
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.8	N/A	0.0	N/A
Pediatrics	2.8	3.5	0.79	2.8	1.00	2.8	1.00	2.9	0.95
Total Hospital	11.2	4.4	2.54	3.8	2.94	4.2	2.66	10.8	1.04
Surgical Operations									
Inpatient	0	1,396	N/A	1,243	N/A	55	N/A	0	N/A
Outpatient	0	4,206	N/A	6,046	N/A	307	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	17.1%	N/A	15.1%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	15,418	136,074	0.11	126,761	0.12	22,296	0.69	14,146	1.09
Emergency Visits	0	18,688	N/A	15,547	N/A	3,144	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	17.4	0.06	2.6	0.39	1.0	1.00
Nurses, Licensed	71.0	239.2	0.30	179.4	0.40	32.1	2.21	64.2	1.11
Ancillary Nursing Personnel	7.0	40.0	0.18	31.1	0.23	7.8	0.90	7.3	0.97
All Other Personnel	70.4	480.4	0.15	293.7	0.24	75.6	0.93	62.4	1.13
Total FTEs	149.5	779.0	0.19	521.5	0.29	118.0	1.27	134.9	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.4	14.9	0.23	14.8	0.23	19.1	0.18	4.2	0.82
Nurses, Licensed	244.8	183.7	1.33	152.4	1.61	236.9	1.03	270.3	0.91
Ancillary Nursing Personnel	24.2	30.8	0.79	26.4	0.92	57.6	0.42	30.6	0.79
All Other Personnel	242.8	369.0	0.66	249.4	0.97	557.9	0.44	262.4	0.93
Total FTEs	515.2	598.3	0.86	443.0	1.16	871.5	0.59	567.5	0.91

Total Hospital:
 Beds Set Up & Staffed 19
 Discharges 622
 Inpatient Days 6,963

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

194 Children's Hospital of Wisconsin - Fox Valley
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	3	330	913	83.4%	2.5	2.8
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	16	292	6,050	103.6%	16.6	20.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	11	6	13.9	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	7	7.9
Registered Nurses	44	49	69.6	Occupational Therapists	8	6	12.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	8	5.3
Ancillary Nursing Personnel	2	8	7.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	4	3	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	3.6
Nurse Practitioners	1	1	1.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	14	10	18.5
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	94	103	149.5

194 Children's Hospital of Wisconsin - Fox Valley

Neenah, WI 54956

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,067	0.0%	45.7%	0.00	47.1%	0.00	46.6%	0.00	0.0%	0.77
Medical Assistance	\$13,698,155	32.4%	14.0%	2.32	10.7%	3.04	13.4%	2.42	34.7%	0.93
Commercial	\$27,555,468	65.2%	35.8%	1.82	39.9%	1.63	35.9%	1.82	62.9%	1.04
All Other	\$981,866	2.3%	4.5%	0.52	2.3%	1.02	4.0%	0.57	2.3%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,080	0.0%	34.1%	0.00	33.7%	0.00	21.1%	0.00	0.0%	0.82
Medical Assistance	\$7,731,376	18.3%	10.6%	1.73	7.8%	2.35	8.5%	2.16	18.0%	1.01
Commercial	\$3,441,764	8.1%	14.7%	0.55	13.1%	0.62	9.7%	0.84	9.6%	0.85
Charity Care	\$49,677	0.1%	1.0%	0.12	0.6%	0.19	1.0%	0.12	0.0%	2.89
Bad Debt	\$316,916	0.8%	1.1%	0.70	1.3%	0.57	2.2%	0.35	0.6%	1.21
All Other	\$654,927	1.6%	2.0%	0.79	1.4%	1.13	1.6%	0.98	2.0%	0.79
Total Deductions	\$12,197,740	28.9%	63.3%	0.46	57.9%	0.50	44.0%	0.66	30.3%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.6%	5.5%	1.93	1.7%	6.23	3.2%	3.33	10.1%	1.05	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	3.3%	N/A	N/A	N/A	20.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,745,887	49.2%	44.1%	1.12	41.1%	1.20	54.9%	0.90	49.0%	1.00
Supplies & Services	\$14,672,587	45.8%	49.0%	0.93	51.9%	0.88	38.5%	1.19	45.1%	1.02
Capital Component	\$1,591,520	5.0%	6.9%	0.72	7.0%	0.71	6.7%	0.75	5.9%	0.84
Fiscal Statistics										
Operating Margin (%)	4.8%	8.4%	0.57	11.1%	0.43	1.3%	3.72	2.3%	2.12	
Total Hospital Net Income (%)	4.6%	8.6%	0.54	11.5%	0.40	1.0%	4.63	2.8%	1.65	
Return on Equity (%)	29.8%	6.3%	4.71	10.9%	2.73	1.2%	23.93	22.6%	1.32	
Current Ratio	0.7	5.9	0.12	6.8	0.10	3.5	0.20	0.0	15.09	
Days in Net Patient Accounts Receivable	57.5	51.6	1.11	56.0	1.03	53.6	1.07	67.3	0.85	
Average Payment Period	29.8	38.5	0.77	21.7	1.37	37.7	0.79	33.9	0.88	
Equity Financing (%)	50.2%	75.1%	0.67	78.3%	0.64	52.0%	0.96	28.6%	1.76	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	32.7	N/A	2.0	N/A	0.0	N/A	
Total Asset Turnover	6.5	0.7	8.79	1.0	6.82	1.3	5.16	8.0	0.81	
Average Age of Plant (Years)	5.0	9.9	0.51	10.8	0.46	10.1	0.50	4.9	1.02	
Increase (Decrease) Total Net Patient Revenue	18.8%	5.4%	3.45	6.7%	2.80	6.3%	3.00	-7.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	32.3%	61.9%	0.52	69.3%	0.47	77.2%	0.42	33.9%	0.95	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$35,301	\$15,830	2.23	\$12,540	2.82	\$17,237	2.05	\$33,505	1.05	
Inpatient Net Revenue per Day	\$3,065	\$3,538	0.87	\$3,195	0.96	\$2,652	1.16	\$3,154	0.97	
Outpatient Net Revenue per Visit	\$545	\$686	0.79	\$574	0.95	\$595	0.92	\$525	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,243,556	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,570,317
Less Deductions	\$12,197,740	Net Patient Receivables	\$4,730,494	Long-Term Debt	\$0
Net Patient Revenue	\$30,045,816	Other Receivables	\$1,344,740	Other Liabilities	\$15,224
Plus Other Revenue	\$3,570,986			Subtotal	\$2,585,541
Total Revenue	\$33,616,802	Land, Buildings & Equipment (Net)	\$2,216,946	Unrestricted Fund Balance	\$2,602,817
Less Expenses	\$32,009,994	Other Assets	-\$3,103,822	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$59,109	Total Assets	\$5,188,358	Total Liabilities & Fund Balance	\$5,188,358
Net Income	\$1,547,699				

092 ThedaCare Regional Medical Center - Neenah
 130 Second Street, PO Box 2021
 Neenah, WI 54956
 920-729-3100

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

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.4%	55.7%	0.89	44.0%	1.12	57.4%	0.86	46.2%	1.07
Obstetrics	39.8%	41.5%	0.96	31.5%	0.35	40.0%	0.99	38.5%	1.03
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	54.6%	57.5%	0.95	46.2%	1.18	59.0%	0.92	51.4%	1.06
Average Census (Patients)									
Adult Medical-Surgical	37.1	26.4	1.41	20.6	1.80	36.9	1.01	34.6	1.07
Obstetrics	11.1	5.6	1.98	4.4	2.51	7.9	1.41	10.8	1.03
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	89.6	49.4	1.82	35.5	2.52	78.6	1.14	84.4	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.83	3.5	0.95	3.8	0.86	3.4	0.96
Obstetrics	2.8	2.5	1.09	2.4	1.14	2.6	1.07	2.7	1.03
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.0	4.4	0.91	3.8	1.05	4.4	0.90	4.0	0.99
Surgical Operations									
Inpatient	2,984	1,396	2.14	1,243	2.40	1,842	1.62	2,940	1.01
Outpatient	11,767	4,206	2.80	6,046	1.95	4,876	2.41	11,791	1.00
Inpatient as % of All Surgeries	20.2%	24.9%	0.81	17.1%	1.19	27.4%	0.74	20.0%	1.01
Outpatient Visits									
Non-Emergency Visits	97,754	136,074	0.72	126,761	0.77	168,131	0.58	84,047	1.16
Emergency Visits	23,670	18,688	1.27	15,547	1.52	31,181	0.76	23,977	0.99
Full-Time Equivalents (FTEs)									
Administrators	49.2	19.3	2.54	17.4	2.82	25.9	1.90	51.0	0.96
Nurses, Licensed	335.4	239.2	1.40	179.4	1.87	358.4	0.94	317.7	1.06
Ancillary Nursing Personnel	55.8	40.0	1.39	31.1	1.80	57.2	0.98	64.6	0.86
All Other Personnel	473.5	480.4	0.99	293.7	1.61	660.2	0.72	468.4	1.01
Total FTEs	913.9	779.0	1.17	521.5	1.75	1,101.6	0.83	901.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.2	14.9	1.56	14.8	1.57	12.9	1.80	28.3	0.82
Nurses, Licensed	157.9	183.7	0.86	152.4	1.04	178.3	0.89	176.4	0.90
Ancillary Nursing Personnel	26.3	30.8	0.85	26.4	1.00	28.5	0.92	35.9	0.73
All Other Personnel	223.0	369.0	0.60	249.4	0.89	328.4	0.68	260.1	0.86
Total FTEs	430.4	598.3	0.72	443.0	0.97	548.0	0.79	500.7	0.86

Total Hospital:
 Beds Set Up & Staffed 164
 Discharges 8,178
 Inpatient Days 32,696

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 22
 Total Births 1,453
 Newborn Days 2,738

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	4,126	13,533	49.4%	37.1	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	189	2,699	61.6%	7.4	14.3
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	28	1,474	4,065	39.8%	11.1	2.8
Psychiatric	1	19	1,227	5,650	81.5%	15.5	4.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	148	2,436	47.7%	6.7	16.5
Step-Down (Special Care)	1	16	1,015	4,313	73.9%	11.8	4.2
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	47	3	49.2	Surgical Personnel	10	41	36.1
Physicians & Dentists	4	2	4.5	Radiological Services Personnel	23	21	35.5
Medical & Dental Residents	0	0	0.0	Sonographers	9	6	14.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	12	10.4
Registered Nurses	135	270	312.0	Occupational Therapists	4	5	7.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.6
Licensed Practical Nurses	7	18	19.3	Physical Therapists	8	10	13.3
Ancillary Nursing Personnel	22	69	55.8	Physical Therapy Assistants/Aides	2	2	3.0
Medical Assistants	0	2	1.7	Recreational Therapists	0	3	1.6
Physician Assistants	1	1	1.5	Dietitians & Nutritionists	0	3	1.4
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	10	2.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	51	54	83.8
Health Info Mgmt-Administrators/Technicians	7	4	9.6	All Other Personnel	108	87	158.8
Pharmacy Personnel	27	8	31.1				
Clinical Laboratory Personnel	36	31	56.9				
				Total	511	664	913.9

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$181,082,308	38.5%	45.7%	0.84	47.1%	0.82	41.9%	0.92	36.7%	1.05
Medical Assistance	\$56,442,610	12.0%	14.0%	0.86	10.7%	1.12	19.9%	0.60	11.7%	1.03
Commercial	\$220,966,069	47.0%	35.8%	1.31	39.9%	1.18	35.1%	1.34	48.8%	0.96
All Other	\$12,100,409	2.6%	4.5%	0.57	2.3%	1.13	3.2%	0.81	2.8%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$131,020,104	27.8%	34.1%	0.82	33.7%	0.83	31.8%	0.88	23.4%	1.19
Medical Assistance	\$45,068,878	9.6%	10.6%	0.91	7.8%	1.23	14.5%	0.66	8.5%	1.12
Commercial	\$49,577,631	10.5%	14.7%	0.72	13.1%	0.81	12.7%	0.83	14.2%	0.74
Charity Care	\$2,926,415	0.6%	1.0%	0.64	0.6%	0.99	1.0%	0.63	0.6%	0.99
Bad Debt	\$3,648,913	0.8%	1.1%	0.72	1.3%	0.59	1.1%	0.68	2.4%	0.33
All Other	\$10,004,861	2.1%	2.0%	1.08	1.4%	1.54	1.4%	1.49	2.3%	0.94
Total Deductions	\$242,246,802	51.5%	63.3%	0.81	57.9%	0.89	62.6%	0.82	51.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.5%	5.5%	0.27	1.7%	0.88	3.7%	0.40	1.7%	0.91
Net Gains/Losses as % of Net Income		0.5%	2.6%	0.20	3.3%	0.15	5.1%	0.10	0.8%	0.66
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$82,555,422	46.7%	44.1%	1.06	41.1%	1.13	43.3%	1.08	47.1%	0.99
Supplies & Services	\$81,281,728	45.9%	49.0%	0.94	51.9%	0.89	49.6%	0.93	42.7%	1.08
Capital Component	\$13,094,276	7.4%	6.9%	1.08	7.0%	1.05	7.1%	1.04	10.2%	0.72
Fiscal Statistics										
Operating Margin (%)		23.7%	8.4%	2.83	11.1%	2.13	10.1%	2.35	16.9%	1.40
Total Hospital Net Income (%)		23.8%	8.6%	2.78	11.5%	2.07	10.6%	2.25	17.0%	1.40
Return on Equity (%)		48.6%	6.3%	7.68	10.9%	4.44	6.8%	7.17	30.2%	1.61
Current Ratio		466.5	5.9	78.73	6.8	68.24	7.2	64.43	42,569.1	0.01
Days in Net Patient Accounts Receivable		49.9	51.6	0.97	56.0	0.89	53.7	0.93	58.0	0.86
Average Payment Period		0.2	38.5	0.00	21.7	0.01	35.4	0.00	0.0	86.70
Equity Financing (%)		99.9%	75.1%	1.33	78.3%	1.28	73.3%	1.36	100.0%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		5,330.0	13.4	398.55	32.7	163.05	19.0	281.07	18.9	282.35
Total Asset Turnover		2.0	0.7	2.77	1.0	2.15	0.6	3.20	1.8	1.15
Average Age of Plant (Years)		17.7	9.9	1.79	10.8	1.64	8.4	2.11	16.4	1.08
Increase (Decrease) Total Net Patient Revenue		12.5%	5.4%	2.30	6.7%	1.87	5.3%	2.35	1.9%	6.43
Outpatient Gross Revenue (% of Total GPR)		57.8%	61.9%	0.93	69.3%	0.83	60.4%	0.96	53.2%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,269	\$15,830	0.84	\$12,540	1.06	\$15,632	0.85	\$13,404	0.99
Inpatient Net Revenue per Day		\$3,319	\$3,538	0.94	\$3,195	1.04	\$3,480	0.95	\$3,330	1.00
Outpatient Net Revenue per Visit		\$1,017	\$686	1.48	\$574	1.77	\$697	1.46	\$1,022	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$470,591,396	Cash & Cash Equivalents	\$0	Current Liabilities	\$74,541
Less Deductions	\$242,246,802	Net Patient Receivables	\$31,227,825	Long-Term Debt	\$0
Net Patient Revenue	\$228,344,594	Other Receivables	\$746,394	Other Liabilities	\$0
Plus Other Revenue	\$3,486,027			Subtotal	\$74,541
Total Revenue	\$231,830,621	Land, Buildings & Equipment (Net)	\$78,736,117	Unrestricted Fund Balance	\$113,431,235
Less Expenses	\$176,931,426	Other Assets	\$2,795,440	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$277,390			Total Liabilities & Fund Balance	\$113,505,776
Net Income	\$55,176,585	Total Assets	\$113,505,776		

093 Marshfield Medical Center - Neillsville
 216 Sunset Place
 Neillsville, WI 54456
 715-743-3101

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

County: Clark
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.5%	55.7%	0.28	42.7%	0.36	11.4%	1.36	14.4%	1.07
Obstetrics	0.0%	41.5%	N/A	29.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	15.5%	57.5%	0.27	44.1%	0.35	17.7%	0.88	14.4%	1.07
Average Census (Patients)									
Adult Medical-Surgical	2.5	26.4	0.09	11.9	0.21	1.9	1.30	2.3	1.07
Obstetrics	0.0	5.6	N/A	2.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.5	49.4	0.05	18.9	0.13	3.1	0.80	2.3	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.71	3.7	0.76	3.0	0.92	2.7	1.02
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.5	4.4	0.81	3.9	0.90	4.2	0.84	2.7	1.30
Surgical Operations									
Inpatient	68	1,396	0.05	485	0.14	55	1.24	88	0.77
Outpatient	349	4,206	0.08	1,916	0.18	307	1.14	358	0.97
Inpatient as % of All Surgeries	16.3%	24.9%	0.65	20.2%	0.81	15.1%	1.08	19.7%	0.83
Outpatient Visits									
Non-Emergency Visits	18,502	136,074	0.14	67,827	0.27	22,296	0.83	20,531	0.90
Emergency Visits	2,130	18,688	0.11	8,592	0.25	3,144	0.68	2,121	1.00
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	10.6	0.09	2.6	0.39	1.0	1.00
Nurses, Licensed	22.9	239.2	0.10	115.3	0.20	32.1	0.71	20.8	1.10
Ancillary Nursing Personnel	14.8	40.0	0.37	18.4	0.80	7.8	1.90	7.1	2.07
All Other Personnel	138.5	480.4	0.29	260.2	0.53	75.6	1.83	169.5	0.82
Total FTEs	177.1	779.0	0.23	404.6	0.44	118.0	1.50	198.4	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.6	14.9	0.51	18.0	0.42	19.1	0.40	6.6	1.15
Nurses, Licensed	174.7	183.7	0.95	195.4	0.89	236.9	0.74	138.3	1.26
Ancillary Nursing Personnel	113.0	30.8	3.68	31.2	3.62	57.6	1.96	47.4	2.39
All Other Personnel	1,057.5	369.0	2.87	440.9	2.40	557.9	1.90	1,125.3	0.94
Total FTEs	1,352.9	598.3	2.26	685.5	1.97	871.5	1.55	1,317.6	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	255	Preferred Provider Organization (PPO)	Yes	Discharges	2	Total Births	0
Inpatient Days	904			Inpatient Days	44	Newborn Days	0

093 Marshfield Medical Center - Neillsville
Neillsville, WI 54456

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	323	904	15.5%	2.5	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	1	0.2
Physicians & Dentists	7	2	7.4	Radiological Services Personnel	5	2	5.3
Medical & Dental Residents	1	1	1.1	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	2	2.1
Registered Nurses	18	5	20.6	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	1	4.8
Ancillary Nursing Personnel	7	14	14.8	Physical Therapy Assistants/Aides	6	1	6.1
Medical Assistants	1	13	11.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	3	2.9	Dietitians & Nutritionists	0	2	0.1
Nurse Practitioners	0	3	2.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	1	10.5
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	55	15	65.4
Pharmacy Personnel	3	3	4.3				
Clinical Laboratory Personnel	7	1	7.5				
				Total	138	71	177.1

093 Marshfield Medical Center - Neillsville

Neillsville, WI 54456

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$21,579,423	46.6%	45.7%	1.02	51.0%	0.91	46.6%	1.00	42.3%	1.10
Medical Assistance	\$6,206,031	13.4%	14.0%	0.96	11.7%	1.14	13.4%	1.00	14.4%	0.93
Commercial	\$17,297,313	37.4%	35.8%	1.04	33.6%	1.11	35.9%	1.04	41.0%	0.91
All Other	\$1,196,582	2.6%	4.5%	0.57	3.7%	0.71	4.0%	0.64	2.3%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,546,537	20.6%	34.1%	0.61	33.7%	0.61	21.1%	0.98	18.8%	1.10
Medical Assistance	\$4,215,792	9.1%	10.6%	0.86	8.2%	1.11	8.5%	1.08	9.7%	0.94
Commercial	\$4,076,787	8.8%	14.7%	0.60	9.0%	0.98	9.7%	0.91	10.2%	0.86
Charity Care	\$275,627	0.6%	1.0%	0.61	1.1%	0.54	1.0%	0.58	0.7%	0.89
Bad Debt	\$1,315,585	2.8%	1.1%	2.66	1.0%	2.73	2.2%	1.31	2.4%	1.20
All Other	\$640,450	1.4%	2.0%	0.71	1.3%	1.03	1.6%	0.88	0.7%	1.88
Total Deductions	\$20,070,778	43.4%	63.3%	0.68	54.3%	0.80	44.0%	0.98	42.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.9%	5.5%	0.52	2.5%	1.17	3.2%	0.90	4.1%	0.70	
Net Gains/Losses as % of Net Income	35.2%	2.6%	13.76	24.5%	1.44	N/A	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,234,132	57.2%	44.1%	1.30	52.7%	1.08	54.9%	1.04	58.7%	0.97
Supplies & Services	\$10,460,076	39.3%	49.0%	0.80	41.1%	0.95	38.5%	1.02	35.7%	1.10
Capital Component	\$951,688	3.6%	6.9%	0.52	6.1%	0.58	6.7%	0.54	5.5%	0.65
Fiscal Statistics										
Operating Margin (%)	1.2%	8.4%	0.15	8.1%	0.15	1.3%	0.97	-3.7%	N/A	
Total Hospital Net Income (%)	1.9%	8.6%	0.22	10.4%	0.18	1.0%	1.92	-3.0%	N/A	
Return on Equity (%)	3.6%	6.3%	0.56	7.0%	0.51	1.2%	2.87	-5.3%	N/A	
Current Ratio	2.2	5.9	0.38	4.4	0.51	3.5	0.64	2.2	1.03	
Days in Net Patient Accounts Receivable	38.8	51.6	0.75	49.2	0.79	53.6	0.72	55.6	0.70	
Average Payment Period	42.1	38.5	1.09	52.6	0.80	37.7	1.12	45.6	0.92	
Equity Financing (%)	54.8%	75.1%	0.73	78.5%	0.70	52.0%	1.05	57.7%	0.95	
Long-Term Debt to Equity Ratio	0.2	0.2	1.18	0.1	1.57	0.6	0.34	0.4	0.53	
Times Interest Earned	8.3	13.4	0.62	26.2	0.32	2.0	4.12	-11.4	N/A	
Total Asset Turnover	1.9	0.7	2.52	0.7	2.83	1.3	1.48	1.8	1.06	
Average Age of Plant (Years)	20.1	9.9	2.04	11.5	1.75	10.1	1.99	10.8	1.87	
Increase (Decrease) Total Net Patient Revenue	5.3%	5.4%	0.98	7.0%	0.76	6.3%	0.85	-1.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	85.3%	61.9%	1.38	68.3%	1.25	77.2%	1.10	84.6%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,361	\$15,830	1.10	\$14,403	1.21	\$17,237	1.01	\$13,652	1.27	
Inpatient Net Revenue per Day	\$5,965	\$3,538	1.69	\$3,489	1.71	\$2,652	2.25	\$4,418	1.35	
Outpatient Net Revenue per Visit	\$1,118	\$686	1.63	\$791	1.41	\$595	1.88	\$950	1.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,279,349	Cash & Cash Equivalents	\$1,477,332	Current Liabilities	\$2,992,656
Less Deductions	\$20,070,778	Net Patient Receivables	\$2,786,444	Long-Term Debt	\$1,495,470
Net Patient Revenue	\$26,208,571	Other Receivables	\$293,506	Other Liabilities	\$2,084,613
Plus Other Revenue	\$773,919			Subtotal	\$6,572,739
Total Revenue	\$26,982,490	Land, Buildings & Equipment (Net)	\$5,688,299	Unrestricted Fund Balance	\$7,964,584
Less Expenses	\$26,645,896	Other Assets	\$4,291,742	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$182,659			Total Liabilities & Fund Balance	\$14,537,323
Net Income	\$519,253	Total Assets	\$14,537,323		

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

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

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.3%	55.7%	0.38	44.0%	0.48	38.3%	0.56	15.3%	1.39
Obstetrics	15.8%	41.5%	0.38	31.5%	0.02	24.8%	0.64	16.2%	0.97
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	20.4%	57.5%	0.35	46.2%	0.44	37.2%	0.55	15.5%	1.32
Average Census (Patients)									
Adult Medical-Surgical	4.5	26.4	0.17	20.6	0.22	6.5	0.69	3.2	1.39
Obstetrics	0.6	5.6	0.11	4.4	0.14	1.0	0.63	0.6	0.97
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.1	49.4	0.10	35.5	0.14	8.5	0.60	3.9	1.32
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.76	3.5	0.87	2.9	1.02	2.7	1.12
Obstetrics	2.2	2.5	0.88	2.4	0.93	2.2	1.01	2.5	0.91
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.9	4.4	0.66	3.8	0.76	3.1	0.93	2.6	1.11
Surgical Operations									
Inpatient	163	1,396	0.12	1,243	0.13	273	0.60	185	0.88
Outpatient	2,033	4,206	0.48	6,046	0.34	1,279	1.59	2,207	0.92
Inpatient as % of All Surgeries	7.4%	24.9%	0.30	17.1%	0.44	17.6%	0.42	7.7%	0.96
Outpatient Visits									
Non-Emergency Visits	32,964	136,074	0.24	126,761	0.26	57,910	0.57	27,773	1.19
Emergency Visits	8,821	18,688	0.47	15,547	0.57	8,090	1.09	8,821	1.00
Full-Time Equivalents (FTEs)									
Administrators	7.0	19.3	0.36	17.4	0.40	9.4	0.75	9.0	0.78
Nurses, Licensed	46.4	239.2	0.19	179.4	0.26	79.9	0.58	49.9	0.93
Ancillary Nursing Personnel	8.3	40.0	0.21	31.1	0.27	13.5	0.61	10.4	0.79
All Other Personnel	69.8	480.4	0.15	293.7	0.24	187.1	0.37	78.3	0.89
Total FTEs	131.5	779.0	0.17	521.5	0.25	289.8	0.45	147.6	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.2	14.9	1.56	14.8	1.57	24.3	0.95	40.6	0.57
Nurses, Licensed	153.6	183.7	0.84	152.4	1.01	207.6	0.74	225.1	0.68
Ancillary Nursing Personnel	27.3	30.8	0.89	26.4	1.04	35.0	0.78	46.9	0.58
All Other Personnel	231.3	369.0	0.63	249.4	0.93	486.3	0.48	353.4	0.65
Total FTEs	435.4	598.3	0.73	443.0	0.98	753.3	0.58	666.1	0.65

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	8	Bassinets	4
Discharges	645	Preferred Provider Organization (PPO)	Yes	Discharges	62	Total Births	92
Inpatient Days	1,861			Inpatient Days	690	Newborn Days	219

094 ThedaCare Medical Center - New London
New London, WI 54961

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	543	1,630	21.3%	4.5	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	103	231	15.8%	0.6	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	0	8	3.3
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	3	8	8.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.9
Registered Nurses	5	54	40.3	Occupational Therapists	1	1	1.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	6	3.1	Physical Therapists	3	3	3.9
Ancillary Nursing Personnel	3	9	8.3	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	0	2	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	5	3.2
Health Info Mgmt-Administrators/Technicians	0	1	0.6	All Other Personnel	13	25	28.5
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	5	7	10.6				
				Total	51	134	131.5

094 ThedaCare Medical Center - New London

New London, WI 54961

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,149,476	48.9%	45.7%	1.07	47.1%	1.04	46.1%	1.06	46.0%	1.06
Medical Assistance	\$6,528,468	12.2%	14.0%	0.88	10.7%	1.15	13.3%	0.92	12.2%	1.00
Commercial	\$19,311,334	36.1%	35.8%	1.01	39.9%	0.91	36.0%	1.00	38.6%	0.94
All Other	\$1,437,173	2.7%	4.5%	0.60	2.3%	1.19	4.6%	0.58	3.2%	0.83
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,347,267	25.0%	34.1%	0.73	33.7%	0.74	29.3%	0.85	21.8%	1.15
Medical Assistance	\$4,090,159	7.7%	10.6%	0.73	7.8%	0.98	9.2%	0.83	7.0%	1.09
Commercial	\$4,553,609	8.5%	14.7%	0.58	13.1%	0.65	11.9%	0.71	9.0%	0.95
Charity Care	\$289,291	0.5%	1.0%	0.56	0.6%	0.86	1.0%	0.53	0.7%	0.77
Bad Debt	\$904,614	1.7%	1.1%	1.58	1.3%	1.29	1.7%	0.97	3.9%	0.43
All Other	\$561,540	1.1%	2.0%	0.54	1.4%	0.76	1.9%	0.55	1.6%	0.68
Total Deductions	\$23,746,480	44.4%	63.3%	0.70	57.9%	0.77	55.1%	0.81	44.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	5.5%	0.36	1.7%	1.15	5.9%	0.33	2.3%	0.85
Net Gains/Losses as % of Net Income		0.2%	2.6%	0.07	3.3%	0.05	14.7%	0.01	0.9%	0.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,080,707	52.9%	44.1%	1.20	41.1%	1.29	51.5%	1.03	54.7%	0.97
Supplies & Services	\$10,225,811	41.3%	49.0%	0.84	51.9%	0.80	40.5%	1.02	38.0%	1.09
Capital Component	\$1,435,936	5.8%	6.9%	0.84	7.0%	0.82	8.0%	0.73	7.3%	0.79
Fiscal Statistics										
Operating Margin (%)		18.3%	8.4%	2.19	11.1%	1.64	5.3%	3.45	15.0%	1.22
Total Hospital Net Income (%)		18.3%	8.6%	2.14	11.5%	1.60	6.1%	2.98	15.1%	1.21
Return on Equity (%)		16.5%	6.3%	2.60	10.9%	1.51	5.1%	3.25	13.3%	1.24
Current Ratio		9.1	5.9	1.53	6.8	1.33	5.4	1.69	16.8	0.54
Days in Net Patient Accounts Receivable		57.7	51.6	1.12	56.0	1.03	51.7	1.12	51.5	1.12
Average Payment Period		26.2	38.5	0.68	21.7	1.21	34.1	0.77	13.2	1.99
Equity Financing (%)		95.0%	75.1%	1.26	78.3%	1.21	79.8%	1.19	77.7%	1.22
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.3	N/A
Times Interest Earned		0.0	13.4	N/A	32.7	N/A	8.4	N/A	13.0	N/A
Total Asset Turnover		0.9	0.7	1.22	1.0	0.95	0.8	1.10	0.9	1.02
Average Age of Plant (Years)		20.6	9.9	2.09	10.8	1.90	9.3	2.22	19.4	1.06
Increase (Decrease) Total Net Patient Revenue		2.9%	5.4%	0.53	6.7%	0.43	4.5%	0.65	5.7%	0.51
Outpatient Gross Revenue (% of Total GPR)		83.1%	61.9%	1.34	69.3%	1.20	78.1%	1.06	82.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,550	\$15,830	0.54	\$12,540	0.68	\$12,599	0.68	\$10,287	0.83
Inpatient Net Revenue per Day		\$2,126	\$3,538	0.60	\$3,195	0.67	\$3,643	0.58	\$2,391	0.89
Outpatient Net Revenue per Visit		\$582	\$686	0.85	\$574	1.01	\$598	0.97	\$662	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$53,426,451	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	\$1,684,799
Less Deductions	\$23,746,480	Net Patient Receivables	\$4,690,497	Long-Term Debt	\$0
Net Patient Revenue	\$29,679,971	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$595,941			Subtotal	\$1,684,799
Total Revenue	\$30,275,912	Land, Buildings & Equipment (Net)	\$18,379,873	Unrestricted Fund Balance	\$31,962,615
Less Expenses	\$24,742,454	Other Assets	\$577,044	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,526			Total Liabilities & Fund Balance	\$33,647,414
Net Income	\$5,542,984	Total Assets	\$33,647,414		

095 Westfields Hospital & Clinic
 535 Hospital Road
 New Richmond, WI 54017
 715-243-2600

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

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.8%	55.7%	0.64	42.7%	0.84	39.8%	0.90	30.0%	1.19
Obstetrics	13.2%	41.5%	0.32	29.5%	0.02	28.9%	0.46	13.8%	0.96
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	7.7%	N/A	1.1%	0.00
Total Hospital	27.2%	57.5%	0.47	44.1%	0.62	42.4%	0.64	22.5%	1.21
Average Census (Patients)									
Adult Medical-Surgical	6.1	26.4	0.23	11.9	0.51	10.7	0.57	4.8	1.27
Obstetrics	0.7	5.6	0.12	2.1	0.32	2.0	0.33	0.7	0.96
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	0.00
Total Hospital	6.8	49.4	0.14	18.9	0.36	16.6	0.41	5.6	1.21
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	3.9	0.63	3.7	0.67	3.0	0.82	2.7	0.92
Obstetrics	2.1	2.5	0.84	2.3	0.93	2.2	0.95	2.0	1.09
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	2.0	0.00
Total Hospital	2.7	4.4	0.62	3.9	0.69	3.3	0.83	2.5	1.07
Surgical Operations									
Inpatient	304	1,396	0.22	485	0.63	484	0.63	253	1.20
Outpatient	2,145	4,206	0.51	1,916	1.12	2,045	1.05	1,933	1.11
Inpatient as % of All Surgeries	12.4%	24.9%	0.50	20.2%	0.61	19.2%	0.65	11.6%	1.07
Outpatient Visits									
Non-Emergency Visits	85,435	136,074	0.63	67,827	1.26	63,222	1.35	87,900	0.97
Emergency Visits	7,270	18,688	0.39	8,592	0.85	12,717	0.57	7,351	0.99
Full-Time Equivalents (FTEs)									
Administrators	40.0	19.3	2.07	10.6	3.76	10.6	3.78	43.0	0.93
Nurses, Licensed	86.0	239.2	0.36	115.3	0.75	104.8	0.82	55.5	1.55
Ancillary Nursing Personnel	13.9	40.0	0.35	18.4	0.75	22.9	0.61	10.3	1.35
All Other Personnel	190.3	480.4	0.40	260.2	0.73	217.2	0.88	171.4	1.11
Total FTEs	330.1	779.0	0.42	404.6	0.82	355.5	0.93	280.2	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	84.7	14.9	5.70	18.0	4.70	17.1	4.96	107.3	0.79
Nurses, Licensed	182.0	183.7	0.99	195.4	0.93	169.2	1.08	138.6	1.31
Ancillary Nursing Personnel	29.4	30.8	0.96	31.2	0.94	37.0	0.80	25.7	1.15
All Other Personnel	402.8	369.0	1.09	440.9	0.91	350.8	1.15	428.0	0.94
Total FTEs	699.0	598.3	1.17	685.5	1.02	574.1	1.22	699.5	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	911	Preferred Provider Organization (PPO)	Yes	Discharges	38	Total Births	109
Inpatient Days	2,480			Inpatient Days	251	Newborn Days	199

095 Westfields Hospital & Clinic
New Richmond, WI 54017

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	902	2,222	35.8%	6.1	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	113	241	13.2%	0.7	2.1
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	3	13	17	1.6%	0.0	1.3
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	40	2	40.0	Surgical Personnel	6	1	6.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	0	12.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	2	5.6
Registered Nurses	65	31	78.7	Occupational Therapists	1	3	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	3	7.3	Physical Therapists	5	0	5.0
Ancillary Nursing Personnel	10	9	13.9	Physical Therapy Assistants/Aides	0	1	0.5
Medical Assistants	21	2	21.6	Recreational Therapists	0	2	1.6
Physician Assistants	8	4	8.1	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	32	11	34.6
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	50	21	58.4
Pharmacy Personnel	10	13	11.5				
Clinical Laboratory Personnel	14	4	14.8				
				Total	291	110	330.1

095 Westfields Hospital & Clinic

New Richmond, WI 54017

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,175,980	41.7%	45.7%	0.91	51.0%	0.82	49.2%	0.85	38.4%	1.09
Medical Assistance	\$12,963,419	11.0%	14.0%	0.79	11.7%	0.94	11.3%	0.98	11.5%	0.95
Commercial	\$49,017,251	41.6%	35.8%	1.16	33.6%	1.24	36.3%	1.15	48.1%	0.86
All Other	\$6,664,600	5.7%	4.5%	1.26	3.7%	1.55	3.2%	1.79	1.9%	2.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,159,285	17.1%	34.1%	0.50	33.7%	0.51	35.5%	0.48	17.9%	0.96
Medical Assistance	\$8,329,751	7.1%	10.6%	0.67	8.2%	0.86	8.4%	0.85	7.8%	0.90
Commercial	\$22,281,578	18.9%	14.7%	1.29	9.0%	2.10	13.1%	1.45	17.3%	1.10
Charity Care	\$1,012,968	0.9%	1.0%	0.88	1.1%	0.78	1.3%	0.68	0.7%	1.30
Bad Debt	\$1,088,891	0.9%	1.1%	0.86	1.0%	0.89	1.4%	0.67	2.1%	0.44
All Other	\$1,258,982	1.1%	2.0%	0.55	1.3%	0.80	1.1%	1.01	1.5%	0.70
Total Deductions	\$54,131,455	45.9%	63.3%	0.73	54.3%	0.85	60.7%	0.76	47.2%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.5%	5.5%	0.45	2.5%	1.01	3.5%	0.71	4.6%	0.54
Net Gains/Losses as % of Net Income		1.5%	2.6%	0.59	24.5%	0.06	18.6%	0.08	41.2%	0.04
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,733,337	39.5%	44.1%	0.90	52.7%	0.75	44.5%	0.89	39.5%	1.00
Supplies & Services	\$34,032,192	54.4%	49.0%	1.11	41.1%	1.32	46.9%	1.16	53.9%	1.01
Capital Component	\$3,792,518	6.1%	6.9%	0.88	6.1%	0.99	8.5%	0.71	6.6%	0.92
Fiscal Statistics										
Operating Margin (%)		4.2%	8.4%	0.50	8.1%	0.52	4.8%	0.88	0.7%	6.18
Total Hospital Net Income (%)		4.3%	8.6%	0.50	10.4%	0.41	5.8%	0.73	1.2%	3.71
Return on Equity (%)		4.7%	6.3%	0.75	7.0%	0.68	3.7%	1.28	1.3%	3.75
Current Ratio		4.7	5.9	0.79	4.4	1.07	5.5	0.85	2.8	1.69
Days in Net Patient Accounts Receivable		41.0	51.6	0.79	49.2	0.83	49.4	0.83	42.6	0.96
Average Payment Period		38.3	38.5	1.00	52.6	0.73	40.4	0.95	44.1	0.87
Equity Financing (%)		63.9%	75.1%	0.85	78.5%	0.81	75.7%	0.84	64.6%	0.99
Long-Term Debt to Equity Ratio		0.3	0.2	1.69	0.1	2.24	0.2	1.48	0.3	0.86
Times Interest Earned		8.5	13.4	0.64	26.2	0.33	6.3	1.37	2.7	3.18
Total Asset Turnover		1.1	0.7	1.50	0.7	1.69	0.6	1.76	1.1	1.02
Average Age of Plant (Years)		7.5	9.9	0.76	11.5	0.65	9.1	0.82	6.5	1.15
Increase (Decrease) Total Net Patient Revenue		13.6%	5.4%	2.51	7.0%	1.96	7.2%	1.89	2.3%	6.00
Outpatient Gross Revenue (% of Total GPR)		87.5%	61.9%	1.41	68.3%	1.28	72.7%	1.20	86.0%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,460		\$15,830	0.60	\$14,403	0.66	\$11,444	0.83	\$11,701	0.81
Inpatient Net Revenue per Day	\$3,728		\$3,538	1.05	\$3,489	1.07	\$3,344	1.11	\$4,119	0.91
Outpatient Net Revenue per Visit	\$602		\$686	0.88	\$791	0.76	\$740	0.81	\$505	1.19

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$117,821,250	Cash & Cash Equivalents	\$17,021,937	Current Liabilities	\$6,229,105
Less Deductions	\$54,131,455	Net Patient Receivables	\$7,150,077	Long-Term Debt	\$10,127,160
Net Patient Revenue	\$63,689,795	Other Receivables	\$4,072,829	Other Liabilities	\$4,946,580
Plus Other Revenue	\$1,624,160			Subtotal	\$21,302,845
Total Revenue	\$65,313,955	Land, Buildings & Equipment (Net)	\$23,383,864	Unrestricted Fund Balance	\$37,660,444
Less Expenses	\$62,558,047	Other Assets	\$7,334,582	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$41,992			Total Liabilities & Fund Balance	\$58,963,289
Net Income	\$2,797,900	Total Assets	\$58,963,289		

098 ProHealth Oconomowoc Memorial Hospital
 791 Summit Avenue
 Oconomowoc, WI 53066
 262-569-9400

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.9%	55.7%	0.83	55.0%	0.83	39.8%	1.15	41.5%	1.11
Obstetrics	15.7%	41.5%	0.38	34.6%	0.05	28.9%	0.54	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	7.7%	N/A	14.7%	0.00
Total Hospital	41.3%	57.5%	0.72	51.4%	0.80	42.4%	0.97	36.6%	1.13
Average Census (Patients)									
Adult Medical-Surgical	16.1	26.4	0.61	31.4	0.51	10.7	1.51	14.5	1.11
Obstetrics	1.9	5.6	0.33	6.3	0.30	2.0	0.95	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	1.8	0.00
Total Hospital	23.9	49.4	0.49	58.3	0.41	16.6	1.44	21.2	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	3.9	0.65	3.6	0.70	3.0	0.84	2.5	1.02
Obstetrics	2.3	2.5	0.89	2.3	0.98	2.2	1.01	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	2.1	0.00
Total Hospital	3.0	4.4	0.68	4.0	0.75	3.3	0.91	2.7	1.10
Surgical Operations									
Inpatient	1,064	1,396	0.76	1,424	0.75	484	2.20	1,029	1.03
Outpatient	1,460	4,206	0.35	3,674	0.40	2,045	0.71	1,462	1.00
Inpatient as % of All Surgeries	42.2%	24.9%	1.69	27.9%	1.51	19.2%	2.20	41.3%	1.02
Outpatient Visits									
Non-Emergency Visits	66,376	136,074	0.49	147,557	0.45	63,222	1.05	57,225	1.16
Emergency Visits	12,110	18,688	0.65	29,988	0.40	12,717	0.95	12,019	1.01
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.3	N/A	17.6	N/A	10.6	N/A	0.0	N/A
Nurses, Licensed	97.5	239.2	0.41	262.0	0.37	104.8	0.93	90.8	1.07
Ancillary Nursing Personnel	19.1	40.0	0.48	44.8	0.43	22.9	0.83	15.9	1.20
All Other Personnel	177.2	480.4	0.37	509.5	0.35	217.2	0.82	202.6	0.87
Total FTEs	293.9	779.0	0.38	833.9	0.35	355.5	0.83	309.3	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	14.9	N/A	10.7	N/A	17.1	N/A	0.0	N/A
Nurses, Licensed	143.6	183.7	0.78	159.4	0.90	169.2	0.85	150.9	0.95
Ancillary Nursing Personnel	28.1	30.8	0.91	27.2	1.03	37.0	0.76	26.4	1.06
All Other Personnel	260.9	369.0	0.71	310.0	0.84	350.8	0.74	336.8	0.77
Total FTEs	432.6	598.3	0.72	507.3	0.85	574.1	0.75	514.1	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	58	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,938	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	280
Inpatient Days	8,738			Inpatient Days	0	Newborn Days	1,356

098 ProHealth Oconomowoc Memorial Hospital
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	35	2,310	5,866	45.9%	16.1	2.5
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	12	303	687	15.7%	1.9	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	11	1,623	2,185	54.4%	6.0	1.3
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	6	5	6.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	11	18.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	7	5.1
Registered Nurses	64	69	95.5	Occupational Therapists	3	6	5.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	1	2	2.0	Physical Therapists	9	5	10.8
Ancillary Nursing Personnel	15	7	19.1	Physical Therapy Assistants/Aides	3	6	5.7
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	27	17	33.5
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	51	26	63.5
Pharmacy Personnel	8	11	11.4				
Clinical Laboratory Personnel	5	3	7.1				
				Total	217	176	293.9

098 ProHealth Oconomowoc Memorial Hospital

Oconomowoc, WI 53066

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$166,448,668	54.9%	45.7%	1.20	50.5%	1.09	49.2%	1.12	51.8%	1.06
Medical Assistance	\$17,201,069	5.7%	14.0%	0.41	10.1%	0.56	11.3%	0.50	6.2%	0.92
Commercial	\$116,853,333	38.6%	35.8%	1.08	36.8%	1.05	36.3%	1.06	41.0%	0.94
All Other	\$2,543,687	0.8%	4.5%	0.19	2.7%	0.32	3.2%	0.27	1.0%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$133,931,602	44.2%	34.1%	1.30	39.8%	1.11	35.5%	1.24	42.9%	1.03
Medical Assistance	\$14,964,461	4.9%	10.6%	0.47	7.8%	0.63	8.4%	0.59	5.3%	0.92
Commercial	\$49,564,938	16.4%	14.7%	1.11	16.3%	1.00	13.1%	1.25	16.5%	0.99
Charity Care	\$2,538,246	0.8%	1.0%	0.86	1.0%	0.88	1.3%	0.66	0.9%	0.90
Bad Debt	\$2,118,777	0.7%	1.1%	0.65	1.1%	0.62	1.4%	0.50	0.7%	1.04
All Other	\$219,594	0.1%	2.0%	0.04	1.1%	0.06	1.1%	0.07	0.1%	0.88
Total Deductions	\$203,337,618	67.1%	63.3%	1.06	67.1%	1.00	60.7%	1.11	66.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	5.5%	0.66	4.8%	0.75	3.5%	1.04	3.6%	1.01
Net Gains/Losses as % of Net Income		14.3%	2.6%	5.57	N/A	N/A	18.6%	0.76	22.1%	0.65
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,342,464	29.8%	44.1%	0.68	39.0%	0.76	44.5%	0.67	28.4%	1.05
Supplies & Services	\$56,393,059	57.3%	49.0%	1.17	52.6%	1.09	46.9%	1.22	58.1%	0.99
Capital Component	\$12,676,190	12.9%	6.9%	1.87	8.4%	1.54	8.5%	1.51	13.6%	0.95
Fiscal Statistics										
Operating Margin (%)		4.9%	8.4%	0.58	11.9%	0.41	4.8%	1.02	-1.3%	N/A
Total Hospital Net Income (%)		5.6%	8.6%	0.66	10.9%	0.52	5.8%	0.97	-1.7%	N/A
Return on Equity (%)		4.4%	6.3%	0.70	7.6%	0.59	3.7%	1.20	-1.3%	N/A
Current Ratio		2.1	5.9	0.35	9.7	0.21	5.5	0.37	2.4	0.85
Days in Net Patient Accounts Receivable		47.8	51.6	0.93	48.3	0.99	49.4	0.97	47.6	1.00
Average Payment Period		37.0	38.5	0.96	30.8	1.20	40.4	0.92	27.2	1.36
Equity Financing (%)		7.3%	75.1%	0.10	80.8%	0.09	75.7%	0.10	2.3%	3.21
Long-Term Debt to Equity Ratio		10.1	0.2	63.62	0.1	89.45	0.2	55.70	36.4	0.28
Times Interest Earned		2.6	13.4	0.20	15.9	0.16	6.3	0.42	0.6	4.53
Total Asset Turnover		0.8	0.7	1.06	0.7	1.12	0.6	1.24	0.8	1.01
Average Age of Plant (Years)		15.6	9.9	1.58	9.0	1.74	9.1	1.71	17.2	0.90
Increase (Decrease) Total Net Patient Revenue		12.1%	5.4%	2.22	4.2%	2.87	7.2%	1.67	-0.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.4%	61.9%	0.99	63.4%	0.97	72.7%	0.84	60.4%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,276		\$15,830	0.84	\$12,178	1.09	\$11,444	1.16	\$12,864	1.03
Inpatient Net Revenue per Day	\$4,073		\$3,538	1.15	\$2,958	1.38	\$3,344	1.22	\$4,253	0.96
Outpatient Net Revenue per Visit	\$800		\$686	1.17	\$680	1.18	\$740	1.08	\$776	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$303,046,757	Cash & Cash Equivalents	\$275,552	Current Liabilities	\$9,276,355
Less Deductions	\$203,337,618	Net Patient Receivables	\$13,064,918	Long-Term Debt	\$97,484,610
Net Patient Revenue	\$99,709,139	Other Receivables	\$900,731	Other Liabilities	\$15,860,363
Plus Other Revenue	\$3,746,953			Subtotal	\$122,621,328
Total Revenue	\$103,456,092	Land, Buildings & Equipment (Net)	\$92,453,978	Unrestricted Fund Balance	\$9,614,794
Less Expenses	\$98,411,713	Other Assets	\$25,540,943	Restricted Fund Balance	\$386,913
Non-Operating Gains/Losses	\$838,490			Total Liabilities & Fund Balance	\$132,236,122
Net Income	\$5,882,869	Total Assets	\$132,236,122		

306 Bellin Health Oconto Hospital
 820 Arbutus Avenue
 Oconto, WI 54153
 920-835-1100

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Oconto
 Analysis Area: Northeastern (4)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.4%	55.7%	0.17	50.7%	0.18	39.8%	0.24	10.1%	0.92
Obstetrics	0.0%	41.5%	N/A	35.8%	N/A	28.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	9.4%	57.5%	0.16	47.6%	0.20	42.4%	0.22	10.1%	0.92
Average Census (Patients)									
Adult Medical-Surgical	0.9	26.4	0.04	23.3	0.04	10.7	0.09	1.0	0.92
Obstetrics	0.0	5.6	N/A	4.4	N/A	2.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.9	49.4	0.02	40.3	0.02	16.6	0.06	1.0	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.67	3.6	0.74	3.0	0.88	2.5	1.06
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.7	4.4	0.60	3.6	0.73	3.3	0.81	2.5	1.06
Surgical Operations									
Inpatient	6	1,396	0.00	1,119	0.01	484	0.01	7	0.86
Outpatient	294	4,206	0.07	4,642	0.06	2,045	0.14	280	1.05
Inpatient as % of All Surgeries	2.0%	24.9%	0.08	19.4%	0.10	19.2%	0.10	2.4%	0.82
Outpatient Visits									
Non-Emergency Visits	15,753	136,074	0.12	200,883	0.08	63,222	0.25	15,005	1.05
Emergency Visits	2,199	18,688	0.12	18,216	0.12	12,717	0.17	3,643	0.60
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.3	0.31	19.6	0.31	10.6	0.57	9.1	0.66
Nurses, Licensed	81.8	239.2	0.34	266.6	0.31	104.8	0.78	75.4	1.08
Ancillary Nursing Personnel	3.5	40.0	0.09	32.6	0.11	22.9	0.15	11.9	0.29
All Other Personnel	132.9	480.4	0.28	519.5	0.26	217.2	0.61	108.8	1.22
Total FTEs	224.2	779.0	0.29	838.3	0.27	355.5	0.63	205.3	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.5	14.9	0.64	13.4	0.70	17.1	0.55	20.7	0.46
Nurses, Licensed	128.9	183.7	0.70	183.1	0.70	169.2	0.76	171.1	0.75
Ancillary Nursing Personnel	5.5	30.8	0.18	22.4	0.25	37.0	0.15	27.0	0.20
All Other Personnel	209.4	369.0	0.57	356.8	0.59	350.8	0.60	246.8	0.85
Total FTEs	353.3	598.3	0.59	575.7	0.61	574.1	0.62	465.7	0.76

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	10	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	129	Preferred Provider Organization (PPO)	Yes	Discharges	18	Total Births	1
Inpatient Days	342			Inpatient Days	153	Newborn Days	0

306 Bellin Health Oconto Hospital
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	10	129	342	9.4%	0.9	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	3	4	6.5
Physicians & Dentists	10	2	11.4	Radiological Services Personnel	5	10	11.9
Medical & Dental Residents	0	0	0.0	Sonographers	3	1	3.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	27	28	46.8	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	16	8	21.1	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	1	4	3.5	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	14	7	19.7	Recreational Therapists	0	0	0.0
Physician Assistants	4	2	5.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	11	2	11.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	2	2.6	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	4	10.5
Health Info Mgmt-Administrators/Technicians	1	1	1.7	All Other Personnel	34	11	43.4
Pharmacy Personnel	4	1	4.8				
Clinical Laboratory Personnel	7	6	11.2				
				Total	157	94	224.2

306 Bellin Health Oconto Hospital

Oconto, WI 54153

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,659,867	43.6%	45.7%	0.95	46.7%	0.93	49.2%	0.88	42.7%	1.02
Medical Assistance	\$11,836,676	13.7%	14.0%	0.98	11.9%	1.15	11.3%	1.21	15.0%	0.91
Commercial	\$33,541,504	38.8%	35.8%	1.08	38.0%	1.02	36.3%	1.07	38.0%	1.02
All Other	\$3,431,648	4.0%	4.5%	0.88	3.4%	1.16	3.2%	1.26	4.3%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$23,857,977	27.6%	34.1%	0.81	34.7%	0.80	35.5%	0.78	20.6%	1.34
Medical Assistance	\$8,236,523	9.5%	10.6%	0.90	9.0%	1.06	8.4%	1.14	9.8%	0.97
Commercial	\$8,476,425	9.8%	14.7%	0.67	16.1%	0.61	13.1%	0.75	13.6%	0.72
Charity Care	\$831,715	1.0%	1.0%	0.99	0.9%	1.05	1.3%	0.76	0.6%	1.59
Bad Debt	\$1,233,187	1.4%	1.1%	1.33	1.0%	1.45	1.4%	1.03	1.7%	0.85
All Other	\$652,621	0.8%	2.0%	0.39	1.8%	0.43	1.1%	0.71	1.3%	0.56
Total Deductions	\$43,288,448	50.1%	63.3%	0.79	63.5%	0.79	60.7%	0.83	47.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.7%	5.5%	0.32	3.5%	0.50	3.5%	0.50	1.0%	1.81	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	8.5%	N/A	18.6%	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,388,985	47.1%	44.1%	1.07	45.8%	1.03	44.5%	1.06	50.8%	0.93
Supplies & Services	\$17,513,472	33.8%	49.0%	0.69	46.8%	0.72	46.9%	0.72	32.9%	1.03
Capital Component	\$9,853,371	19.0%	6.9%	2.77	7.4%	2.57	8.5%	2.23	16.3%	1.17
Fiscal Statistics										
Operating Margin (%)	-17.8%	8.4%	N/A	9.4%	N/A	4.8%	N/A	-12.1%	1.47	
Total Hospital Net Income (%)	-17.8%	8.6%	N/A	10.2%	N/A	5.8%	N/A	-12.1%	1.47	
Return on Equity (%)	-18.2%	6.3%	N/A	7.0%	N/A	3.7%	N/A	-8.7%	2.08	
Current Ratio	3.0	5.9	0.51	4.3	0.71	5.5	0.55	3.5	0.88	
Days in Net Patient Accounts Receivable	60.1	51.6	1.16	50.7	1.18	49.4	1.22	83.5	0.72	
Average Payment Period	25.3	38.5	0.66	54.9	0.46	40.4	0.62	29.8	0.85	
Equity Financing (%)	2.4%	75.1%	0.03	75.6%	0.03	75.7%	0.03	18.6%	0.13	
Long-Term Debt to Equity Ratio	36.1	0.2	226.29	0.2	208.90	0.2	198.12	3.8	9.51	
Times Interest Earned	-3.9	13.4	N/A	14.7	N/A	6.3	N/A	-5.6	0.71	
Total Asset Turnover	1.0	0.7	1.39	0.7	1.50	0.6	1.63	0.7	1.41	
Average Age of Plant (Years)	4.2	9.9	0.43	10.4	0.41	9.1	0.46	4.9	0.85	
Increase (Decrease) Total Net Patient Revenue	34.8%	5.4%	6.41	3.9%	8.93	7.2%	4.84	72.4%	0.48	
Outpatient Gross Revenue (% of Total GPR)	98.5%	61.9%	1.59	71.3%	1.38	72.7%	1.35	97.7%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,375	\$15,830	0.59	\$12,899	0.73	\$11,444	0.82	\$10,107	0.93	
Inpatient Net Revenue per Day	\$2,727	\$3,538	0.77	\$3,402	0.80	\$3,344	0.82	\$3,435	0.79	
Outpatient Net Revenue per Visit	\$2,395	\$686	3.49	\$545	4.39	\$740	3.24	\$1,660	1.44	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$86,469,695	Cash & Cash Equivalents	\$1,922,278	Current Liabilities	\$3,349,746
Less Deductions	\$43,288,448	Net Patient Receivables	\$7,110,041	Long-Term Debt	\$36,569,788
Net Patient Revenue	\$43,181,247	Other Receivables	\$165,000	Other Liabilities	\$2,034,132
Plus Other Revenue	\$767,091			Subtotal	\$41,953,666
Total Revenue	\$43,948,338	Land, Buildings & Equipment (Net)	\$31,199,542	Unrestricted Fund Balance	\$1,014,000
Less Expenses	\$51,755,828	Other Assets	\$2,570,805	Restricted Fund Balance	\$713,020
Non-Operating Gains/Losses	\$1,997	Total Assets	\$42,967,666	Total Liabilities & Fund Balance	\$42,967,666
Net Income	-\$7,805,493				

101 St Clare Memorial Hospital
 855 South Main Street
 Oconto Falls, WI 54154
 920-846-3444

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Oconto
 Analysis Area: Northeastern (4)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.7%	55.7%	0.23	50.7%	0.25	20.1%	0.63	16.0%	0.79
Obstetrics	0.0%	41.5%	N/A	35.8%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	12.7%	57.5%	0.22	47.6%	0.27	24.5%	0.52	16.0%	0.79
Average Census (Patients)									
Adult Medical-Surgical	2.5	26.4	0.10	23.3	0.11	3.2	0.80	3.2	0.79
Obstetrics	0.0	5.6	N/A	4.4	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.5	49.4	0.05	40.3	0.06	4.6	0.55	3.2	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.72	3.6	0.79	3.0	0.94	2.7	1.04
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.64	3.6	0.77	2.9	0.98	2.7	1.04
Surgical Operations									
Inpatient	89	1,396	0.06	1,119	0.08	350	0.25	125	0.71
Outpatient	597	4,206	0.14	4,642	0.13	1,888	0.32	664	0.90
Inpatient as % of All Surgeries	13.0%	24.9%	0.52	19.4%	0.67	15.6%	0.83	15.8%	0.82
Outpatient Visits									
Non-Emergency Visits	14,000	136,074	0.10	200,883	0.07	24,234	0.58	14,529	0.96
Emergency Visits	4,261	18,688	0.23	18,216	0.23	3,778	1.13	4,544	0.94
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	19.6	0.20	5.4	0.74	4.0	1.00
Nurses, Licensed	38.1	239.2	0.16	266.6	0.14	46.6	0.82	39.4	0.97
Ancillary Nursing Personnel	4.2	40.0	0.10	32.6	0.13	8.1	0.52	0.9	4.54
All Other Personnel	78.1	480.4	0.16	519.5	0.15	107.7	0.72	71.8	1.09
Total FTEs	124.4	779.0	0.16	838.3	0.15	167.8	0.74	116.1	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	19.9	14.9	1.34	13.4	1.48	30.5	0.65	20.6	0.97
Nurses, Licensed	189.6	183.7	1.03	183.1	1.04	261.4	0.73	202.6	0.94
Ancillary Nursing Personnel	20.9	30.8	0.68	22.4	0.93	45.4	0.46	4.8	4.39
All Other Personnel	388.1	369.0	1.05	356.8	1.09	604.7	0.64	369.7	1.05
Total FTEs	618.5	598.3	1.03	575.7	1.07	941.9	0.66	597.7	1.03

Total Hospital:

Beds Set Up & Staffed 20
 Discharges 329
 Inpatient Days 926

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 40
 Inpatient Days 335

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

101 St Clare Memorial Hospital
Oconto Falls, WI 54154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	329	926	12.7%	2.5	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	1	6	3.9
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	2	5	6.1
Medical & Dental Residents	0	0	0.0	Sonographers	2	2	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	4.0
Registered Nurses	9	26	29.1	Occupational Therapists	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	2	2.5
Ancillary Nursing Personnel	0	6	4.2	Physical Therapy Assistants/Aides	0	1	0.8
Medical Assistants	2	1	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	6	0	6.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	15	13	22.1
Pharmacy Personnel	12	6	13.0				
Clinical Laboratory Personnel	11	4	12.7				
				Total	75	76	124.4

101 St Clare Memorial Hospital

Oconto Falls, WI 54154

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,099,940	56.1%	45.7%	1.23	46.7%	1.20	45.3%	1.24	54.0%	1.04
Medical Assistance	\$6,754,785	13.0%	14.0%	0.93	11.9%	1.10	9.6%	1.36	13.1%	0.99
Commercial	\$14,306,682	27.6%	35.8%	0.77	38.0%	0.73	42.0%	0.66	30.0%	0.92
All Other	\$1,731,860	3.3%	4.5%	0.74	3.4%	0.97	3.1%	1.09	2.9%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,798,009	36.2%	34.1%	1.06	34.7%	1.04	27.2%	1.33	36.6%	0.99
Medical Assistance	\$4,507,544	8.7%	10.6%	0.82	9.0%	0.97	7.0%	1.23	8.9%	0.98
Commercial	\$5,256,287	10.1%	14.7%	0.69	16.1%	0.63	13.4%	0.76	11.9%	0.85
Charity Care	\$554,920	1.1%	1.0%	1.10	0.9%	1.16	0.6%	1.81	1.3%	0.83
Bad Debt	\$517,766	1.0%	1.1%	0.93	1.0%	1.01	1.3%	0.75	0.5%	1.90
All Other	\$1,156,775	2.2%	2.0%	1.14	1.8%	1.27	1.4%	1.57	2.2%	1.03
Total Deductions	\$30,791,301	59.3%	63.3%	0.94	63.5%	0.94	50.9%	1.17	61.4%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		20.7%	5.5%	3.76	3.5%	5.88	3.0%	6.83	21.1%	0.98
Net Gains/Losses as % of Net Income		0.4%	2.6%	0.17	8.5%	0.05	2.7%	0.16	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,212,486	34.0%	44.1%	0.77	45.8%	0.74	45.2%	0.75	38.1%	0.89
Supplies & Services	\$17,813,528	59.2%	49.0%	1.21	46.8%	1.27	46.7%	1.27	56.1%	1.06
Capital Component	\$2,045,625	6.8%	6.9%	0.99	7.4%	0.92	8.1%	0.84	5.8%	1.17
Fiscal Statistics										
Operating Margin (%)		-13.0%	8.4%	N/A	9.4%	N/A	14.9%	N/A	-18.2%	0.71
Total Hospital Net Income (%)		-13.1%	8.6%	N/A	10.2%	N/A	15.3%	N/A	-15.8%	0.83
Return on Equity (%)		-18.2%	6.3%	N/A	7.0%	N/A	14.6%	N/A	-24.4%	0.75
Current Ratio		0.8	5.9	0.13	4.3	0.18	3.0	0.25	0.9	0.88
Days in Net Patient Accounts Receivable		59.0	51.6	1.14	50.7	1.16	58.4	1.01	45.0	1.31
Average Payment Period		128.5	38.5	3.34	54.9	2.34	56.8	2.26	100.5	1.28
Equity Financing (%)		11.8%	75.1%	0.16	75.6%	0.16	61.3%	0.19	12.6%	0.94
Long-Term Debt to Equity Ratio		2.9	0.2	18.25	0.2	16.85	0.4	7.57	3.1	0.94
Times Interest Earned		-16.2	13.4	N/A	14.7	N/A	18.7	N/A	-25.4	0.64
Total Asset Turnover		1.4	0.7	1.89	0.7	2.04	1.0	1.46	1.5	0.92
Average Age of Plant (Years)		10.6	9.9	1.08	10.4	1.03	8.5	1.26	12.7	0.84
Increase (Decrease) Total Net Patient Revenue		-3.2%	5.4%	N/A	3.9%	N/A	2.5%	N/A	-16.8%	0.19
Outpatient Gross Revenue (% of Total GPR)		87.3%	61.9%	1.41	71.3%	1.22	73.7%	1.18	83.4%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,705		\$15,830	0.55	\$12,899	0.67	\$15,847	0.55	\$8,883	0.98
Inpatient Net Revenue per Day	\$2,618		\$3,538	0.74	\$3,402	0.77	\$4,787	0.55	\$2,550	1.03
Outpatient Net Revenue per Visit	\$1,005		\$686	1.46	\$545	1.84	\$991	1.01	\$922	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,893,267	Cash & Cash Equivalents	\$830,190	Current Liabilities	\$10,071,094
Less Deductions	\$30,791,301	Net Patient Receivables	\$3,410,898	Long-Term Debt	\$6,587,878
Net Patient Revenue	\$21,101,966	Other Receivables	\$1,248,112	Other Liabilities	\$203,688
Plus Other Revenue	\$5,509,037			Subtotal	\$16,862,660
Total Revenue	\$26,611,003	Land, Buildings & Equipment (Net)	\$10,661,342	Unrestricted Fund Balance	\$2,265,025
Less Expenses	\$30,071,639	Other Assets	\$2,977,143	Restricted Fund Balance	\$344,691
Non-Operating Gains/Losses	-\$14,834			Total Liabilities & Fund Balance	\$19,127,685
Net Income	-\$3,475,470	Total Assets	\$19,127,685		

102 Osceola Medical Center
 2600 65th Avenue, PO Box 218
 Osceola, WI 54020
 715-294-2111

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

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	21.0%	55.7%	0.38	42.7%	0.49	20.1%	1.05	21.8%	0.96	
Obstetrics	0.0%	41.5%	N/A	29.5%	0.02	16.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	23.9%	57.5%	0.42	44.1%	0.54	24.5%	0.98	25.0%	0.96	
Average Census (Patients)										
Adult Medical-Surgical	2.9	26.4	0.11	11.9	0.25	3.2	0.93	3.1	0.96	
Obstetrics	0.5	5.6	0.09	2.1	0.26	0.6	0.82	0.6	0.90	
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.6	49.4	0.07	18.9	0.19	4.6	0.77	3.8	0.96	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.5	3.9	0.90	3.7	0.96	3.0	1.18	3.7	0.96	
Obstetrics	1.8	2.5	0.72	2.3	0.80	2.1	0.86	2.2	0.83	
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.0	4.4	0.69	3.9	0.77	2.9	1.06	3.2	0.93	
Surgical Operations										
Inpatient	69	1,396	0.05	485	0.14	350	0.20	74	0.93	
Outpatient	548	4,206	0.13	1,916	0.29	1,888	0.29	453	1.21	
Inpatient as % of All Surgeries	11.2%	24.9%	0.45	20.2%	0.55	15.6%	0.72	14.0%	0.80	
Outpatient Visits										
Non-Emergency Visits	14,435	136,074	0.11	67,827	0.21	24,234	0.60	14,613	0.99	
Emergency Visits	3,090	18,688	0.17	8,592	0.36	3,778	0.82	3,192	0.97	
Full-Time Equivalents (FTEs)										
Administrators	5.0	19.3	0.26	10.6	0.47	5.4	0.92	3.0	1.67	
Nurses, Licensed	50.6	239.2	0.21	115.3	0.44	46.6	1.09	47.3	1.07	
Ancillary Nursing Personnel	7.8	40.0	0.20	18.4	0.42	8.1	0.97	8.4	0.93	
All Other Personnel	159.0	480.4	0.33	260.2	0.61	107.7	1.48	156.9	1.01	
Total FTEs	222.4	779.0	0.29	404.6	0.55	167.8	1.33	215.7	1.03	
FTEs per 100 Patient Census (Adjusted)										
Administrators	23.2	14.9	1.56	18.0	1.29	30.5	0.76	11.5	2.01	
Nurses, Licensed	235.3	183.7	1.28	195.4	1.20	261.4	0.90	181.7	1.29	
Ancillary Nursing Personnel	36.3	30.8	1.18	31.2	1.16	45.4	0.80	32.5	1.12	
All Other Personnel	738.9	369.0	2.00	440.9	1.68	604.7	1.22	603.4	1.22	
Total FTEs	1,033.8	598.3	1.73	685.5	1.51	941.9	1.10	829.1	1.25	

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 432
 Inpatient Days 1,311

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 23
 Inpatient Days 184

Newborn Nursery:
 Bassinets 3
 Total Births 104
 Newborn Days 192

102 Osceola Medical Center
Osceola, WI 54020

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	14	304	1,075	21.0%	2.9	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	106	194	0.0%	0.5	1.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	1	22	42	11.5%	0.1	1.9
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	0	1	0.3	Radiological Services Personnel	3	10	7.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.6
Registered Nurses	30	21	40.9	Occupational Therapists	2	1	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.9
Licensed Practical Nurses	5	5	7.7	Physical Therapists	2	1	2.7
Ancillary Nursing Personnel	5	8	7.8	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	12	3	14.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	1	3.6
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	34	14.1
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	66	31	80.5
Pharmacy Personnel	6	8	10.5				
Clinical Laboratory Personnel	7	2	8.0				
				Total	167	130	222.4

102 Osceola Medical Center
Osceola, WI 54020

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$21,528,447	38.0%	45.7%	0.83	51.0%	0.74	45.3%	0.84	30.0%	1.27
Medical Assistance	\$7,358,758	13.0%	14.0%	0.93	11.7%	1.10	9.6%	1.35	11.2%	1.16
Commercial	\$27,013,846	47.6%	35.8%	1.33	33.6%	1.42	42.0%	1.13	57.4%	0.83
All Other	\$816,099	1.4%	4.5%	0.32	3.7%	0.39	3.1%	0.47	1.5%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,694,514	17.1%	34.1%	0.50	33.7%	0.51	27.2%	0.63	15.7%	1.09
Medical Assistance	\$4,086,130	7.2%	10.6%	0.68	8.2%	0.88	7.0%	1.02	7.9%	0.91
Commercial	\$8,838,426	15.6%	14.7%	1.06	9.0%	1.73	13.4%	1.17	20.1%	0.78
Charity Care	\$373,617	0.7%	1.0%	0.68	1.1%	0.60	0.6%	1.12	0.7%	1.00
Bad Debt	\$1,089,875	1.9%	1.1%	1.80	1.0%	1.85	1.3%	1.45	1.3%	1.43
All Other	\$876,389	1.5%	2.0%	0.79	1.3%	1.15	1.4%	1.09	1.1%	1.39
Total Deductions	\$24,958,951	44.0%	63.3%	0.69	54.3%	0.81	50.9%	0.86	46.9%	0.94
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.8%	5.5%	0.51	2.5%	1.14	3.0%	0.92	2.3%	1.20	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	24.5%	N/A	2.7%	N/A	55.9%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,570,531	41.9%	44.1%	0.95	52.7%	0.79	45.2%	0.93	43.1%	0.97
Supplies & Services	\$19,194,241	51.6%	49.0%	1.05	41.1%	1.25	46.7%	1.11	48.9%	1.06
Capital Component	\$2,432,970	6.5%	6.9%	0.95	6.1%	1.06	8.1%	0.81	8.0%	0.81
Fiscal Statistics										
Operating Margin (%)	-13.9%	8.4%	N/A	8.1%	N/A	14.9%	N/A	0.8%	N/A	
Total Hospital Net Income (%)	-12.7%	8.6%	N/A	10.4%	N/A	15.3%	N/A	1.8%	N/A	
Return on Equity (%)	-10.4%	6.3%	N/A	7.0%	N/A	14.6%	N/A	1.4%	N/A	
Current Ratio	3.2	5.9	0.53	4.4	0.72	3.0	1.06	3.9	0.82	
Days in Net Patient Accounts Receivable	56.7	51.6	1.10	49.2	1.15	58.4	0.97	45.5	1.25	
Average Payment Period	56.7	38.5	1.47	52.6	1.08	56.8	1.00	58.7	0.97	
Equity Financing (%)	50.9%	75.1%	0.68	78.5%	0.65	61.3%	0.83	53.2%	0.96	
Long-Term Debt to Equity Ratio	0.7	0.2	4.36	0.1	5.79	0.4	1.81	0.7	1.06	
Times Interest Earned	-8.9	13.4	N/A	26.2	N/A	18.7	N/A	2.0	N/A	
Total Asset Turnover	0.8	0.7	1.10	0.7	1.24	1.0	0.85	0.8	1.05	
Average Age of Plant (Years)	10.8	9.9	1.10	11.5	0.94	8.5	1.28	9.7	1.12	
Increase (Decrease) Total Net Patient Revenue	-4.1%	5.4%	N/A	7.0%	N/A	2.5%	N/A	1.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	83.3%	61.9%	1.35	68.3%	1.22	73.7%	1.13	85.4%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,369	\$15,830	0.66	\$14,403	0.72	\$15,847	0.65	\$7,567	1.37	
Inpatient Net Revenue per Day	\$3,135	\$3,538	0.89	\$3,489	0.90	\$4,787	0.65	\$2,104	1.49	
Outpatient Net Revenue per Visit	\$1,603	\$686	2.34	\$791	2.03	\$991	1.62	\$1,711	0.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,717,150	Cash & Cash Equivalents	\$11,003,255	Current Liabilities	\$5,516,084
Less Deductions	\$24,958,951	Net Patient Receivables	\$4,933,244	Long-Term Debt	\$14,222,520
Net Patient Revenue	\$31,758,199	Other Receivables	\$525,000	Other Liabilities	\$0
Plus Other Revenue	\$911,520			Subtotal	\$19,738,604
Total Revenue	\$32,669,719	Land, Buildings & Equipment (Net)	\$20,548,955	Unrestricted Fund Balance	\$20,485,589
Less Expenses	\$37,197,742	Other Assets	\$3,213,739	Restricted Fund Balance	\$83,197
Non-Operating Gains/Losses	\$350,848			Total Liabilities & Fund Balance	\$40,224,193
Net Income	-\$4,177,175	Total Assets	\$40,224,193		

103 Ascension NE Wisconsin - Mercy Campus
 500 S Oakwood Rd
 Oshkosh, WI 54904
 920-223-0501

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.3%	55.7%	0.62	44.0%	0.78	43.4%	0.79	36.6%	0.94
Obstetrics	26.2%	41.5%	0.63	31.5%	0.12	26.7%	0.98	22.2%	1.18
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.4%	57.5%	0.53	46.2%	0.66	41.9%	0.73	35.1%	0.87
Average Census (Patients)									
Adult Medical-Surgical	17.1	26.4	0.65	20.6	0.83	13.7	1.25	18.3	0.94
Obstetrics	3.7	5.6	0.65	4.4	0.83	2.3	1.60	3.1	1.18
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	39.0	49.4	0.79	35.5	1.10	26.3	1.48	42.1	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.9	0.97	3.5	1.11	3.3	1.14	3.8	1.00
Obstetrics	2.3	2.5	0.92	2.4	0.97	2.3	1.02	2.0	1.16
Pediatrics	0.0	3.5	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.4	0.82	3.8	0.95	3.6	1.01	3.7	0.97
Surgical Operations									
Inpatient	1,282	1,396	0.92	1,243	1.03	664	1.93	1,420	0.90
Outpatient	5,187	4,206	1.23	6,046	0.86	2,945	1.76	4,936	1.05
Inpatient as % of All Surgeries	19.8%	24.9%	0.80	17.1%	1.16	18.4%	1.08	22.3%	0.89
Outpatient Visits									
Non-Emergency Visits	109,494	136,074	0.80	126,761	0.86	115,364	0.95	106,703	1.03
Emergency Visits	15,599	18,688	0.83	15,547	1.00	14,511	1.08	16,283	0.96
Full-Time Equivalents (FTEs)									
Administrators	3.5	19.3	0.18	17.4	0.20	13.8	0.26	2.5	1.39
Nurses, Licensed	154.6	239.2	0.65	179.4	0.86	135.2	1.14	153.2	1.01
Ancillary Nursing Personnel	41.0	40.0	1.02	31.1	1.32	20.8	1.97	9.2	4.47
All Other Personnel	166.6	480.4	0.35	293.7	0.57	324.4	0.51	206.4	0.81
Total FTEs	365.7	779.0	0.47	521.5	0.70	494.3	0.74	371.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.2	14.9	0.21	14.8	0.21	14.2	0.22	2.3	1.40
Nurses, Licensed	138.0	183.7	0.75	152.4	0.91	138.6	1.00	135.8	1.02
Ancillary Nursing Personnel	36.6	30.8	1.19	26.4	1.39	21.3	1.71	8.1	4.50
All Other Personnel	148.7	369.0	0.40	249.4	0.60	332.6	0.45	183.0	0.81
Total FTEs	326.4	598.3	0.55	443.0	0.74	506.7	0.64	329.2	0.99

Total Hospital:
 Beds Set Up & Staffed 128
 Discharges 3,942
 Inpatient Days 14,226

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 20
 Total Births 495
 Newborn Days 854

103 Ascension NE Wisconsin - Mercy Campus
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	50	1,638	6,255	34.3%	17.1	3.8
Orthopedic	1	22	918	2,011	25.0%	5.5	2.2
Rehabilitation & Physical Medicine	1	10	74	917	25.1%	2.5	12.4
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	14	573	1,337	26.2%	3.7	2.3
Psychiatric	1	12	515	2,137	48.8%	5.9	4.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	223	1,561	35.6%	4.3	7.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	8	1	8	0.3%	0.0	8.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	1	3.5	Surgical Personnel	16	4	17.5
Physicians & Dentists	0	1	0.8	Radiological Services Personnel	16	33	28.4
Medical & Dental Residents	0	0	0.0	Sonographers	3	3	4.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	11	7.0
Registered Nurses	96	121	152.5	Occupational Therapists	3	3	3.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	2	2.0
Licensed Practical Nurses	0	2	1.1	Physical Therapists	9	6	11.5
Ancillary Nursing Personnel	28	42	41.0	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	3	1	3.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	30	13	31.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	14	15	19.0
Pharmacy Personnel	11	7	13.5				
Clinical Laboratory Personnel	16	3	18.2				
				Total	261	268	365.7

103 Ascension NE Wisconsin - Mercy Campus

Oshkosh, WI 54904

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$117,364,263	50.9%	45.7%	1.11	47.1%	1.08	50.0%	1.02	51.6%	0.99
Medical Assistance	\$27,161,031	11.8%	14.0%	0.84	10.7%	1.10	11.4%	1.03	11.9%	0.99
Commercial	\$77,055,910	33.4%	35.8%	0.93	39.9%	0.84	34.7%	0.96	32.6%	1.02
All Other	\$8,930,724	3.9%	4.5%	0.86	2.3%	1.71	3.9%	1.00	3.9%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$80,534,589	34.9%	34.1%	1.03	33.7%	1.04	35.4%	0.99	34.7%	1.01
Medical Assistance	\$17,476,385	7.6%	10.6%	0.72	7.8%	0.97	8.4%	0.90	7.7%	0.98
Commercial	\$27,443,909	11.9%	14.7%	0.81	13.1%	0.91	13.7%	0.87	11.9%	1.00
Charity Care	\$1,947,456	0.8%	1.0%	0.87	0.6%	1.34	0.9%	0.93	0.5%	1.79
Bad Debt	\$3,747,973	1.6%	1.1%	1.52	1.3%	1.23	1.1%	1.44	1.6%	1.04
All Other	\$7,362,899	3.2%	2.0%	1.63	1.4%	2.32	2.2%	1.46	3.4%	0.94
Total Deductions	\$138,513,211	60.1%	63.3%	0.95	57.9%	1.04	61.7%	0.97	59.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	5.5%	0.66	1.7%	2.12	4.3%	0.84	4.0%	0.91
Net Gains/Losses as % of Net Income		14.1%	2.6%	5.50	3.3%	4.24	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$30,529,107	31.8%	44.1%	0.72	41.1%	0.77	45.3%	0.70	34.1%	0.93
Supplies & Services	\$60,758,151	63.2%	49.0%	1.29	51.9%	1.22	47.8%	1.32	58.6%	1.08
Capital Component	\$4,856,125	5.1%	6.9%	0.73	7.0%	0.72	6.9%	0.73	7.3%	0.69
Fiscal Statistics										
Operating Margin (%)		-0.7%	8.4%	N/A	11.1%	N/A	6.9%	N/A	4.6%	N/A
Total Hospital Net Income (%)		-0.8%	8.6%	N/A	11.5%	N/A	5.8%	N/A	4.3%	N/A
Return on Equity (%)		-0.8%	6.3%	N/A	10.9%	N/A	4.3%	N/A	3.8%	N/A
Current Ratio		3.0	5.9	0.50	6.8	0.43	3.9	0.76	2.6	1.14
Days in Net Patient Accounts Receivable		57.4	51.6	1.11	56.0	1.03	51.1	1.12	51.1	1.12
Average Payment Period		26.4	38.5	0.68	21.7	1.21	40.4	0.65	32.2	0.82
Equity Financing (%)		84.4%	75.1%	1.12	78.3%	1.08	77.0%	1.10	62.5%	1.35
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.4	N/A
Times Interest Earned		0.0	13.4	N/A	32.7	N/A	12.4	N/A	5.6	N/A
Total Asset Turnover		0.9	0.7	1.21	1.0	0.94	0.7	1.20	0.9	1.00
Average Age of Plant (Years)		5.1	9.9	0.52	10.8	0.48	9.9	0.52	3.6	1.44
Increase (Decrease) Total Net Patient Revenue		-0.6%	5.4%	N/A	6.7%	N/A	1.9%	N/A	-8.5%	0.07
Outpatient Gross Revenue (% of Total GPR)		65.2%	61.9%	1.05	69.3%	0.94	72.6%	0.90	62.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,310	\$15,830	0.59	\$12,540	0.74	\$10,657	0.87	\$10,164	0.92
Inpatient Net Revenue per Day		\$2,580	\$3,538	0.73	\$3,195	0.81	\$2,933	0.88	\$2,739	0.94
Outpatient Net Revenue per Visit		\$472	\$686	0.69	\$574	0.82	\$589	0.80	\$439	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$230,511,928	Cash & Cash Equivalents	\$109,816	Current Liabilities	\$6,605,384
Less Deductions	\$138,513,211	Net Patient Receivables	\$14,475,061	Long-Term Debt	\$0
Net Patient Revenue	\$91,998,717	Other Receivables	\$138,477	Other Liabilities	\$10,045,309
Plus Other Revenue	\$3,452,275			Subtotal	\$16,650,693
Total Revenue	\$95,450,992	Land, Buildings & Equipment (Net)	\$84,059,973	Unrestricted Fund Balance	\$90,047,213
Less Expenses	\$96,143,383	Other Assets	\$7,914,579	Restricted Fund Balance	\$705,020
Non-Operating Gains/Losses	-\$113,326			Total Liabilities & Fund Balance	\$106,697,906
Net Income	-\$805,717	Total Assets	\$106,697,906		

303 Aurora Medical Center in Oshkosh
 855 N Westhaven Drive
 Oshkosh, WI 54904
 920-456-6000

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

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.9%	55.7%	0.68	44.0%	0.86	57.4%	0.66	52.9%	0.72
Obstetrics	33.6%	41.5%	0.81	31.5%	0.13	40.0%	0.84	32.6%	1.03
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	40.4%	57.5%	0.70	46.2%	0.87	59.0%	0.68	51.5%	0.78
Average Census (Patients)									
Adult Medical-Surgical	19.7	26.4	0.75	20.6	0.95	36.9	0.53	21.7	0.91
Obstetrics	4.0	5.6	0.72	4.4	0.91	7.9	0.51	3.9	1.03
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	29.1	49.4	0.59	35.5	0.82	78.6	0.37	31.4	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.5	0.90	3.8	0.81	3.1	0.99
Obstetrics	2.2	2.5	0.87	2.4	0.92	2.6	0.86	2.2	1.01
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.70	3.8	0.80	4.4	0.69	3.0	1.01
Surgical Operations									
Inpatient	1,074	1,396	0.77	1,243	0.86	1,842	0.58	1,148	0.94
Outpatient	4,882	4,206	1.16	6,046	0.81	4,876	1.00	4,611	1.06
Inpatient as % of All Surgeries	18.0%	24.9%	0.72	17.1%	1.06	27.4%	0.66	19.9%	0.90
Outpatient Visits									
Non-Emergency Visits	131,972	136,074	0.97	126,761	1.04	168,131	0.78	133,834	0.99
Emergency Visits	21,813	18,688	1.17	15,547	1.40	31,181	0.70	20,539	1.06
Full-Time Equivalents (FTEs)									
Administrators	15.0	19.3	0.78	17.4	0.86	25.9	0.58	15.0	1.00
Nurses, Licensed	329.6	239.2	1.38	179.4	1.84	358.4	0.92	312.5	1.05
Ancillary Nursing Personnel	40.3	40.0	1.01	31.1	1.30	57.2	0.70	38.3	1.05
All Other Personnel	707.0	480.4	1.47	293.7	2.41	660.2	1.07	669.9	1.06
Total FTEs	1,091.9	779.0	1.40	521.5	2.09	1,101.6	0.99	1,035.7	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.5	14.9	0.71	14.8	0.71	12.9	0.81	11.1	0.94
Nurses, Licensed	230.3	183.7	1.25	152.4	1.51	178.3	1.29	231.1	1.00
Ancillary Nursing Personnel	28.2	30.8	0.92	26.4	1.07	28.5	0.99	28.3	1.00
All Other Personnel	494.0	369.0	1.34	249.4	1.98	328.4	1.50	495.3	1.00
Total FTEs	762.9	598.3	1.28	443.0	1.72	548.0	1.39	765.7	1.00

Total Hospital:
 Beds Set Up & Staffed 72
 Discharges 3,468
 Inpatient Days 10,619

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 12
 Total Births 661
 Newborn Days 1,448

303 Aurora Medical Center in Oshkosh
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	52	2,317	7,184	37.9%	19.7	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	665	1,473	33.6%	4.0	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	329	1,962	67.2%	5.4	6.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	0	15.0	Surgical Personnel	18	5	19.8
Physicians & Dentists	59	21	63.9	Radiological Services Personnel	29	30	48.5
Medical & Dental Residents	0	0	0.0	Sonographers	7	8	13.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	5	13.1
Registered Nurses	209	134	290.9	Occupational Therapists	6	6	8.5
Certified Nurse Midwives	5	0	5.0	Occupational Therapy Assistants/Aides	0	2	0.9
Licensed Practical Nurses	0	0	0.0	Physical Therapists	20	7	24.9
Ancillary Nursing Personnel	17	46	40.3	Physical Therapy Assistants/Aides	3	6	5.6
Medical Assistants	52	20	64.3	Recreational Therapists	0	0	0.0
Physician Assistants	10	1	10.8	Dietitians & Nutritionists	0	4	3.0
Nurse Practitioners	24	4	25.5	Psychologists	1	1	1.9
Certified Registered Nurse Anesthetists	7	4	8.1	Social Workers	5	4	6.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	104	86	153.8
Health Info Mgmt-Administrators/Technicians	29	3	31.0	All Other Personnel	160	55	194.6
Pharmacy Personnel	13	5	14.7				
Clinical Laboratory Personnel	21	8	27.8				
				Total	824	465	1,091.9

303 Aurora Medical Center in Oshkosh

Oshkosh, WI 54904

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area ³		Volume Group ⁶		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$205,749,714	43.8%	45.7%	0.96	47.1%	0.93	41.9%	1.05	43.2%	1.01
Medical Assistance	\$53,161,789	11.3%	14.0%	0.81	10.7%	1.06	19.9%	0.57	10.6%	1.07
Commercial	\$195,207,646	41.5%	35.8%	1.16	39.9%	1.04	35.1%	1.18	43.0%	0.96
All Other	\$16,015,440	3.4%	4.5%	0.76	2.3%	1.50	3.2%	1.07	3.2%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$163,921,446	34.9%	34.1%	1.02	33.7%	1.04	31.8%	1.10	33.8%	1.03
Medical Assistance	\$43,620,039	9.3%	10.6%	0.88	7.8%	1.19	14.5%	0.64	8.3%	1.12
Commercial	\$84,796,019	18.0%	14.7%	1.23	13.1%	1.38	12.7%	1.42	18.5%	0.97
Charity Care	\$5,592,225	1.2%	1.0%	1.22	0.6%	1.89	1.0%	1.21	1.3%	0.93
Bad Debt	\$5,679,861	1.2%	1.1%	1.13	1.3%	0.92	1.1%	1.07	1.1%	1.10
All Other	\$7,263,843	1.5%	2.0%	0.79	1.4%	1.12	1.4%	1.08	1.4%	1.08
Total Deductions	\$310,873,433	66.1%	63.3%	1.04	57.9%	1.14	62.6%	1.06	64.4%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%		5.5%	0.09	1.7%	0.30	3.7%	0.14	0.5%	0.99
Net Gains/Losses as % of Net Income	N/A		2.6%	N/A	3.3%	N/A	5.1%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$47,408,613	35.6%	44.1%	0.81	41.1%	0.87	43.3%	0.82	35.9%	0.99
Supplies & Services	\$78,179,832	58.7%	49.0%	1.20	51.9%	1.13	49.6%	1.18	58.8%	1.00
Capital Component	\$7,660,531	5.7%	6.9%	0.84	7.0%	0.82	7.1%	0.80	5.4%	1.07
Fiscal Statistics										
Operating Margin (%)	16.8%		8.4%	2.00	11.1%	1.51	10.1%	1.66	18.3%	0.92
Total Hospital Net Income (%)	16.7%		8.6%	1.95	11.5%	1.46	10.6%	1.58	18.3%	0.92
Return on Equity (%)	8.6%		6.3%	1.37	10.9%	0.79	6.8%	1.28	10.0%	0.87
Current Ratio	28.9		5.9	4.87	6.8	4.22	7.2	3.99	25.7	1.12
Days in Net Patient Accounts Receivable	53.0		51.6	1.03	56.0	0.95	53.7	0.99	53.2	1.00
Average Payment Period	22.1		38.5	0.57	21.7	1.02	35.4	0.62	25.1	0.88
Equity Financing (%)	97.5%		75.1%	1.30	78.3%	1.24	73.3%	1.33	97.1%	1.00
Long-Term Debt to Equity Ratio	0.0		0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	0.0		13.4	N/A	32.7	N/A	19.0	N/A	0.0	N/A
Total Asset Turnover	0.5		0.7	0.70	1.0	0.54	0.6	0.81	0.5	0.95
Average Age of Plant (Years)	7.2		9.9	0.73	10.8	0.66	8.4	0.85	7.9	0.90
Increase (Decrease) Total Net Patient Revenue	3.6%		5.4%	0.66	6.7%	0.53	5.3%	0.67	10.7%	0.33
Outpatient Gross Revenue (% of Total GPR)	77.5%		61.9%	1.25	69.3%	1.12	60.4%	1.28	74.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,151		\$15,830	0.77	\$12,540	0.97	\$15,632	0.78	\$11,986	1.01
Inpatient Net Revenue per Day	\$3,581		\$3,538	1.01	\$3,195	1.12	\$3,480	1.03	\$3,615	0.99
Outpatient Net Revenue per Visit	\$799		\$686	1.16	\$574	1.39	\$697	1.15	\$733	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$470,134,589	Cash & Cash Equivalents	\$196,108,683	Current Liabilities	\$7,654,540
Less Deductions	\$310,873,433	Net Patient Receivables	\$23,141,406	Long-Term Debt	\$0
Net Patient Revenue	\$159,261,156	Other Receivables	\$225,096	Other Liabilities	\$66,243
Plus Other Revenue	\$822,918			Subtotal	\$7,720,783
Total Revenue	\$160,084,074	Land, Buildings & Equipment (Net)	\$87,271,822	Unrestricted Fund Balance	\$301,722,760
Less Expenses	\$133,248,976	Other Assets	\$2,696,536	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$72,094	Total Assets	\$309,443,543	Total Liabilities & Fund Balance	\$309,443,543
Net Income	\$26,763,004				

104 Mayo Clinic Health System - Oakridge in Osseo
 13025 Eighth Street, PO Box 70
 Osseo, WI 54758
 715-597-3121

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

County: Trempealeau
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	6.4%	55.7%	0.11	48.0%	0.13	11.4%	0.56	7.6%	0.83	
Obstetrics	0.0%	41.5%	N/A	44.3%	N/A	26.9%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	50.0%	N/A	0.0%	N/A	
Total Hospital	6.4%	57.5%	0.11	50.9%	0.12	17.7%	0.36	7.6%	0.83	
Average Census (Patients)										
Adult Medical-Surgical	1.0	26.4	0.04	17.1	0.06	1.9	0.53	1.2	0.83	
Obstetrics	0.0	5.6	N/A	3.7	N/A	4.0	N/A	0.0	N/A	
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.2	N/A	0.0	N/A	
Total Hospital	1.0	49.4	0.02	28.6	0.04	3.1	0.33	1.2	0.83	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.9	3.9	0.73	3.5	0.81	3.0	0.94	2.9	1.00	
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.8	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	2.8	N/A	2.8	N/A	0.0	N/A	
Total Hospital	2.9	4.4	0.65	4.3	0.67	4.2	0.68	2.9	1.00	
Surgical Operations										
Inpatient	0	1,396	N/A	790	N/A	55	N/A	0	N/A	
Outpatient	0	4,206	N/A	2,742	N/A	307	N/A	0	N/A	
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	22.4%	N/A	15.1%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	26,551	136,074	0.20	119,520	0.22	22,296	1.19	24,946	1.06	
Emergency Visits	2,572	18,688	0.14	13,485	0.19	3,144	0.82	2,251	1.14	
Full-Time Equivalents (FTEs)										
Administrators	3.0	19.3	0.16	13.1	0.23	2.6	1.16	3.0	1.00	
Nurses, Licensed	48.3	239.2	0.20	167.7	0.29	32.1	1.51	50.1	0.97	
Ancillary Nursing Personnel	9.5	40.0	0.24	20.8	0.46	7.8	1.22	11.3	0.84	
All Other Personnel	71.9	480.4	0.15	423.0	0.17	75.6	0.95	79.6	0.90	
Total FTEs	132.8	779.0	0.17	624.6	0.21	118.0	1.12	143.9	0.92	
FTEs per 100 Patient Census (Adjusted)										
Administrators	77.4	14.9	5.21	11.8	6.56	19.1	4.06	68.9	1.12	
Nurses, Licensed	1,246.6	183.7	6.79	151.1	8.25	236.9	5.26	1,149.5	1.08	
Ancillary Nursing Personnel	245.1	30.8	7.97	18.7	13.10	57.6	4.25	258.8	0.95	
All Other Personnel	1,855.4	369.0	5.03	381.2	4.87	557.9	3.33	1,826.7	1.02	
Total FTEs	3,424.5	598.3	5.72	562.9	6.08	871.5	3.93	3,303.9	1.04	

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 130
 Inpatient Days 371

Contract with:

Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 7
 Discharges 181
 Inpatient Days 2,721

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

104 Mayo Clinic Health System - Oakridge in Osseo
Osseo, WI 54758

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	130	371	6.4%	1.0	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	7	9	8.4	Radiological Services Personnel	1	6	5.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	4	5.8
Registered Nurses	19	27	37.1	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.5
Licensed Practical Nurses	2	12	7.1	Physical Therapists	2	2	3.6
Ancillary Nursing Personnel	2	15	9.5	Physical Therapy Assistants/Aides	1	4	2.8
Medical Assistants	0	4	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	3	4.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	5	4.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	14	5.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	15	14	21.4
Pharmacy Personnel	0	1	0.5				
Clinical Laboratory Personnel	7	6	11.2				
				Total	71	128	132.8

104 Mayo Clinic Health System - Oakridge in Osseo

Osseo, WI 54758

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$22,583,611	55.2%	45.7%	1.21	45.0%	1.23	46.6%	1.18	55.0%	1.00
Medical Assistance	\$5,057,374	12.4%	14.0%	0.88	10.2%	1.22	13.4%	0.92	10.2%	1.21
Commercial	\$11,682,767	28.5%	35.8%	0.80	38.0%	0.75	35.9%	0.80	31.0%	0.92
All Other	\$1,612,520	3.9%	4.5%	0.88	6.8%	0.58	4.0%	0.97	3.8%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,363,331	20.4%	34.1%	0.60	32.3%	0.63	21.1%	0.97	21.7%	0.94
Medical Assistance	\$3,006,771	7.3%	10.6%	0.70	8.1%	0.91	8.5%	0.87	6.2%	1.19
Commercial	\$2,847,704	7.0%	14.7%	0.47	15.4%	0.45	9.7%	0.71	7.9%	0.88
Charity Care	\$1,294,616	3.2%	1.0%	3.24	0.7%	4.59	1.0%	3.10	4.3%	0.74
Bad Debt	\$1,166,808	2.9%	1.1%	2.66	1.1%	2.66	2.2%	1.32	2.2%	1.31
All Other	\$410,680	1.0%	2.0%	0.51	4.2%	0.24	1.6%	0.63	1.0%	0.96
Total Deductions	\$17,089,910	41.7%	63.3%	0.66	61.9%	0.67	44.0%	0.95	43.2%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.5%	5.5%	0.64	20.3%	0.17	3.2%	1.10	6.5%	0.54
Net Gains/Losses as % of Net Income		8.9%	2.6%	3.48	5.3%	1.66	N/A	N/A	8.8%	1.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,873,514	63.1%	44.1%	1.43	57.4%	1.10	54.9%	1.15	65.0%	0.97
Supplies & Services	\$7,554,197	32.1%	49.0%	0.65	37.7%	0.85	38.5%	0.83	30.5%	1.05
Capital Component	\$1,140,918	4.8%	6.9%	0.70	4.9%	0.99	6.7%	0.73	4.5%	1.07
Fiscal Statistics										
Operating Margin (%)		4.6%	8.4%	0.55	6.6%	0.70	1.3%	3.61	2.1%	2.25
Total Hospital Net Income (%)		5.1%	8.6%	0.59	7.0%	0.73	1.0%	5.08	2.3%	2.25
Return on Equity (%)		5.2%	6.3%	0.82	5.7%	0.91	1.2%	4.16	2.4%	2.20
Current Ratio		31.5	5.9	5.32	23.9	1.32	3.5	8.95	14.6	2.15
Days in Net Patient Accounts Receivable		58.4	51.6	1.13	65.5	0.89	53.6	1.09	49.6	1.18
Average Payment Period		7.5	38.5	0.19	13.1	0.57	37.7	0.20	13.1	0.57
Equity Financing (%)		84.7%	75.1%	1.13	87.4%	0.97	52.0%	1.63	85.9%	0.99
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		233.2	13.4	17.44	42.5	5.48	2.0	116.26	120.1	1.94
Total Asset Turnover		1.0	0.7	1.38	0.8	1.24	1.3	0.81	1.0	0.98
Average Age of Plant (Years)		11.4	9.9	1.16	8.8	1.30	10.1	1.13	11.0	1.03
Increase (Decrease) Total Net Patient Revenue		9.1%	5.4%	1.67	8.7%	1.04	6.3%	1.45	-8.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.4%	61.9%	1.18	77.2%	0.95	77.2%	0.95	72.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$27,123		\$15,830	1.71	\$14,264	1.90	\$17,237	1.57	\$23,752	1.14
Inpatient Net Revenue per Day	\$2,474		\$3,538	0.70	\$3,497	0.71	\$2,652	0.93	\$2,260	1.09
Outpatient Net Revenue per Visit	\$517		\$686	0.75	\$817	0.63	\$595	0.87	\$513	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$40,936,272	Cash & Cash Equivalents	\$7,880,206	Current Liabilities	\$461,850
Less Deductions	\$17,089,910	Net Patient Receivables	\$3,813,566	Long-Term Debt	\$0
Net Patient Revenue	\$23,846,362	Other Receivables	\$17,086	Other Liabilities	\$3,239,032
Plus Other Revenue	\$866,332			Subtotal	\$3,700,882
Total Revenue	\$24,712,694	Land, Buildings & Equipment (Net)	\$9,647,038		
Less Expenses	\$23,568,629	Other Assets	\$2,882,182	Unrestricted Fund Balance	\$20,539,196
Non-Operating Gains/Losses	\$111,630			Restricted Fund Balance	\$32,899
Net Income	\$1,255,695	Total Assets	\$24,240,078	Total Liabilities & Fund Balance	\$24,240,078

106 Flambeau Hospital
 98 Sherry Avenue, PO Box 310
 Park Falls, WI 54552
 715-762-7505

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Price
 Analysis Area: Western Lake Superior (7)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	15.8%	55.7%	0.28	22.0%	0.72	20.1%	0.78	17.8%	0.89	
Obstetrics	0.0%	41.5%	N/A	27.5%	N/A	16.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	15.6%	57.5%	0.27	24.4%	0.64	24.5%	0.63	17.5%	0.89	
Average Census (Patients)										
Adult Medical-Surgical	3.5	26.4	0.13	4.1	0.86	3.2	1.10	3.9	0.89	
Obstetrics	0.0	5.6	N/A	1.2	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.9	49.4	0.08	5.6	0.69	4.6	0.84	4.4	0.89	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.0	3.9	0.76	3.1	0.98	3.0	1.00	2.5	1.20	
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.9	4.4	0.66	3.3	0.87	2.9	1.01	2.8	1.02	
Surgical Operations										
Inpatient	0	1,396	N/A	62	N/A	350	N/A	3	0.00	
Outpatient	528	4,206	0.13	881	0.60	1,888	0.28	626	0.84	
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	6.5%	N/A	15.6%	N/A	0.5%	0.00	
Outpatient Visits										
Non-Emergency Visits	21,425	136,074	0.16	19,272	1.11	24,234	0.88	22,192	0.97	
Emergency Visits	5,097	18,688	0.27	6,871	0.74	3,778	1.35	5,014	1.02	
Full-Time Equivalents (FTEs)										
Administrators	7.0	19.3	0.36	4.1	1.71	5.4	1.29	7.0	1.00	
Nurses, Licensed	36.6	239.2	0.15	60.3	0.61	46.6	0.79	41.8	0.87	
Ancillary Nursing Personnel	14.8	40.0	0.37	8.2	1.81	8.1	1.83	25.5	0.58	
All Other Personnel	109.1	480.4	0.23	142.4	0.77	107.7	1.01	115.0	0.95	
Total FTEs	167.4	779.0	0.21	215.0	0.78	167.8	1.00	189.3	0.88	
FTEs per 100 Patient Census (Adjusted)										
Administrators	28.1	14.9	1.89	10.5	2.69	30.5	0.92	28.8	0.97	
Nurses, Licensed	146.9	183.7	0.80	153.9	0.95	261.4	0.56	172.3	0.85	
Ancillary Nursing Personnel	59.4	30.8	1.93	20.8	2.85	45.4	1.31	104.9	0.57	
All Other Personnel	437.8	369.0	1.19	363.3	1.21	604.7	0.72	473.6	0.92	
Total FTEs	672.1	598.3	1.12	548.5	1.23	941.9	0.71	779.6	0.86	

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 491
 Inpatient Days 1,420

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 7
 Inpatient Days 33

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

106 Flambeau Hospital
Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	423	1,268	15.8%	3.5	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	68	152	13.9%	0.4	2.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	1	1	1.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	0	8.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	3	3.2
Registered Nurses	21	25	36.6	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	1	2.1
Ancillary Nursing Personnel	10	13	14.8	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	23	4.3
Health Info Mgmt-Administrators/Technicians	6	3	8.2	All Other Personnel	44	26	59.1
Pharmacy Personnel	5	1	5.1				
Clinical Laboratory Personnel	9	4	10.1				
				Total	121	101	167.4

106 Flambeau Hospital
Park Falls, WI 54552

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,578,459	61.5%	45.7%	1.35	49.1%	1.25	45.3%	1.36	62.0%	0.99
Medical Assistance	\$4,622,062	12.1%	14.0%	0.86	18.1%	0.67	9.6%	1.26	11.3%	1.07
Commercial	\$7,723,390	20.1%	35.8%	0.56	28.1%	0.72	42.0%	0.48	20.2%	1.00
All Other	\$2,410,081	6.3%	4.5%	1.40	4.7%	1.33	3.1%	2.05	6.4%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,875,587	28.4%	34.1%	0.83	26.8%	1.06	27.2%	1.04	30.7%	0.92
Medical Assistance	\$3,030,753	7.9%	10.6%	0.75	11.7%	0.67	7.0%	1.12	6.9%	1.14
Commercial	\$730,661	1.9%	14.7%	0.13	3.8%	0.50	13.4%	0.14	1.8%	1.08
Charity Care	\$490,555	1.3%	1.0%	1.31	1.3%	0.96	0.6%	2.17	0.8%	1.51
Bad Debt	\$269,000	0.7%	1.1%	0.66	1.5%	0.47	1.3%	0.53	1.7%	0.41
All Other	\$823,246	2.1%	2.0%	1.10	1.8%	1.21	1.4%	1.52	2.2%	0.99
Total Deductions	\$16,219,802	42.3%	63.3%	0.67	47.0%	0.90	50.9%	0.83	44.2%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.3%	5.5%	0.61	1.4%	2.33	3.0%	1.10	2.7%	1.23	
Net Gains/Losses as % of Net Income	114.5%	2.6%	44.77	25.9%	4.42	2.7%	42.30	104.5%	1.10	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,162,155	57.6%	44.1%	1.31	53.5%	1.08	45.2%	1.27	56.6%	1.02
Supplies & Services	\$8,471,167	37.1%	49.0%	0.76	38.6%	0.96	46.7%	0.79	37.7%	0.98
Capital Component	\$1,218,407	5.3%	6.9%	0.78	7.9%	0.67	8.1%	0.66	5.7%	0.93
Fiscal Statistics										
Operating Margin (%)	0.1%	8.4%	0.01	7.3%	0.02	14.9%	0.01	0.1%	1.51	
Total Hospital Net Income (%)	-0.8%	8.6%	N/A	9.5%	N/A	15.3%	N/A	-1.7%	0.46	
Return on Equity (%)	-1.3%	6.3%	N/A	6.4%	N/A	14.6%	N/A	-2.4%	0.56	
Current Ratio	3.7	5.9	0.62	5.9	0.62	3.0	1.24	3.8	0.98	
Days in Net Patient Accounts Receivable	39.5	51.6	0.77	55.4	0.71	58.4	0.68	37.0	1.07	
Average Payment Period	28.2	38.5	0.73	46.4	0.61	56.8	0.50	34.9	0.81	
Equity Financing (%)	88.8%	75.1%	1.18	80.3%	1.11	61.3%	1.45	78.1%	1.14	
Long-Term Debt to Equity Ratio	0.0	0.2	0.18	0.1	0.21	0.4	0.08	0.1	0.23	
Times Interest Earned	-2.6	13.4	N/A	14.1	N/A	18.7	N/A	-3.0	0.86	
Total Asset Turnover	1.8	0.7	2.38	0.7	2.68	1.0	1.84	1.5	1.21	
Average Age of Plant (Years)	17.1	9.9	1.74	9.3	1.85	8.5	2.03	16.3	1.05	
Increase (Decrease) Total Net Patient Revenue	3.8%	5.4%	0.71	9.6%	0.40	2.5%	1.54	-1.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.4%	61.9%	1.36	85.7%	0.98	73.7%	1.14	82.1%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,225	\$15,830	0.52	\$11,404	0.72	\$15,847	0.52	\$8,888	0.93	
Inpatient Net Revenue per Day	\$2,819	\$3,538	0.80	\$2,879	0.98	\$4,787	0.59	\$3,125	0.90	
Outpatient Net Revenue per Visit	\$690	\$686	1.00	\$1,183	0.58	\$991	0.70	\$620	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,333,992	Cash & Cash Equivalents	\$3,369,751	Current Liabilities	\$1,686,583
Less Deductions	\$16,219,802	Net Patient Receivables	\$2,393,427	Long-Term Debt	\$335,691
Net Patient Revenue	\$22,114,190	Other Receivables	\$149,844	Other Liabilities	-\$558,154
Plus Other Revenue	\$762,682			Subtotal	\$1,464,120
Total Revenue	\$22,876,872	Land, Buildings & Equipment (Net)	\$6,417,557	Unrestricted Fund Balance	\$11,591,423
Less Expenses	\$22,851,729	Other Assets	\$724,964	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$198,660	Total Assets	\$13,055,543	Total Liabilities & Fund Balance	\$13,055,543
Net Income	-\$173,517				

108 Southwest Health
 1400 East Side Road
 Platteville, WI 53818
 608-348-2331

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.5%	55.7%	0.55	57.3%	0.53	38.3%	0.80	31.5%	0.97
Obstetrics	18.1%	41.5%	0.44	43.6%	0.02	24.8%	0.73	19.1%	0.95
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	34.9%	57.5%	0.61	60.2%	0.58	37.2%	0.94	37.2%	0.94
Average Census (Patients)									
Adult Medical-Surgical	6.1	26.4	0.23	24.4	0.25	6.5	0.94	6.3	0.97
Obstetrics	0.9	5.6	0.16	5.1	0.18	1.0	0.91	1.0	0.95
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.2	49.4	0.25	51.9	0.23	8.5	1.44	13.0	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.76	3.9	0.77	2.9	1.02	3.5	0.85
Obstetrics	1.8	2.5	0.69	2.7	0.65	2.2	0.79	2.0	0.87
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.2	4.4	0.96	4.3	0.98	3.1	1.37	4.9	0.86
Surgical Operations									
Inpatient	320	1,396	0.23	2,117	0.15	273	1.17	263	1.22
Outpatient	1,193	4,206	0.28	7,457	0.16	1,279	0.93	1,174	1.02
Inpatient as % of All Surgeries	21.2%	24.9%	0.85	22.1%	0.96	17.6%	1.20	18.3%	1.16
Outpatient Visits									
Non-Emergency Visits	69,067	136,074	0.51	174,723	0.40	57,910	1.19	51,883	1.33
Emergency Visits	6,250	18,688	0.33	17,254	0.36	8,090	0.77	6,366	0.98
Full-Time Equivalents (FTEs)									
Administrators	37.0	19.3	1.91	26.0	1.42	9.4	3.95	36.0	1.03
Nurses, Licensed	103.9	239.2	0.43	251.5	0.41	79.9	1.30	87.0	1.19
Ancillary Nursing Personnel	44.6	40.0	1.11	43.3	1.03	13.5	3.31	13.4	3.32
All Other Personnel	308.3	480.4	0.64	653.1	0.47	187.1	1.65	197.9	1.56
Total FTEs	493.8	779.0	0.63	973.9	0.51	289.8	1.70	334.3	1.48
FTEs per 100 Patient Census (Adjusted)									
Administrators	68.3	14.9	4.59	20.1	3.40	24.3	2.81	59.4	1.15
Nurses, Licensed	191.6	183.7	1.04	194.3	0.99	207.6	0.92	143.5	1.34
Ancillary Nursing Personnel	82.2	30.8	2.67	33.4	2.46	35.0	2.35	22.1	3.72
All Other Personnel	568.7	369.0	1.54	504.4	1.13	486.3	1.17	326.4	1.74
Total FTEs	910.8	598.3	1.52	752.2	1.21	753.3	1.21	551.4	1.65

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 1,051
 Inpatient Days 4,453

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 66
 Inpatient Days 524

Newborn Nursery:
 Bassinets 5
 Total Births 185
 Newborn Days 295

108 Southwest Health
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	741	2,224	30.5%	6.1	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	2	5	188	331	18.1%	0.9	1.8
Psychiatric	1	10	122	1,898	52.0%	5.2	15.6
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	37	0	37.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	16	1	16.6	Radiological Services Personnel	4	5	7.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	55	35	76.7	Occupational Therapists	1	2	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.8
Licensed Practical Nurses	13	10	16.3	Physical Therapists	5	4	8.2
Ancillary Nursing Personnel	27	35	44.6	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	10	1	10.7	Recreational Therapists	1	0	1.0
Physician Assistants	4	1	4.2	Dietitians & Nutritionists	1	1	1.3
Nurse Practitioners	6	3	6.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	185	75	224.8
Pharmacy Personnel	6	10	12.3				
Clinical Laboratory Personnel	4	2	5.4				
				Total	392	186	493.8

108 Southwest Health

Platteville, WI 53818

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,228,416	42.1%	45.7%	0.92	41.6%	1.01	46.1%	0.91	43.6%	0.97
Medical Assistance	\$15,034,763	12.9%	14.0%	0.92	11.5%	1.12	13.3%	0.97	13.5%	0.95
Commercial	\$50,077,178	42.9%	35.8%	1.20	39.3%	1.09	36.0%	1.19	40.9%	1.05
All Other	\$2,457,128	2.1%	4.5%	0.47	7.5%	0.28	4.6%	0.46	2.0%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,497,320	24.4%	34.1%	0.72	30.8%	0.79	29.3%	0.83	22.7%	1.07
Medical Assistance	\$10,644,055	9.1%	10.6%	0.86	8.7%	1.05	9.2%	0.99	9.7%	0.94
Commercial	\$18,086,350	15.5%	14.7%	1.05	18.2%	0.85	11.9%	1.30	15.4%	1.01
Charity Care	\$131,308	0.1%	1.0%	0.12	0.9%	0.13	1.0%	0.11	0.1%	0.86
Bad Debt	\$1,612,368	1.4%	1.1%	1.29	1.1%	1.30	1.7%	0.79	1.6%	0.84
All Other	\$745,817	0.6%	2.0%	0.33	3.4%	0.19	1.9%	0.34	0.7%	0.95
Total Deductions	\$59,717,218	51.1%	63.3%	0.81	62.8%	0.81	55.1%	0.93	50.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.2%	5.5%	1.13	6.4%	0.97	5.9%	1.05	4.3%	1.45
Net Gains/Losses as % of Net Income		38.4%	2.6%	15.02	1.9%	20.69	14.7%	2.62	50.2%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,047,117	59.4%	44.1%	1.35	47.5%	1.25	51.5%	1.15	58.7%	1.01
Supplies & Services	\$19,061,153	33.3%	49.0%	0.68	45.0%	0.74	40.5%	0.82	32.7%	1.02
Capital Component	\$4,178,940	7.3%	6.9%	1.06	7.5%	0.97	8.0%	0.92	8.6%	0.85
Fiscal Statistics										
Operating Margin (%)		5.9%	8.4%	0.70	5.0%	1.19	5.3%	1.11	5.0%	1.18
Total Hospital Net Income (%)		9.2%	8.6%	1.08	5.0%	1.83	6.1%	1.50	9.5%	0.97
Return on Equity (%)		5.7%	6.3%	0.90	3.8%	1.51	5.1%	1.13	5.8%	0.98
Current Ratio		3.0	5.9	0.51	2.3	1.34	5.4	0.56	2.6	1.17
Days in Net Patient Accounts Receivable		55.5	51.6	1.08	47.8	1.16	51.7	1.07	59.7	0.93
Average Payment Period		42.7	38.5	1.11	55.0	0.78	34.1	1.25	42.0	1.02
Equity Financing (%)		58.2%	75.1%	0.77	59.3%	0.98	79.8%	0.73	55.1%	1.06
Long-Term Debt to Equity Ratio		0.5	0.2	3.00	0.3	1.63	0.2	2.49	0.5	0.91
Times Interest Earned		9.4	13.4	0.71	5.0	1.88	8.4	1.12	8.3	1.14
Total Asset Turnover		0.6	0.7	0.81	0.7	0.80	0.8	0.73	0.6	1.03
Average Age of Plant (Years)		13.7	9.9	1.39	10.5	1.31	9.3	1.48	12.1	1.13
Increase (Decrease) Total Net Patient Revenue		8.5%	5.4%	1.57	6.7%	1.28	4.5%	1.92	43.4%	0.20
Outpatient Gross Revenue (% of Total GPR)		78.0%	61.9%	1.26	59.8%	1.30	78.1%	1.00	78.7%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,599	\$15,830	0.73	\$17,803	0.65	\$12,599	0.92	\$12,475	0.93	
Inpatient Net Revenue per Day	\$2,212	\$3,538	0.63	\$4,047	0.55	\$3,643	0.61	\$2,439	0.91	
Outpatient Net Revenue per Visit	\$599	\$686	0.87	\$595	1.01	\$598	1.00	\$711	0.84	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$116,797,485	Cash & Cash Equivalents	\$8,037,492	Current Liabilities	\$6,374,982
Less Deductions	\$59,717,218	Net Patient Receivables	\$8,682,719	Long-Term Debt	\$28,306,628
Net Patient Revenue	\$57,080,267	Other Receivables	\$1,192,744	Other Liabilities	\$7,815,996
Plus Other Revenue	\$3,789,028			Subtotal	\$42,497,606
Total Revenue	\$60,869,295	Land, Buildings & Equipment (Net)	\$37,150,816	Unrestricted Fund Balance	\$59,186,200
Less Expenses	\$57,287,210	Other Assets	\$46,620,035	Restricted Fund Balance	\$683,547
Non-Operating Gains/Losses	\$2,234,110			Total Liabilities & Fund Balance	\$101,683,806
Net Income	\$5,816,195	Total Assets	\$101,683,806		

111 Divine Savior Healthcare
 2817 New Pinery Road
 Portage, WI 53901
 608-742-4131

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Columbia
 Analysis Area: Southern (1)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.1%	55.7%	0.54	57.3%	0.53	43.4%	0.69	37.0%	0.81
Obstetrics	17.2%	41.5%	0.41	43.6%	0.02	26.7%	0.64	16.7%	1.03
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	27.8%	57.5%	0.48	60.2%	0.46	41.9%	0.66	33.9%	0.82
Average Census (Patients)									
Adult Medical-Surgical	11.1	26.4	0.42	24.4	0.46	13.7	0.81	14.1	0.79
Obstetrics	1.0	5.6	0.18	5.1	0.20	2.3	0.45	1.0	1.03
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.6	49.4	0.28	51.9	0.26	26.3	0.52	17.0	0.80
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.9	0.95	3.9	0.96	3.3	1.12	3.1	1.22
Obstetrics	2.0	2.5	0.77	2.7	0.72	2.3	0.85	1.9	1.04
Pediatrics	0.0	3.5	N/A	3.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	4.3	0.72	3.6	0.87	3.7	0.84
Surgical Operations									
Inpatient	414	1,396	0.30	2,117	0.20	664	0.62	389	1.06
Outpatient	1,644	4,206	0.39	7,457	0.22	2,945	0.56	1,614	1.02
Inpatient as % of All Surgeries	20.1%	24.9%	0.81	22.1%	0.91	18.4%	1.09	19.4%	1.04
Outpatient Visits									
Non-Emergency Visits	140,287	136,074	1.03	174,723	0.80	115,364	1.22	144,611	0.97
Emergency Visits	15,727	18,688	0.84	17,254	0.91	14,511	1.08	16,599	0.95
Full-Time Equivalents (FTEs)									
Administrators	30.0	19.3	1.55	26.0	1.15	13.8	2.17	32.0	0.94
Nurses, Licensed	144.8	239.2	0.61	251.5	0.58	135.2	1.07	145.0	1.00
Ancillary Nursing Personnel	15.3	40.0	0.38	43.3	0.35	20.8	0.73	18.2	0.84
All Other Personnel	466.1	480.4	0.97	653.1	0.71	324.4	1.44	472.3	0.99
Total FTEs	656.1	779.0	0.84	973.9	0.67	494.3	1.33	667.5	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.4	14.9	2.38	20.1	1.76	14.2	2.50	36.7	0.96
Nurses, Licensed	170.8	183.7	0.93	194.3	0.88	138.6	1.23	166.2	1.03
Ancillary Nursing Personnel	18.0	30.8	0.59	33.4	0.54	21.3	0.84	20.8	0.86
All Other Personnel	549.8	369.0	1.49	504.4	1.09	332.6	1.65	541.5	1.02
Total FTEs	774.0	598.3	1.29	752.2	1.03	506.7	1.53	765.3	1.01

Total Hospital:
 Beds Set Up & Staffed 49
 Discharges 1,595
 Inpatient Days 4,975

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 8
 Inpatient Days 25

Newborn Nursery:
 Bassinets 6
 Total Births 192
 Newborn Days 376

111 Divine Savior Healthcare
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	37	1,090	4,067	30.1%	11.1	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	193	377	17.2%	1.0	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	97	187	8.5%	0.5	1.9
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	0	214	344	0.0%	0.9	1.6
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	30	0	30.0	Surgical Personnel	8	2	9.2
Physicians & Dentists	22	4	24.7	Radiological Services Personnel	14	4	16.3
Medical & Dental Residents	0	0	0.0	Sonographers	4	1	4.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	2	10.5
Registered Nurses	95	37	115.8	Occupational Therapists	8	1	8.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	4	4.1
Licensed Practical Nurses	14	6	17.3	Physical Therapists	19	6	23.2
Ancillary Nursing Personnel	12	5	15.3	Physical Therapy Assistants/Aides	11	4	13.2
Medical Assistants	16	5	19.6	Recreational Therapists	0	0	0.0
Physician Assistants	9	3	10.4	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	4	3	5.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	0	6.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	77	22	88.0
Health Info Mgmt-Administrators/Technicians	16	5	19.2	All Other Personnel	168	48	188.8
Pharmacy Personnel	11	1	11.2				
Clinical Laboratory Personnel	8	3	9.9				
				Total	567	167	656.1

111 Divine Savior Healthcare
Portage, WI 53901

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$102,067,836	43.1%	45.7%	0.94	41.6%	1.04	50.0%	0.86	42.1%	1.02
Medical Assistance	\$35,885,770	15.1%	14.0%	1.08	11.5%	1.31	11.4%	1.32	15.2%	0.99
Commercial	\$87,918,533	37.1%	35.8%	1.04	39.3%	0.94	34.7%	1.07	38.7%	0.96
All Other	\$11,078,620	4.7%	4.5%	1.04	7.5%	0.62	3.9%	1.21	4.0%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$74,894,363	31.6%	34.1%	0.93	30.8%	1.03	35.4%	0.89	30.6%	1.03
Medical Assistance	\$28,829,217	12.2%	10.6%	1.15	8.7%	1.40	8.4%	1.45	12.3%	0.99
Commercial	\$35,051,295	14.8%	14.7%	1.01	18.2%	0.81	13.7%	1.08	14.9%	0.99
Charity Care	\$431,259	0.2%	1.0%	0.19	0.9%	0.21	0.9%	0.20	0.2%	0.91
Bad Debt	\$5,841,766	2.5%	1.1%	2.30	1.1%	2.32	1.1%	2.19	2.2%	1.13
All Other	\$5,333,745	2.3%	2.0%	1.15	3.4%	0.67	2.2%	1.03	2.1%	1.09
Total Deductions	\$150,381,645	63.5%	63.3%	1.00	62.8%	1.01	61.7%	1.03	62.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.1%	5.5%	0.38		6.4%	0.33	4.3%	0.49	1.9%	1.10
Net Gains/Losses as % of Net Income	53.9%	2.6%	21.08		1.9%	29.03	N/A	N/A	102.0%	0.53
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,804,336	62.8%	44.1%	1.43	47.5%	1.32	45.3%	1.39	62.7%	1.00
Supplies & Services	\$26,518,541	30.4%	49.0%	0.62	45.0%	0.68	47.8%	0.64	30.0%	1.01
Capital Component	\$5,914,450	6.8%	6.9%	0.99	7.5%	0.90	6.9%	0.98	7.3%	0.93
Fiscal Statistics										
Operating Margin (%)	1.3%	8.4%	0.16		5.0%	0.27	6.9%	0.19	0.0%	N/A
Total Hospital Net Income (%)	2.9%	8.6%	0.33		5.0%	0.57	5.8%	0.49	1.3%	2.22
Return on Equity (%)	2.0%	6.3%	0.31		3.8%	0.52	4.3%	0.46	0.9%	2.26
Current Ratio	2.6	5.9	0.43		2.3	1.13	3.9	0.65	2.5	1.01
Days in Net Patient Accounts Receivable	69.4	51.6	1.35		47.8	1.45	51.1	1.36	65.3	1.06
Average Payment Period	52.7	38.5	1.37		55.0	0.96	40.4	1.31	51.0	1.03
Equity Financing (%)	58.2%	75.1%	0.77		59.3%	0.98	77.0%	0.76	56.7%	1.03
Long-Term Debt to Equity Ratio	0.5	0.2	3.39		0.3	1.83	0.2	3.48	0.6	0.92
Times Interest Earned	3.9	13.4	0.29		5.0	0.77	12.4	0.31	1.8	2.10
Total Asset Turnover	0.7	0.7	0.91		0.7	0.90	0.7	0.90	0.7	1.02
Average Age of Plant (Years)	12.5	9.9	1.27		10.5	1.19	9.9	1.27	11.3	1.10
Increase (Decrease) Total Net Patient Revenue	0.4%	5.4%	0.07		6.7%	0.06	1.9%	0.21	2.4%	0.17
Outpatient Gross Revenue (% of Total GPR)	83.9%	61.9%	1.35		59.8%	1.40	72.6%	1.15	83.9%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,816	\$15,830	0.62		\$17,803	0.55	\$10,657	0.92	\$10,042	0.98
Inpatient Net Revenue per Day	\$3,133	\$3,538	0.89		\$4,047	0.77	\$2,933	1.07	\$3,270	0.96
Outpatient Net Revenue per Visit	\$491	\$686	0.72		\$595	0.83	\$589	0.83	\$461	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$236,950,759	Cash & Cash Equivalents	\$2,998,991	Current Liabilities	\$11,900,077
Less Deductions	\$150,381,645	Net Patient Receivables	\$16,458,061	Long-Term Debt	\$41,248,937
Net Patient Revenue	\$86,569,114	Other Receivables	\$560,346	Other Liabilities	\$1,712,087
Plus Other Revenue	\$1,852,593			Subtotal	\$54,861,101
Total Revenue	\$88,421,707	Land, Buildings & Equipment (Net)	\$65,260,700	Unrestricted Fund Balance	\$76,443,039
Less Expenses	\$87,237,327	Other Assets	\$46,026,042	Restricted Fund Balance	\$76,453
Non-Operating Gains/Losses	\$1,384,876			Total Liabilities & Fund Balance	\$131,304,140
Net Income	\$2,569,256	Total Assets	\$131,304,140		

112 Crossing Rivers Health
 37868 US Highway 18
 Prairie du Chien, WI 53821
 608-357-2000

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

County: Crawford
 Analysis Area: Southwestern (5B)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.6%	55.7%	0.48	48.0%	0.55	20.1%	1.32	27.3%	0.97
Obstetrics	26.0%	41.5%	0.63	44.3%	0.02	16.5%	1.57	23.8%	1.09
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	27.4%	57.5%	0.48	50.9%	0.54	24.5%	1.12	28.2%	0.97
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.4	0.21	17.1	0.33	3.2	1.76	5.7	0.97
Obstetrics	1.0	5.6	0.18	3.7	0.28	0.6	1.61	1.0	1.09
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	49.4	0.14	28.6	0.24	4.6	1.48	7.0	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	3.9	0.88	3.5	0.98	3.0	1.15	3.0	1.16
Obstetrics	2.4	2.5	0.93	2.5	0.94	2.1	1.11	2.3	1.01
Pediatrics	0.0	3.5	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.74	4.3	0.76	2.9	1.13	3.0	1.07
Surgical Operations									
Inpatient	93	1,396	0.07	790	0.12	350	0.27	103	0.90
Outpatient	854	4,206	0.20	2,742	0.31	1,888	0.45	823	1.04
Inpatient as % of All Surgeries	9.8%	24.9%	0.39	22.4%	0.44	15.6%	0.63	11.1%	0.88
Outpatient Visits									
Non-Emergency Visits	3,043	136,074	0.02	119,520	0.03	24,234	0.13	2,882	1.06
Emergency Visits	5,867	18,688	0.31	13,485	0.44	3,778	1.55	6,191	0.95
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	13.1	0.08	5.4	0.18	1.0	1.00
Nurses, Licensed	88.4	239.2	0.37	167.7	0.53	46.6	1.90	95.4	0.93
Ancillary Nursing Personnel	13.4	40.0	0.34	20.8	0.65	8.1	1.66	24.4	0.55
All Other Personnel	197.6	480.4	0.41	423.0	0.47	107.7	1.84	212.5	0.93
Total FTEs	300.5	779.0	0.39	624.6	0.48	167.8	1.79	333.3	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.4	14.9	0.23	11.8	0.29	30.5	0.11	3.2	1.06
Nurses, Licensed	302.4	183.7	1.65	151.1	2.00	261.4	1.16	307.3	0.98
Ancillary Nursing Personnel	46.0	30.8	1.50	18.7	2.46	45.4	1.01	78.5	0.59
All Other Personnel	675.8	369.0	1.83	381.2	1.77	604.7	1.12	684.1	0.99
Total FTEs	1,027.6	598.3	1.72	562.9	1.83	941.9	1.09	1,073.2	0.96

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 771
 Inpatient Days 2,502

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 75
 Inpatient Days 612

Newborn Nursery:
 Bassinets 4
 Total Births 155
 Newborn Days 303

112 Crossing Rivers Health
Prairie du Chien, WI 53821

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	21	590	2,039	26.6%	5.6	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	16	84	0.0%	0.2	5.3
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	160	379	26.0%	1.0	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	2	2	3.5
Physicians & Dentists	6	1	6.0	Radiological Services Personnel	8	2	9.6
Medical & Dental Residents	0	0	0.0	Sonographers	3	1	3.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	1	9.8
Registered Nurses	72	11	79.6	Occupational Therapists	2	1	2.8
Certified Nurse Midwives	2	0	2.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	3	4.9
Ancillary Nursing Personnel	6	11	13.4	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	6	1	6.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.0	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	2	7	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	3	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	2	10.5
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	95	24	111.1
Pharmacy Personnel	4	3	5.6				
Clinical Laboratory Personnel	8	1	8.2				
				Total	254	76	300.5

112 Crossing Rivers Health

Prairie du Chien, WI 53821

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$38,946,955	48.9%	45.7%	1.07	45.0%	1.09	45.3%	1.08	48.3%	1.01
Medical Assistance	\$8,574,361	10.8%	14.0%	0.77	10.2%	1.06	9.6%	1.12	10.8%	1.00
Commercial	\$27,069,113	34.0%	35.8%	0.95	38.0%	0.89	42.0%	0.81	35.4%	0.96
All Other	\$5,042,281	6.3%	4.5%	1.41	6.8%	0.94	3.1%	2.07	5.5%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,160,794	21.5%	34.1%	0.63	32.3%	0.67	27.2%	0.79	22.0%	0.98
Medical Assistance	\$5,664,927	7.1%	10.6%	0.67	8.1%	0.88	7.0%	1.01	8.0%	0.89
Commercial	\$4,404,827	5.5%	14.7%	0.38	15.4%	0.36	13.4%	0.41	3.5%	1.57
Charity Care	\$1,427,609	1.8%	1.0%	1.84	0.7%	2.60	0.6%	3.04	1.9%	0.96
Bad Debt	\$569,308	0.7%	1.1%	0.67	1.1%	0.67	1.3%	0.54	0.7%	0.97
All Other	\$1,514,932	1.9%	2.0%	0.97	4.2%	0.45	1.4%	1.34	2.0%	0.94
Total Deductions	\$30,742,397	38.6%	63.3%	0.61	61.9%	0.62	50.9%	0.76	38.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.8%	5.5%	1.41	20.3%	0.38	3.0%	2.56	8.7%	0.89	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	5.3%	N/A	2.7%	N/A	287.5%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,949,561	57.3%	44.1%	1.30	57.4%	1.00	45.2%	1.27	59.4%	0.96
Supplies & Services	\$15,888,084	30.4%	49.0%	0.62	37.7%	0.81	46.7%	0.65	28.0%	1.09
Capital Component	\$6,392,967	12.2%	6.9%	1.78	4.9%	2.50	8.1%	1.52	12.6%	0.98
Fiscal Statistics										
Operating Margin (%)	1.5%	8.4%	0.17	6.6%	0.22	14.9%	0.10	-1.5%	N/A	
Total Hospital Net Income (%)	1.0%	8.6%	0.12	7.0%	0.15	15.3%	0.07	0.8%	1.32	
Return on Equity (%)	0.6%	6.3%	0.09	5.7%	0.10	14.6%	0.04	0.4%	1.34	
Current Ratio	3.3	5.9	0.57	23.9	0.14	3.0	1.12	2.9	1.14	
Days in Net Patient Accounts Receivable	73.1	51.6	1.42	65.5	1.12	58.4	1.25	53.1	1.38	
Average Payment Period	47.9	38.5	1.24	13.1	3.66	56.8	0.84	47.4	1.01	
Equity Financing (%)	52.9%	75.1%	0.70	87.4%	0.61	61.3%	0.86	52.2%	1.01	
Long-Term Debt to Equity Ratio	0.8	0.2	4.75	0.1	13.09	0.4	1.97	0.8	0.97	
Times Interest Earned	1.4	13.4	0.11	42.5	0.03	18.7	0.08	1.3	1.09	
Total Asset Turnover	0.6	0.7	0.78	0.8	0.70	1.0	0.60	0.5	1.05	
Average Age of Plant (Years)	4.8	9.9	0.49	8.8	0.55	8.5	0.57	3.9	1.24	
Increase (Decrease) Total Net Patient Revenue	4.4%	5.4%	0.80	8.7%	0.50	2.5%	1.75	6.4%	0.68	
Outpatient Gross Revenue (% of Total GPR)	76.2%	61.9%	1.23	77.2%	0.99	73.7%	1.03	77.2%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,352	\$15,830	1.03	\$14,264	1.15	\$15,847	1.03	\$13,789	1.19	
Inpatient Net Revenue per Day	\$4,377	\$3,538	1.24	\$3,497	1.25	\$4,787	0.91	\$3,943	1.11	
Outpatient Net Revenue per Visit	\$3,987	\$686	5.81	\$817	4.88	\$991	4.02	\$3,760	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$79,632,710	Cash & Cash Equivalents	\$6,599,031	Current Liabilities	\$6,272,698
Less Deductions	\$30,742,397	Net Patient Receivables	\$9,791,114	Long-Term Debt	\$37,064,633
Net Patient Revenue	\$48,890,313	Other Receivables	\$74,230	Other Liabilities	\$216,498
Plus Other Revenue	\$4,114,897			Subtotal	\$43,553,829
Total Revenue	\$53,005,210	Land, Buildings & Equipment (Net)	\$42,708,301	Unrestricted Fund Balance	\$48,984,380
Less Expenses	\$52,230,612	Other Assets	\$33,365,533	Restricted Fund Balance	\$516,976
Non-Operating Gains/Losses	-\$229,823			Total Liabilities & Fund Balance	\$92,538,209
Net Income	\$544,775	Total Assets	\$92,538,209		

113 Sauk Prairie Healthcare
 260 26th Street
 Prairie du Sac, WI 53578
 608-643-3311

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

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	28.7%	55.7%	0.52	57.3%	0.50	39.8%	0.72	30.0%	0.96
Obstetrics	66.6%	41.5%	1.60	43.6%	N/A	28.9%	2.30	65.6%	1.02
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	32.0%	57.5%	0.56	60.2%	0.53	42.4%	0.75	33.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	8.6	26.4	0.33	24.4	0.35	10.7	0.81	9.0	0.96
Obstetrics	0.0	5.6	N/A	5.1	N/A	2.0	N/A	2.0	0.00
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.5	49.4	0.23	51.9	0.22	16.6	0.69	12.0	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	2.0	3.9	0.51	3.9	0.52	3.0	0.67	2.2	0.94
Obstetrics	2.0	2.5	0.80	2.7	0.75	2.2	0.91	2.1	0.96
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.2	4.4	0.50	4.3	0.51	3.3	0.67	2.4	0.93
Surgical Operations									
Inpatient	1,184	1,396	0.85	2,117	0.56	484	2.44	1,152	1.03
Outpatient	3,531	4,206	0.84	7,457	0.47	2,045	1.73	3,350	1.05
Inpatient as % of All Surgeries	25.1%	24.9%	1.01	22.1%	1.14	19.2%	1.31	25.6%	0.98
Outpatient Visits									
Non-Emergency Visits	109,848	136,074	0.81	174,723	0.63	63,222	1.74	107,384	1.02
Emergency Visits	8,503	18,688	0.46	17,254	0.49	12,717	0.67	8,299	1.02
Full-Time Equivalents (FTEs)									
Administrators	27.0	19.3	1.40	26.0	1.04	10.6	2.55	25.0	1.08
Nurses, Licensed	114.5	239.2	0.48	251.5	0.46	104.8	1.09	111.6	1.03
Ancillary Nursing Personnel	23.6	40.0	0.59	43.3	0.55	22.9	1.03	21.9	1.08
All Other Personnel	329.4	480.4	0.69	653.1	0.50	217.2	1.52	320.4	1.03
Total FTEs	494.5	779.0	0.63	973.9	0.51	355.5	1.39	478.8	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	63.6	14.9	4.28	20.1	3.17	17.1	3.73	59.4	1.07
Nurses, Licensed	269.9	183.7	1.47	194.3	1.39	169.2	1.59	265.0	1.02
Ancillary Nursing Personnel	55.6	30.8	1.81	33.4	1.66	37.0	1.50	51.9	1.07
All Other Personnel	776.6	369.0	2.10	504.4	1.54	350.8	2.21	760.8	1.02
Total FTEs	1,165.7	598.3	1.95	752.2	1.55	574.1	2.03	1,137.0	1.03

Total Hospital:
 Beds Set Up & Staffed 36
 Discharges 1,913
 Inpatient Days 4,199

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 4
 Total Births 353
 Newborn Days 668

113 Sauk Prairie Healthcare
 Prairie du Sac, WI 53578

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	1,562	3,146	28.7%	8.6	2.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	3	360	729	66.6%	2.0	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	3	119	324	29.6%	0.9	2.7
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	0	27.0	Surgical Personnel	7	3	8.8
Physicians & Dentists	23	8	23.2	Radiological Services Personnel	15	8	18.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	5	6.6
Registered Nurses	54	84	95.0	Occupational Therapists	1	2	2.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	1	3.9	Physical Therapists	5	10	10.2
Ancillary Nursing Personnel	12	32	23.6	Physical Therapy Assistants/Aides	2	6	4.5
Medical Assistants	10	5	13.9	Recreational Therapists	0	0	0.0
Physician Assistants	8	8	11.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	5	2	6.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	2	9.0	Social Workers	0	3	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	17	29.4
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	141	75	175.1
Pharmacy Personnel	7	6	8.7				
Clinical Laboratory Personnel	9	2	9.7				
				Total	364	279	494.5

113 Sauk Prairie Healthcare

Prairie du Sac, WI 53578

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$89,489,452	43.0%	45.7%	0.94	41.6%	1.03	49.2%	0.87	41.9%	1.02
Medical Assistance	\$12,892,009	6.2%	14.0%	0.44	11.5%	0.54	11.3%	0.55	6.3%	0.98
Commercial	\$101,721,503	48.8%	35.8%	1.36	39.3%	1.24	36.3%	1.34	50.2%	0.97
All Other	\$4,168,569	2.0%	4.5%	0.44	7.5%	0.27	3.2%	0.63	1.5%	1.31
Deductions as % of Total Gross Patient Revenue										
Medicare	\$63,180,676	30.3%	34.1%	0.89	30.8%	0.99	35.5%	0.85	30.3%	1.00
Medical Assistance	\$9,546,997	4.6%	10.6%	0.43	8.7%	0.53	8.4%	0.55	4.5%	1.01
Commercial	\$43,047,008	20.7%	14.7%	1.41	18.2%	1.14	13.1%	1.58	20.1%	1.03
Charity Care	\$1,845,870	0.9%	1.0%	0.91	0.9%	1.03	1.3%	0.70	0.8%	1.10
Bad Debt	\$1,142,835	0.5%	1.1%	0.51	1.1%	0.52	1.4%	0.40	0.5%	1.06
All Other	\$1,174,959	0.6%	2.0%	0.29	3.4%	0.17	1.1%	0.53	0.4%	1.34
Total Deductions	\$119,938,345	57.6%	63.3%	0.91	62.8%	0.92	60.7%	0.95	56.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.7%	5.5%	0.31	6.4%	0.26	3.5%	0.49	2.2%	0.76	
Net Gains/Losses as % of Net Income	134.3%	2.6%	52.53	1.9%	72.34	18.6%	7.21	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,981,341	57.4%	44.1%	1.30	47.5%	1.21	44.5%	1.29	55.9%	1.03
Supplies & Services	\$28,491,052	31.5%	49.0%	0.64	45.0%	0.70	46.9%	0.67	32.8%	0.96
Capital Component	\$10,030,005	11.1%	6.9%	1.61	7.5%	1.47	8.5%	1.30	11.3%	0.98
Fiscal Statistics										
Operating Margin (%)	-0.7%	8.4%	N/A	5.0%	N/A	4.8%	N/A	-2.7%	0.27	
Total Hospital Net Income (%)	2.0%	8.6%	0.24	5.0%	0.41	5.8%	0.35	-0.6%	N/A	
Return on Equity (%)	1.3%	6.3%	0.20	3.8%	0.34	3.7%	0.35	-0.4%	N/A	
Current Ratio	3.0	5.9	0.50	2.3	1.31	5.5	0.53	2.6	1.15	
Days in Net Patient Accounts Receivable	45.1	51.6	0.87	47.8	0.94	49.4	0.91	44.0	1.03	
Average Payment Period	54.0	38.5	1.40	55.0	0.98	40.4	1.33	53.3	1.01	
Equity Financing (%)	49.5%	75.1%	0.66	59.3%	0.83	75.7%	0.65	48.4%	1.02	
Long-Term Debt to Equity Ratio	0.8	0.2	5.16	0.3	2.80	0.2	4.52	0.9	0.95	
Times Interest Earned	1.7	13.4	0.12	5.0	0.33	6.3	0.27	0.8	2.06	
Total Asset Turnover	0.6	0.7	0.82	0.7	0.81	0.6	0.97	0.6	1.04	
Average Age of Plant (Years)	9.3	9.9	0.94	10.5	0.89	9.1	1.02	8.3	1.12	
Increase (Decrease) Total Net Patient Revenue	4.8%	5.4%	0.89	6.7%	0.73	7.2%	0.67	5.4%	0.90	
Outpatient Gross Revenue (% of Total GPR)	75.0%	61.9%	1.21	59.8%	1.25	72.7%	1.03	74.3%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,723	\$15,830	0.93	\$17,803	0.83	\$11,444	1.29	\$14,211	1.04	
Inpatient Net Revenue per Day	\$7,277	\$3,538	2.06	\$4,047	1.80	\$3,344	2.18	\$6,709	1.08	
Outpatient Net Revenue per Visit	\$516	\$686	0.75	\$595	0.87	\$740	0.70	\$503	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$208,271,533	Cash & Cash Equivalents	\$24,212,180	Current Liabilities	\$12,526,677
Less Deductions	\$119,938,345	Net Patient Receivables	\$10,911,698	Long-Term Debt	\$60,241,185
Net Patient Revenue	\$88,333,188	Other Receivables	\$0	Other Liabilities	\$2,001,001
Plus Other Revenue	\$1,519,893			Subtotal	\$74,768,863
Total Revenue	\$89,853,081	Land, Buildings & Equipment (Net)	\$78,350,559	Unrestricted Fund Balance	\$73,244,481
Less Expenses	\$90,502,398	Other Assets	\$34,538,907	Restricted Fund Balance	\$3,787,089
Non-Operating Gains/Losses	\$2,541,308			Total Liabilities & Fund Balance	\$148,013,344
Net Income	\$1,891,991	Total Assets	\$148,013,344		

302 Ascension All Saints Hospital
 3801 Spring Street
 Racine, WI 53405
 262-687-4011

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.6%	55.7%	0.59	55.0%	0.59	69.4%	0.47	57.8%	0.56
Obstetrics	70.9%	41.5%	1.71	34.6%	0.64	52.7%	1.35	50.1%	1.41
Pediatrics	7.2%	52.8%	0.14	5.1%	1.39	32.8%	0.22	10.8%	0.66
Total Hospital	55.9%	57.5%	0.97	51.4%	1.09	67.8%	0.83	54.7%	1.02
Average Census (Patients)									
Adult Medical-Surgical	44.3	26.4	1.68	31.4	1.41	101.2	0.44	93.6	0.47
Obstetrics	22.0	5.6	3.90	6.3	3.51	15.7	1.40	15.5	1.41
Pediatrics	1.0	1.4	0.74	0.1	14.00	3.8	0.74	1.5	0.66
Total Hospital	166.7	49.4	3.38	58.3	2.86	195.9	0.85	157.4	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	3.9	1.10	3.6	1.19	4.4	0.99	4.0	1.09
Obstetrics	2.5	2.5	1.00	2.3	1.09	2.6	0.96	2.8	0.91
Pediatrics	2.1	3.5	0.59	2.9	0.72	3.6	0.59	2.3	0.90
Total Hospital	5.1	4.4	1.15	4.0	1.27	4.8	1.05	5.0	1.01
Surgical Operations									
Inpatient	2,065	1,396	1.48	1,424	1.45	5,208	0.40	2,074	1.00
Outpatient	6,118	4,206	1.45	3,674	1.67	14,763	0.41	6,446	0.95
Inpatient as % of All Surgeries	25.2%	24.9%	1.01	27.9%	0.90	26.1%	0.97	24.3%	1.04
Outpatient Visits									
Non-Emergency Visits	514,402	136,074	3.78	147,557	3.49	473,499	1.09	536,124	0.96
Emergency Visits	57,561	18,688	3.08	29,988	1.92	53,629	1.07	58,074	0.99
Full-Time Equivalents (FTEs)									
Administrators	8.0	19.3	0.41	17.6	0.46	64.0	0.12	13.0	0.62
Nurses, Licensed	570.7	239.2	2.39	262.0	2.18	866.8	0.66	651.1	0.88
Ancillary Nursing Personnel	101.6	40.0	2.54	44.8	2.27	141.9	0.72	92.2	1.10
All Other Personnel	943.0	480.4	1.96	509.5	1.85	1,693.5	0.56	1,081.6	0.87
Total FTEs	1,623.3	779.0	2.08	833.9	1.95	2,766.3	0.59	1,837.9	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.8	14.9	0.12	10.7	0.17	13.7	0.13	2.5	0.72
Nurses, Licensed	130.0	183.7	0.71	159.4	0.82	186.0	0.70	126.0	1.03
Ancillary Nursing Personnel	23.1	30.8	0.75	27.2	0.85	30.4	0.76	17.8	1.30
All Other Personnel	214.8	369.0	0.58	310.0	0.69	363.3	0.59	209.3	1.03
Total FTEs	369.7	598.3	0.62	507.3	0.73	593.5	0.62	355.7	1.04

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	298	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	31
Discharges	12,032	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,561
Inpatient Days	60,836			Inpatient Days	0	Newborn Days	2,997

302 Ascension All Saints Hospital
Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	136	3,737	16,167	32.6%	44.3	4.3
Orthopedic	2	10	1,722	6,753	185.0%	18.5	3.9
Rehabilitation & Physical Medicine	1	14	443	4,478	87.6%	12.3	10.1
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	14	175	366	7.2%	1.0	2.1
Obstetrics	2	31	3,169	8,018	70.9%	22.0	2.5
Psychiatric	1	32	1,185	5,323	45.6%	14.6	4.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	23	404	5,787	68.9%	15.9	14.3
Step-Down (Special Care)	1	20	2,446	10,863	148.8%	29.8	4.4
Neonatal Intensive/Intermediate Care	1	18	156	3,081	46.9%	8.4	19.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	0	8.0	Surgical Personnel	36	10	40.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	41	61	72.9
Medical & Dental Residents	0	0	0.0	Sonographers	6	10	11.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	12	27	23.6
Registered Nurses	384	292	506.7	Occupational Therapists	15	14	19.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	0.8
Licensed Practical Nurses	20	13	26.7	Physical Therapists	24	25	34.0
Ancillary Nursing Personnel	69	95	101.6	Physical Therapy Assistants/Aides	2	8	6.5
Medical Assistants	134	27	145.7	Recreational Therapists	1	1	1.5
Physician Assistants	10	0	10.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	35	8	37.2	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	4	6.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	147	94	181.7
Health Info Mgmt-Administrators/Technicians	1	1	1.5	All Other Personnel	199	66	233.4
Pharmacy Personnel	54	36	68.7				
Clinical Laboratory Personnel	53	54	81.4				
				Total	1,259	849	1,623.3

302 Ascension All Saints Hospital
Racine, WI 53405

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	2A Value	Ratio	7 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$456,247,296	47.7%	45.7%	1.04	50.5%	0.95	46.0%	1.04	46.0%	1.04
Medical Assistance	\$203,451,961	21.3%	14.0%	1.52	10.1%	2.11	12.8%	1.67	21.3%	1.00
Commercial	\$265,500,684	27.8%	35.8%	0.77	36.8%	0.75	36.0%	0.77	29.8%	0.93
All Other	\$31,210,925	3.3%	4.5%	0.73	2.7%	1.23	5.3%	0.62	2.9%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$329,738,088	34.5%	34.1%	1.01	39.8%	0.87	35.3%	0.98	32.4%	1.06
Medical Assistance	\$139,899,031	14.6%	10.6%	1.39	7.8%	1.87	10.0%	1.47	14.6%	1.00
Commercial	\$104,135,822	10.9%	14.7%	0.74	16.3%	0.67	16.0%	0.68	10.5%	1.03
Charity Care	\$18,510,105	1.9%	1.0%	1.98	1.0%	2.02	1.0%	2.01	1.5%	1.27
Bad Debt	\$17,736,481	1.9%	1.1%	1.73	1.1%	1.64	0.9%	1.98	1.4%	1.29
All Other	\$8,615,901	0.9%	2.0%	0.46	1.1%	0.79	2.2%	0.40	1.8%	0.51
Total Deductions	\$618,635,428	64.7%	63.3%	1.02	67.1%	0.96	65.5%	0.99	62.3%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		10.0%	5.5%	1.82	4.8%	2.08	6.8%	1.48	10.6%	0.95
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	N/A	N/A	1.9%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$122,259,223	34.0%	44.1%	0.77	39.0%	0.87	43.1%	0.79	38.7%	0.88
Supplies & Services	\$220,519,200	61.3%	49.0%	1.25	52.6%	1.17	50.4%	1.22	56.0%	1.10
Capital Component	\$16,874,812	4.7%	6.9%	0.68	8.4%	0.56	6.4%	0.73	5.3%	0.89
Fiscal Statistics										
Operating Margin (%)		4.2%	8.4%	0.50	11.9%	0.35	8.5%	0.49	10.1%	0.41
Total Hospital Net Income (%)		4.1%	8.6%	0.48	10.9%	0.37	8.7%	0.47	9.6%	0.42
Return on Equity (%)		4.5%	6.3%	0.71	7.6%	0.60	6.7%	0.67	6.1%	0.74
Current Ratio		4.1	5.9	0.69	9.7	0.42	6.2	0.66	3.9	1.05
Days in Net Patient Accounts Receivable		45.3	51.6	0.88	48.3	0.94	50.7	0.89	51.6	0.88
Average Payment Period		27.6	38.5	0.72	30.8	0.90	38.6	0.72	104.6	0.26
Equity Financing (%)		71.6%	75.1%	0.95	80.8%	0.89	76.2%	0.94	83.7%	0.86
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	15.9	N/A	13.7	N/A	0.0	N/A
Total Asset Turnover		1.1	0.7	1.50	0.7	1.58	0.8	1.44	0.6	1.75
Average Age of Plant (Years)		2.4	9.9	0.24	9.0	0.27	10.8	0.22	1.3	1.84
Increase (Decrease) Total Net Patient Revenue		-4.5%	5.4%	N/A	4.2%	N/A	6.1%	N/A	-0.2%	24.38
Outpatient Gross Revenue (% of Total GPR)		62.7%	61.9%	1.01	63.4%	0.99	58.0%	1.08	63.9%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,175	\$15,830	0.71	\$12,178	0.92	\$17,621	0.63	\$12,618	0.89
Inpatient Net Revenue per Day		\$2,252	\$3,538	0.64	\$2,958	0.76	\$3,654	0.62	\$2,121	1.06
Outpatient Net Revenue per Visit		\$386	\$686	0.56	\$680	0.57	\$698	0.55	\$366	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$956,410,866	Cash & Cash Equivalents	\$53,175	Current Liabilities	\$25,999,991
Less Deductions	\$618,635,428	Net Patient Receivables	\$41,935,504	Long-Term Debt	\$0
Net Patient Revenue	\$337,775,438	Other Receivables	\$7,101,192	Other Liabilities	\$70,054,682
Plus Other Revenue	\$37,625,271			Subtotal	\$96,054,673
Total Revenue	\$375,400,709	Land, Buildings & Equipment (Net)	\$231,377,955	Unrestricted Fund Balance	\$242,563,876
Less Expenses	\$359,653,235	Other Assets	\$58,150,723	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$480,182			Total Liabilities & Fund Balance	\$338,618,549
Net Income	\$15,267,292	Total Assets	\$338,618,549		

117 Reedsburg Area Medical Center
 2000 North Dewey Street
 Reedsburg, WI 53959
 608-524-6487

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.4%	55.7%	0.49	57.3%	0.48	43.4%	0.63	39.9%	0.69
Obstetrics	28.9%	41.5%	0.70	43.6%	0.03	26.7%	1.08	31.8%	0.91
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	24.5%	57.5%	0.43	60.2%	0.41	41.9%	0.59	33.4%	0.74
Average Census (Patients)									
Adult Medical-Surgical	4.4	26.4	0.17	24.4	0.18	13.7	0.32	6.4	0.69
Obstetrics	1.4	5.6	0.26	5.1	0.28	2.3	0.63	1.6	0.91
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.1	49.4	0.12	51.9	0.12	26.3	0.23	8.3	0.74
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	3.9	0.67	3.9	0.67	3.3	0.79	3.0	0.87
Obstetrics	2.3	2.5	0.91	2.7	0.86	2.3	1.01	2.5	0.93
Pediatrics	0.0	3.5	N/A	3.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.6	4.4	0.58	4.3	0.59	3.6	0.72	2.9	0.88
Surgical Operations									
Inpatient	183	1,396	0.13	2,117	0.09	664	0.28	253	0.72
Outpatient	1,857	4,206	0.44	7,457	0.25	2,945	0.63	2,018	0.92
Inpatient as % of All Surgeries	9.0%	24.9%	0.36	22.1%	0.41	18.4%	0.49	11.1%	0.81
Outpatient Visits									
Non-Emergency Visits	86,024	136,074	0.63	174,723	0.49	115,364	0.75	59,335	1.45
Emergency Visits	9,387	18,688	0.50	17,254	0.54	14,511	0.65	9,752	0.96
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.3	0.52	26.0	0.38	13.8	0.72	9.0	1.11
Nurses, Licensed	92.4	239.2	0.39	251.5	0.37	135.2	0.68	97.4	0.95
Ancillary Nursing Personnel	19.1	40.0	0.48	43.3	0.44	20.8	0.92	17.7	1.08
All Other Personnel	405.7	480.4	0.84	653.1	0.62	324.4	1.25	392.8	1.03
Total FTEs	527.2	779.0	0.68	973.9	0.54	494.3	1.07	516.9	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.8	14.9	1.13	20.1	0.83	14.2	1.18	13.6	1.23
Nurses, Licensed	155.0	183.7	0.84	194.3	0.80	138.6	1.12	147.0	1.05
Ancillary Nursing Personnel	31.9	30.8	1.04	33.4	0.96	21.3	1.50	26.6	1.20
All Other Personnel	680.2	369.0	1.84	504.4	1.35	332.6	2.05	592.8	1.15
Total FTEs	883.9	598.3	1.48	752.2	1.18	506.7	1.74	779.9	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	873	Preferred Provider Organization (PPO)	Yes	Discharges	27	Total Births	225
Inpatient Days	2,240			Inpatient Days	271	Newborn Days	487

117 Reedsburg Area Medical Center
 Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	607	1,600	27.4%	4.4	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	228	527	28.9%	1.4	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	38	113	7.7%	0.3	3.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	6	1	6.6
Physicians & Dentists	13	2	13.8	Radiological Services Personnel	17	2	18.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.7
Registered Nurses	58	26	73.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	2	0	2.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	7	2	7.7	Physical Therapists	6	0	6.0
Ancillary Nursing Personnel	14	8	19.1	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	13	3	14.7	Recreational Therapists	0	0	0.0
Physician Assistants	4	3	5.5	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	0	5.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	1	2.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	12	39.8
Health Info Mgmt-Administrators/Technicians	11	3	13.4	All Other Personnel	168	156	241.9
Pharmacy Personnel	17	4	19.5				
Clinical Laboratory Personnel	11	2	12.7				
				Total	409	226	527.2

117 Reedsburg Area Medical Center

Reedsburg, WI 53959

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁵	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$51,128,847	38.5%	45.7%	0.84	41.6%	0.92	50.0%	0.77	39.2%	0.98
Medical Assistance	\$17,119,965	12.9%	14.0%	0.92	11.5%	1.12	11.4%	1.13	9.9%	1.31
Commercial	\$61,388,611	46.2%	35.8%	1.29	39.3%	1.17	34.7%	1.33	48.8%	0.95
All Other	\$3,280,078	2.5%	4.5%	0.55	7.5%	0.33	3.9%	0.64	2.2%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$25,846,958	19.4%	34.1%	0.57	30.8%	0.63	35.4%	0.55	20.5%	0.95
Medical Assistance	\$7,729,390	5.8%	10.6%	0.55	8.7%	0.67	8.4%	0.69	4.7%	1.24
Commercial	\$26,220,737	19.7%	14.7%	1.34	18.2%	1.09	13.7%	1.44	20.1%	0.98
Charity Care	\$1,785,590	1.3%	1.0%	1.38	0.9%	1.57	0.9%	1.47	1.2%	1.16
Bad Debt	\$1,144,532	0.9%	1.1%	0.80	1.1%	0.81	1.1%	0.76	0.9%	0.95
All Other	\$1,285,290	1.0%	2.0%	0.49	3.4%	0.29	2.2%	0.44	0.9%	1.05
Total Deductions	\$64,012,497	48.2%	63.3%	0.76	62.8%	0.77	61.7%	0.78	48.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.7%	5.5%	0.30	6.4%	0.26	4.3%	0.38	1.9%	0.87	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	1.9%	N/A	N/A	N/A	N/A	43.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,589,809	57.5%	44.1%	1.30	47.5%	1.21	45.3%	1.27	57.3%	1.00
Supplies & Services	\$27,508,678	38.0%	49.0%	0.78	45.0%	0.84	47.8%	0.79	37.9%	1.00
Capital Component	\$3,261,417	4.5%	6.9%	0.66	7.5%	0.60	6.9%	0.65	4.7%	0.95
Fiscal Statistics										
Operating Margin (%)	-3.3%	8.4%	N/A	5.0%	N/A	6.9%	N/A	2.1%	N/A	
Total Hospital Net Income (%)	-2.8%	8.6%	N/A	5.0%	N/A	5.8%	N/A	3.7%	N/A	
Return on Equity (%)	-1.9%	6.3%	N/A	3.8%	N/A	4.3%	N/A	3.2%	N/A	
Current Ratio	4.2	5.9	0.71	2.3	1.87	3.9	1.08	5.7	0.74	
Days in Net Patient Accounts Receivable	46.1	51.6	0.89	47.8	0.96	51.1	0.90	44.6	1.03	
Average Payment Period	52.2	38.5	1.35	55.0	0.95	40.4	1.29	42.3	1.23	
Equity Financing (%)	50.2%	75.1%	0.67	59.3%	0.85	77.0%	0.65	66.5%	0.75	
Long-Term Debt to Equity Ratio	0.8	0.2	4.77	0.3	2.59	0.2	4.90	0.3	2.40	
Times Interest Earned	-2.9	13.4	N/A	5.0	N/A	12.4	N/A	4.9	N/A	
Total Asset Turnover	0.7	0.7	0.92	0.7	0.90	0.7	0.91	0.8	0.80	
Average Age of Plant (Years)	14.7	9.9	1.49	10.5	1.41	9.9	1.49	12.7	1.16	
Increase (Decrease) Total Net Patient Revenue	0.9%	5.4%	0.16	6.7%	0.13	1.9%	0.46	-1.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	89.6%	61.9%	1.45	59.8%	1.50	72.6%	1.23	87.9%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,830	\$15,830	0.56	\$17,803	0.50	\$10,657	0.83	\$4,644	1.90	
Inpatient Net Revenue per Day	\$3,058	\$3,538	0.86	\$4,047	0.76	\$2,933	1.04	\$1,615	1.89	
Outpatient Net Revenue per Visit	\$651	\$686	0.95	\$595	1.09	\$589	1.10	\$934	0.70	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,917,501	Cash & Cash Equivalents	\$30,735,904	Current Liabilities	\$10,016,350
Less Deductions	\$64,012,497	Net Patient Receivables	\$8,706,783	Long-Term Debt	\$39,646,070
Net Patient Revenue	\$68,905,004	Other Receivables	\$0	Other Liabilities	\$1,952,306
Plus Other Revenue	\$1,156,771			Subtotal	\$51,614,726
Total Revenue	\$70,061,775	Land, Buildings & Equipment (Net)	\$54,188,883	Unrestricted Fund Balance	\$52,106,981
Less Expenses	\$72,359,904	Other Assets	\$10,090,137	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$298,565			Total Liabilities & Fund Balance	\$103,721,707
Net Income	-\$1,999,564	Total Assets	\$103,721,707		

118 Ascension St. Mary's Hospital
 2251 North Shore Dr
 Rhinelander, WI 54501
 715-361-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.6%	55.7%	0.78	65.6%	0.66	43.4%	1.01	43.1%	1.01
Obstetrics	28.8%	41.5%	0.69	46.3%	0.03	26.7%	1.08	33.6%	0.86
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	45.8%	57.5%	0.80	69.2%	0.66	41.9%	1.09	47.9%	0.96
Average Census (Patients)									
Adult Medical-Surgical	12.2	26.4	0.46	22.1	0.55	13.7	0.89	12.1	1.01
Obstetrics	1.4	5.6	0.26	3.6	0.40	2.3	0.63	1.7	0.86
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	29.3	49.4	0.59	39.5	0.74	26.3	1.11	30.6	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.83	3.8	0.86	3.3	0.98	3.1	1.06
Obstetrics	2.1	2.5	0.84	2.5	0.84	2.3	0.93	2.1	1.01
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	4.4	0.90	4.2	0.95	3.6	1.10	3.7	1.07
Surgical Operations									
Inpatient	700	1,396	0.50	1,155	0.61	664	1.05	807	0.87
Outpatient	3,050	4,206	0.73	1,740	1.75	2,945	1.04	3,377	0.90
Inpatient as % of All Surgeries	18.7%	24.9%	0.75	39.9%	0.47	18.4%	1.01	19.3%	0.97
Outpatient Visits									
Non-Emergency Visits	95,860	136,074	0.70	68,636	1.40	115,364	0.83	85,829	1.12
Emergency Visits	11,928	18,688	0.64	13,080	0.91	14,511	0.82	12,904	0.92
Full-Time Equivalents (FTEs)									
Administrators	7.0	19.3	0.36	16.3	0.43	13.8	0.51	12.7	0.55
Nurses, Licensed	113.8	239.2	0.48	145.3	0.78	135.2	0.84	125.3	0.91
Ancillary Nursing Personnel	17.2	40.0	0.43	28.4	0.61	20.8	0.83	18.6	0.93
All Other Personnel	179.1	480.4	0.37	245.2	0.73	324.4	0.55	195.9	0.91
Total FTEs	317.1	779.0	0.41	435.2	0.73	494.3	0.64	352.4	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.8	14.9	0.39	16.6	0.35	14.2	0.41	10.2	0.57
Nurses, Licensed	94.5	183.7	0.51	147.7	0.64	138.6	0.68	100.0	0.95
Ancillary Nursing Personnel	14.3	30.8	0.46	28.9	0.49	21.3	0.67	14.8	0.96
All Other Personnel	148.6	369.0	0.40	249.4	0.60	332.6	0.45	156.3	0.95
Total FTEs	263.2	598.3	0.44	442.6	0.59	506.7	0.52	281.2	0.94

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 2,711
 Inpatient Days 10,694

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 8
 Total Births 249
 Newborn Days 522

118 Ascension St. Mary's Hospital
Rhineland, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	28	1,358	4,455	43.6%	12.2	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	245	525	28.8%	1.4	2.1
Psychiatric	1	11	415	2,736	68.1%	7.5	6.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	693	2,978	40.8%	8.2	4.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	11	4	12.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	21	13	27.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	5	3.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	6	7.2
Registered Nurses	89	58	110.8	Occupational Therapists	0	3	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	3	2	3.0	Physical Therapists	3	2	3.0
Ancillary Nursing Personnel	13	9	17.2	Physical Therapy Assistants/Aides	3	1	3.6
Medical Assistants	2	3	3.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	1	0.0	Psychologists	11	4	13.9
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	43	26	48.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	12	25.1
Pharmacy Personnel	11	2	11.0				
Clinical Laboratory Personnel	13	1	13.9				
				Total	259	152	317.1

118 Ascension St. Mary's Hospital
Rhineland, WI 54501

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$148,907,536	51.7%	45.7%	1.13	50.9%	1.02	50.0%	1.03	48.2%	1.07
Medical Assistance	\$42,998,432	14.9%	14.0%	1.07	13.8%	1.08	11.4%	1.30	16.9%	0.88
Commercial	\$78,533,890	27.3%	35.8%	0.76	31.0%	0.88	34.7%	0.79	28.8%	0.95
All Other	\$17,511,906	6.1%	4.5%	1.35	4.2%	1.44	3.9%	1.57	6.0%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$102,835,955	35.7%	34.1%	1.05	35.1%	1.02	35.4%	1.01	33.3%	1.07
Medical Assistance	\$32,919,868	11.4%	10.6%	1.08	10.3%	1.11	8.4%	1.36	13.1%	0.87
Commercial	\$15,544,037	5.4%	14.7%	0.37	7.8%	0.69	13.7%	0.39	5.8%	0.93
Charity Care	\$5,538,301	1.9%	1.0%	1.97	1.3%	1.51	0.9%	2.11	1.4%	1.41
Bad Debt	\$2,567,781	0.9%	1.1%	0.83	1.0%	0.90	1.1%	0.79	1.5%	0.58
All Other	\$10,658,445	3.7%	2.0%	1.89	1.9%	2.00	2.2%	1.70	3.5%	1.05
Total Deductions	\$170,064,387	59.1%	63.3%	0.93	57.3%	1.03	61.7%	0.96	58.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	8.8%	5.5%	1.59	3.4%	2.56	4.3%	2.04	6.4%	1.36	
Net Gains/Losses as % of Net Income	14.4%	2.6%	5.62	22.1%	0.65	N/A	N/A	6.2%	2.32	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,407,914	39.1%	44.1%	0.89	41.2%	0.95	45.3%	0.86	47.7%	0.82
Supplies & Services	\$77,004,835	56.4%	49.0%	1.15	52.5%	1.07	47.8%	1.18	45.7%	1.23
Capital Component	\$6,046,772	4.4%	6.9%	0.64	6.3%	0.71	6.9%	0.64	6.5%	0.68
Fiscal Statistics										
Operating Margin (%)	-5.6%	8.4%	N/A	5.1%	N/A	6.9%	N/A	3.4%	N/A	
Total Hospital Net Income (%)	-6.6%	8.6%	N/A	6.4%	N/A	5.8%	N/A	3.6%	N/A	
Return on Equity (%)	-11.2%	6.3%	N/A	5.1%	N/A	4.3%	N/A	5.7%	N/A	
Current Ratio	3.0	5.9	0.51	4.2	0.72	3.9	0.78	3.4	0.90	
Days in Net Patient Accounts Receivable	46.6	51.6	0.90	62.5	0.75	51.1	0.91	55.8	0.84	
Average Payment Period	24.4	38.5	0.63	37.9	0.64	40.4	0.60	30.3	0.81	
Equity Financing (%)	64.7%	75.1%	0.86	51.9%	1.25	77.0%	0.84	54.5%	1.19	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.7	N/A	0.2	N/A	0.2	N/A	
Times Interest Earned	0.0	13.4	N/A	14.9	N/A	12.4	N/A	12.9	N/A	
Total Asset Turnover	1.7	0.7	2.32	0.8	2.19	0.7	2.30	1.6	1.10	
Average Age of Plant (Years)	5.3	9.9	0.54	7.8	0.68	9.9	0.54	4.2	1.25	
Increase (Decrease) Total Net Patient Revenue	-3.9%	5.4%	N/A	4.2%	N/A	1.9%	N/A	-2.7%	1.48	
Outpatient Gross Revenue (% of Total GPR)	75.7%	61.9%	1.22	59.8%	1.27	72.6%	1.04	75.5%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,237	\$15,830	0.65	\$14,144	0.72	\$10,657	0.96	\$10,278	1.00	
Inpatient Net Revenue per Day	\$2,595	\$3,538	0.73	\$3,385	0.77	\$2,933	0.88	\$2,798	0.93	
Outpatient Net Revenue per Visit	\$860	\$686	1.25	\$932	0.92	\$589	1.46	\$972	0.88	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$287,951,764	Cash & Cash Equivalents	\$23,014	Current Liabilities	\$8,760,523
Less Deductions	\$170,064,387	Net Patient Receivables	\$15,056,042	Long-Term Debt	\$0
Net Patient Revenue	\$117,887,377	Other Receivables	\$881,295	Other Liabilities	\$17,851,757
Plus Other Revenue	\$11,331,041			Subtotal	\$26,612,280
Total Revenue	\$129,218,418	Land, Buildings & Equipment (Net)	\$48,091,224	Unrestricted Fund Balance	\$48,810,406
Less Expenses	\$136,459,521	Other Assets	\$11,371,111	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,214,741	Total Assets	\$75,422,686	Total Liabilities & Fund Balance	\$75,422,686
Net Income	-\$8,455,844				

119 Marshfield Medical Center – Rice Lake
 1700 West Stout Street
 Rice Lake, WI 54868
 715-234-1515

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.2%	55.7%	0.70	42.7%	0.92	43.4%	0.90	45.7%	0.86
Obstetrics	33.5%	41.5%	0.81	29.5%	0.09	26.7%	1.25	35.3%	0.95
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.9%	57.5%	0.68	44.1%	0.88	41.9%	0.93	43.6%	0.89
Average Census (Patients)									
Adult Medical-Surgical	10.6	26.4	0.40	11.9	0.89	13.7	0.77	12.3	0.86
Obstetrics	2.7	5.6	0.48	2.1	1.30	2.3	1.17	2.8	0.95
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.5	49.4	0.32	18.9	0.82	26.3	0.59	17.5	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.70	3.7	0.75	3.3	0.82	2.9	0.95
Obstetrics	2.2	2.5	0.86	2.3	0.95	2.3	0.95	2.2	1.00
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.4	0.62	3.9	0.69	3.6	0.76	2.8	0.98
Surgical Operations									
Inpatient	636	1,396	0.46	485	1.31	664	0.96	759	0.84
Outpatient	2,934	4,206	0.70	1,916	1.53	2,945	1.00	2,904	1.01
Inpatient as % of All Surgeries	17.8%	24.9%	0.71	20.2%	0.88	18.4%	0.97	20.7%	0.86
Outpatient Visits									
Non-Emergency Visits	85,923	136,074	0.63	67,827	1.27	115,364	0.74	98,575	0.87
Emergency Visits	15,307	18,688	0.82	8,592	1.78	14,511	1.05	15,113	1.01
Full-Time Equivalents (FTEs)									
Administrators	6.2	19.3	0.32	10.6	0.59	13.8	0.45	20.0	0.31
Nurses, Licensed	1.0	239.2	0.00	115.3	0.01	135.2	0.01	117.1	0.01
Ancillary Nursing Personnel	13.0	40.0	0.32	18.4	0.70	20.8	0.62	33.5	0.39
All Other Personnel	395.0	480.4	0.82	260.2	1.52	324.4	1.22	285.4	1.38
Total FTEs	415.2	779.0	0.53	404.6	1.03	494.3	0.84	456.1	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.0	14.9	0.61	18.0	0.50	14.2	0.64	25.9	0.35
Nurses, Licensed	1.4	183.7	0.01	195.4	0.01	138.6	0.01	151.7	0.01
Ancillary Nursing Personnel	18.7	30.8	0.61	31.2	0.60	21.3	0.88	43.4	0.43
All Other Personnel	571.6	369.0	1.55	440.9	1.30	332.6	1.72	369.6	1.55
Total FTEs	600.8	598.3	1.00	685.5	0.88	506.7	1.19	590.5	1.02

Total Hospital:
 Beds Set Up & Staffed 40
 Discharges 2,089
 Inpatient Days 5,675

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 8
 Total Births 458
 Newborn Days 869

119 Marshfield Medical Center – Rice Lake
Rice Lake, WI 54868

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	27	1,402	3,859	39.2%	10.6	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	448	977	33.5%	2.7	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	5	239	839	46.0%	2.3	3.5
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	5	6.2	Surgical Personnel	3	10	4.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	11	11.2
Medical & Dental Residents	0	0	0.0	Sonographers	4	8	5.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	4	3.3
Registered Nurses	0	0	0.0	Occupational Therapists	3	7	3.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.8
Licensed Practical Nurses	1	4	1.0	Physical Therapists	3	3	4.6
Ancillary Nursing Personnel	10	78	13.0	Physical Therapy Assistants/Aides	1	2	1.8
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	5	3.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	6	4.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	133	414	227.9
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	83	194	110.8
Pharmacy Personnel	9	16	12.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	272	769	415.2

119 Marshfield Medical Center – Rice Lake

Rice Lake, WI 54868

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$93,008,938	54.4%	45.7%	1.19	51.0%	1.07	50.0%	1.09	52.4%	1.04
Medical Assistance	\$18,812,030	11.0%	14.0%	0.79	11.7%	0.94	11.4%	0.96	12.0%	0.92
Commercial	\$44,775,844	26.2%	35.8%	0.73	33.6%	0.78	34.7%	0.76	28.4%	0.92
All Other	\$14,264,907	8.3%	4.5%	1.86	3.7%	2.28	3.9%	2.16	7.3%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$57,816,992	33.8%	34.1%	0.99	33.7%	1.01	35.4%	0.96	32.8%	1.03
Medical Assistance	\$11,186,569	6.5%	10.6%	0.62	8.2%	0.80	8.4%	0.78	7.3%	0.90
Commercial	\$4,266,355	2.5%	14.7%	0.17	9.0%	0.28	13.7%	0.18	3.1%	0.80
Charity Care	\$1,364,117	0.8%	1.0%	0.82	1.1%	0.73	0.9%	0.87	0.8%	1.02
Bad Debt	\$1,373,445	0.8%	1.1%	0.75	1.0%	0.77	1.1%	0.71	0.7%	1.15
All Other	\$5,624,950	3.3%	2.0%	1.68	1.3%	2.46	2.2%	1.51	2.5%	1.32
Total Deductions	\$81,632,428	47.8%	63.3%	0.75	54.3%	0.88	61.7%	0.77	47.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	5.5%	0.49	2.5%	1.11	4.3%	0.63	2.9%	0.94
Net Gains/Losses as % of Net Income		0.7%	2.6%	0.26	24.5%	0.03	N/A	N/A	0.8%	0.78
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$30,057,479	44.5%	44.1%	1.01	52.7%	0.84	45.3%	0.98	43.6%	1.02
Supplies & Services	\$41,321,007	47.8%	49.0%	0.97	41.1%	1.16	47.8%	1.00	46.8%	1.02
Capital Component	\$5,224,365	7.7%	6.9%	1.12	6.1%	1.26	6.9%	1.12	9.6%	0.81
Fiscal Statistics										
Operating Margin (%)		26.3%	8.4%	3.15	8.1%	3.27	6.9%	3.83	22.2%	1.19
Total Hospital Net Income (%)		26.4%	8.6%	3.09	10.4%	2.54	5.8%	4.55	22.3%	1.18
Return on Equity (%)		25.2%	6.3%	3.98	7.0%	3.59	4.3%	5.86	21.3%	1.18
Current Ratio		13.1	5.9	2.21	4.4	2.99	3.9	3.34	16.2	0.81
Days in Net Patient Accounts Receivable		57.6	51.6	1.12	49.2	1.17	51.1	1.13	43.0	1.34
Average Payment Period		13.6	38.5	0.35	52.6	0.26	40.4	0.34	9.1	1.49
Equity Financing (%)		51.7%	75.1%	0.69	78.5%	0.66	77.0%	0.67	50.3%	1.03
Long-Term Debt to Equity Ratio		0.9	0.2	5.56	0.1	7.40	0.2	5.71	1.0	0.93
Times Interest Earned		17.6	13.4	1.31	26.2	0.67	12.4	1.42	15.0	1.17
Total Asset Turnover		0.9	0.7	1.29	0.7	1.45	0.7	1.27	1.0	1.00
Average Age of Plant (Years)		12.5	9.9	1.26	11.5	1.08	9.9	1.26	7.9	1.58
Increase (Decrease) Total Net Patient Revenue		1.5%	5.4%	0.27	7.0%	0.21	1.9%	0.77	2.9%	0.50
Outpatient Gross Revenue (% of Total GPR)		77.5%	61.9%	1.25	68.3%	1.14	72.6%	1.07	77.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,421		\$15,830	0.66	\$14,403	0.72	\$10,657	0.98	\$8,972	1.16
Inpatient Net Revenue per Day	\$3,836		\$3,538	1.08	\$3,489	1.10	\$2,933	1.31	\$3,214	1.19
Outpatient Net Revenue per Visit	\$680		\$686	0.99	\$791	0.86	\$589	1.15	\$602	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$170,861,719	Cash & Cash Equivalents	\$9,776,678	Current Liabilities	\$2,394,746
Less Deductions	\$81,632,428	Net Patient Receivables	\$14,093,128	Long-Term Debt	\$44,267,774
Net Patient Revenue	\$89,229,291	Other Receivables	\$64,286	Other Liabilities	\$0
Plus Other Revenue	\$2,491,373			Subtotal	\$46,662,520
Total Revenue	\$91,720,664	Land, Buildings & Equipment (Net)	\$62,523,060	Unrestricted Fund Balance	\$49,924,139
Less Expenses	\$76,602,851	Other Assets	\$10,129,507	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$159,989			Total Liabilities & Fund Balance	\$96,586,659
Net Income	\$15,277,802	Total Assets	\$96,586,659		

120 The Richland Hospital Inc
 333 East Second Street
 Richland Center, WI 53581
 608-647-6321

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

County: Richland
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.3%	55.7%	0.72	57.3%	0.70	38.3%	1.05	42.5%	0.95
Obstetrics	18.4%	41.5%	0.44	43.6%	0.02	24.8%	0.74	26.3%	0.70
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	36.2%	57.5%	0.63	60.2%	0.60	37.2%	0.97	39.4%	0.92
Average Census (Patients)									
Adult Medical-Surgical	7.3	26.4	0.28	24.4	0.30	6.5	1.11	7.7	0.95
Obstetrics	0.7	5.6	0.13	5.1	0.14	1.0	0.74	1.1	0.70
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.0	49.4	0.18	51.9	0.17	8.5	1.06	9.8	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	3.9	0.87	3.9	0.87	2.9	1.16	3.4	1.01
Obstetrics	1.9	2.5	0.74	2.7	0.70	2.2	0.85	2.0	0.92
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.74	4.3	0.75	3.1	1.05	3.3	1.00
Surgical Operations									
Inpatient	166	1,396	0.12	2,117	0.08	273	0.61	209	0.79
Outpatient	1,558	4,206	0.37	7,457	0.21	1,279	1.22	1,747	0.89
Inpatient as % of All Surgeries	9.6%	24.9%	0.39	22.1%	0.44	17.6%	0.55	10.7%	0.90
Outpatient Visits									
Non-Emergency Visits	47,617	136,074	0.35	174,723	0.27	57,910	0.82	35,953	1.32
Emergency Visits	6,144	18,688	0.33	17,254	0.36	8,090	0.76	5,911	1.04
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.3	0.10	26.0	0.08	9.4	0.21	4.0	0.50
Nurses, Licensed	78.0	239.2	0.33	251.5	0.31	79.9	0.98	74.1	1.05
Ancillary Nursing Personnel	9.8	40.0	0.24	43.3	0.23	13.5	0.73	7.8	1.26
All Other Personnel	175.4	480.4	0.37	653.1	0.27	187.1	0.94	162.2	1.08
Total FTEs	265.2	779.0	0.34	973.9	0.27	289.8	0.92	248.0	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.5	14.9	0.37	20.1	0.28	24.3	0.23	10.5	0.53
Nurses, Licensed	216.2	183.7	1.18	194.3	1.11	207.6	1.04	194.7	1.11
Ancillary Nursing Personnel	27.1	30.8	0.88	33.4	0.81	35.0	0.77	20.4	1.33
All Other Personnel	486.1	369.0	1.32	504.4	0.96	486.3	1.00	426.2	1.14
Total FTEs	734.9	598.3	1.23	752.2	0.98	753.3	0.98	651.9	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	No	Average Beds Used	1	Bassinets	4
Discharges	1,015	Preferred Provider Organization (PPO)	No	Discharges	56	Total Births	141
Inpatient Days	3,302			Inpatient Days	491	Newborn Days	242

120 The Richland Hospital Inc
 Richland Center, WI 53581

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	18	779	2,649	40.3%	7.3	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	142	268	18.4%	0.7	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	3	87	385	35.2%	1.1	4.4
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	10	0	10.0
Physicians & Dentists	3	3	5.2	Radiological Services Personnel	9	1	9.3
Medical & Dental Residents	0	0	0.0	Sonographers	2	0	2.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.9
Registered Nurses	58	25	70.1	Occupational Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	1	2.7	Physical Therapists	8	4	9.3
Ancillary Nursing Personnel	7	6	9.8	Physical Therapy Assistants/Aides	5	1	5.5
Medical Assistants	3	1	3.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.9	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	1	1	1.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.6	Social Workers	0	2	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	3	4.1
Health Info Mgmt-Administrators/Technicians	6	1	6.9	All Other Personnel	76	11	85.8
Pharmacy Personnel	8	2	8.9				
Clinical Laboratory Personnel	11	0	11.0				
				Total	226	65	265.2

120 The Richland Hospital Inc

Richland Center, WI 53581

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$45,150,438	51.6%	45.7%	1.13	41.6%	1.24	46.1%	1.12	49.8%	1.04
Medical Assistance	\$12,877,844	14.7%	14.0%	1.05	11.5%	1.28	13.3%	1.11	16.1%	0.91
Commercial	\$27,535,500	31.5%	35.8%	0.88	39.3%	0.80	36.0%	0.87	31.6%	1.00
All Other	\$1,925,846	2.2%	4.5%	0.49	7.5%	0.29	4.6%	0.48	2.5%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$25,899,105	29.6%	34.1%	0.87	30.8%	0.96	29.3%	1.01	28.2%	1.05
Medical Assistance	\$9,963,994	11.4%	10.6%	1.08	8.7%	1.31	9.2%	1.24	11.9%	0.96
Commercial	\$8,760,475	10.0%	14.7%	0.68	18.2%	0.55	11.9%	0.84	9.9%	1.01
Charity Care	\$1,067,019	1.2%	1.0%	1.25	0.9%	1.42	1.0%	1.19	2.0%	0.60
Bad Debt	\$601,883	0.7%	1.1%	0.64	1.1%	0.65	1.7%	0.40	0.6%	1.11
All Other	\$309,356	0.4%	2.0%	0.18	3.4%	0.11	1.9%	0.19	0.2%	1.55
Total Deductions	\$46,601,832	53.3%	63.3%	0.84	62.8%	0.85	55.1%	0.97	52.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	5.5%	0.53	6.4%	0.46	5.9%	0.50	3.5%	0.84
Net Gains/Losses as % of Net Income		35.3%	2.6%	13.79	1.9%	18.99	14.7%	2.41	46.1%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,767,379	58.1%	44.1%	1.32	47.5%	1.22	51.5%	1.13	54.8%	1.06
Supplies & Services	\$14,383,757	35.2%	49.0%	0.72	45.0%	0.78	40.5%	0.87	36.8%	0.95
Capital Component	\$2,742,192	6.7%	6.9%	0.98	7.5%	0.89	8.0%	0.84	8.4%	0.80
Fiscal Statistics										
Operating Margin (%)		2.9%	8.4%	0.35	5.0%	0.59	5.3%	0.55	3.4%	0.87
Total Hospital Net Income (%)		4.5%	8.6%	0.52	5.0%	0.88	6.1%	0.72	6.0%	0.74
Return on Equity (%)		2.8%	6.3%	0.44	3.8%	0.73	5.1%	0.55	4.0%	0.70
Current Ratio		6.6	5.9	1.11	2.3	2.92	5.4	1.23	7.3	0.91
Days in Net Patient Accounts Receivable		78.4	51.6	1.52	47.8	1.64	51.7	1.52	68.1	1.15
Average Payment Period		44.1	38.5	1.15	55.0	0.80	34.1	1.30	35.3	1.25
Equity Financing (%)		92.9%	75.1%	1.24	59.3%	1.57	79.8%	1.17	94.0%	0.99
Long-Term Debt to Equity Ratio		0.0	0.2	0.00	0.3	0.00	0.2	0.00	0.0	0.29
Times Interest Earned		458.9	13.4	34.32	5.0	91.66	8.4	54.66	5.2	88.31
Total Asset Turnover		0.6	0.7	0.83	0.7	0.81	0.8	0.75	0.6	0.96
Average Age of Plant (Years)		14.8	9.9	1.50	10.5	1.41	9.3	1.59	13.9	1.06
Increase (Decrease) Total Net Patient Revenue		-0.7%	5.4%	N/A	6.7%	N/A	4.5%	N/A	9.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		74.8%	61.9%	1.21	59.8%	1.25	78.1%	0.96	74.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,763		\$15,830	1.06	\$17,803	0.94	\$12,599	1.33	\$11,960	1.40
Inpatient Net Revenue per Day	\$4,738		\$3,538	1.34	\$4,047	1.17	\$3,643	1.30	\$3,442	1.38
Outpatient Net Revenue per Visit	\$431		\$686	0.63	\$595	0.72	\$598	0.72	\$663	0.65

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$87,489,628	Cash & Cash Equivalents	\$18,385,968	Current Liabilities	\$4,640,957
Less Deductions	\$46,601,832	Net Patient Receivables	\$8,787,832	Long-Term Debt	\$16,017
Net Patient Revenue	\$40,887,796	Other Receivables	\$880,724	Other Liabilities	\$207,445
Plus Other Revenue	\$1,239,571			Subtotal	\$4,864,419
Total Revenue	\$42,127,367	Land, Buildings & Equipment (Net)	\$22,653,612		
Less Expenses	\$40,893,328	Other Assets	\$18,287,546	Unrestricted Fund Balance	\$64,131,263
Non-Operating Gains/Losses	\$672,302			Restricted Fund Balance	\$74,020
Net Income	\$1,906,341	Total Assets	\$68,995,682	Total Liabilities & Fund Balance	\$68,995,682

121 Ripon Medical Center
 845 Parkside Street
 Ripon, WI 54971
 920-748-3101

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.8%	55.7%	0.68	44.0%	0.86	11.4%	3.33	32.6%	1.16
Obstetrics	0.0%	41.5%	N/A	31.5%	N/A	26.9%	N/A	11.0%	0.00
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	31.5%	57.5%	0.55	46.2%	0.68	17.7%	1.78	25.1%	1.25
Average Census (Patients)									
Adult Medical-Surgical	4.9	26.4	0.19	20.6	0.24	1.9	2.58	4.2	1.16
Obstetrics	0.0	5.6	N/A	4.4	N/A	4.0	N/A	0.2	0.00
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	5.0	49.4	0.10	35.5	0.14	3.1	1.64	4.5	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.85	3.5	0.96	3.0	1.09	3.3	1.01
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.8	N/A	2.3	0.00
Pediatrics	0.0	3.5	N/A	2.8	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.75	3.8	0.87	4.2	0.79	2.9	1.15
Surgical Operations									
Inpatient	226	1,396	0.16	1,243	0.18	55	4.12	203	1.11
Outpatient	853	4,206	0.20	6,046	0.14	307	2.78	881	0.97
Inpatient as % of All Surgeries	20.9%	24.9%	0.84	17.1%	1.23	15.1%	1.38	18.7%	1.12
Outpatient Visits									
Non-Emergency Visits	21,999	136,074	0.16	126,761	0.17	22,296	0.99	22,412	0.98
Emergency Visits	9,116	18,688	0.49	15,547	0.59	3,144	2.90	8,748	1.04
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.3	0.10	17.4	0.11	2.6	0.77	12.2	0.16
Nurses, Licensed	42.7	239.2	0.18	179.4	0.24	32.1	1.33	41.0	1.04
Ancillary Nursing Personnel	3.2	40.0	0.08	31.1	0.10	7.8	0.41	3.0	1.05
All Other Personnel	75.8	480.4	0.16	293.7	0.26	75.6	1.00	76.3	0.99
Total FTEs	123.7	779.0	0.16	521.5	0.24	118.0	1.05	132.6	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.0	14.9	0.67	14.8	0.67	19.1	0.52	55.7	0.18
Nurses, Licensed	212.6	183.7	1.16	152.4	1.40	236.9	0.90	186.8	1.14
Ancillary Nursing Personnel	15.8	30.8	0.51	26.4	0.60	57.6	0.27	13.8	1.15
All Other Personnel	377.4	369.0	1.02	249.4	1.51	557.9	0.68	347.7	1.09
Total FTEs	615.7	598.3	1.03	443.0	1.39	871.5	0.71	603.9	1.02

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 554
 Inpatient Days 1,838

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 2
 Inpatient Days 11

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

121 Ripon Medical Center
Ripon, WI 54971

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	539	1,794	37.8%	4.9	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	9	44	4.0%	0.1	4.9
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	1	3	2.7
Physicians & Dentists	3	1	3.3	Radiological Services Personnel	6	10	11.6
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	1.8
Registered Nurses	17	34	36.2	Occupational Therapists	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	5	2.5	Physical Therapists	4	2	5.5
Ancillary Nursing Personnel	0	8	3.2	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	2	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	1	0.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	6	9.6
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	20	22	31.5
Pharmacy Personnel	0	4	3.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	67	104	123.7

121 Ripon Medical Center
Ripon, WI 54971

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,944,876	47.3%	45.7%	1.03	47.1%	1.00	46.6%	1.01	44.6%	1.06
Medical Assistance	\$5,949,163	9.4%	14.0%	0.67	10.7%	0.88	13.4%	0.70	11.3%	0.83
Commercial	\$25,962,977	41.0%	35.8%	1.14	39.9%	1.03	35.9%	1.14	41.5%	0.99
All Other	\$1,482,290	2.3%	4.5%	0.52	2.3%	1.03	4.0%	0.58	2.5%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,613,502	29.4%	34.1%	0.86	33.7%	0.87	21.1%	1.39	26.2%	1.12
Medical Assistance	\$4,193,577	6.6%	10.6%	0.63	7.8%	0.85	8.5%	0.78	7.4%	0.90
Commercial	\$8,557,921	13.5%	14.7%	0.92	13.1%	1.03	9.7%	1.39	14.7%	0.92
Charity Care	\$260,348	0.4%	1.0%	0.42	0.6%	0.65	1.0%	0.40	0.3%	1.41
Bad Debt	\$1,571,839	2.5%	1.1%	2.32	1.3%	1.88	2.2%	1.15	2.1%	1.21
All Other	\$421,906	0.7%	2.0%	0.34	1.4%	0.48	1.6%	0.42	0.7%	0.99
Total Deductions	\$33,619,093	53.1%	63.3%	0.84	57.9%	0.92	44.0%	1.21	51.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.7%	5.5%	0.85	1.7%	2.75	3.2%	1.47	5.0%	0.94
Net Gains/Losses as % of Net Income		11.2%	2.6%	4.40	3.3%	3.39	N/A	N/A	0.0%	264.79
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,299,586	48.9%	44.1%	1.11	41.1%	1.19	54.9%	0.89	48.1%	1.02
Supplies & Services	\$10,133,271	34.7%	49.0%	0.71	51.9%	0.67	38.5%	0.90	34.9%	0.99
Capital Component	\$4,798,464	16.4%	6.9%	2.39	7.0%	2.33	6.7%	2.47	17.0%	0.97
Fiscal Statistics										
Operating Margin (%)		6.3%	8.4%	0.75	11.1%	0.56	1.3%	4.87	2.9%	2.18
Total Hospital Net Income (%)		7.0%	8.6%	0.82	11.5%	0.61	1.0%	7.02	2.9%	2.44
Return on Equity (%)		4.3%	6.3%	0.67	10.9%	0.39	1.2%	3.42	1.7%	2.47
Current Ratio		5.7	5.9	0.96	6.8	0.83	3.5	1.61	4.5	1.28
Days in Net Patient Accounts Receivable		58.7	51.6	1.14	56.0	1.05	53.6	1.10	52.8	1.11
Average Payment Period		43.1	38.5	1.12	21.7	1.98	37.7	1.14	38.8	1.11
Equity Financing (%)		25.0%	75.1%	0.33	78.3%	0.32	52.0%	0.48	21.3%	1.17
Long-Term Debt to Equity Ratio		2.8	0.2	17.35	0.1	22.23	0.6	5.01	3.4	0.80
Times Interest Earned		2.7	13.4	0.20	32.7	0.08	2.0	1.32	1.6	1.66
Total Asset Turnover		0.6	0.7	0.82	1.0	0.64	1.3	0.48	0.6	1.01
Average Age of Plant (Years)		3.6	9.9	0.37	10.8	0.34	10.1	0.36	2.7	1.37
Increase (Decrease) Total Net Patient Revenue		6.6%	5.4%	1.22	6.7%	0.99	6.3%	1.06	7.5%	0.88
Outpatient Gross Revenue (% of Total GPR)		74.6%	61.9%	1.21	69.3%	1.08	77.2%	0.97	77.8%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,669	\$15,830	1.05	\$12,540	1.33	\$17,237	0.97	\$13,700	1.22	
Inpatient Net Revenue per Day	\$4,917	\$3,538	1.39	\$3,195	1.54	\$2,652	1.85	\$4,279	1.15	
Outpatient Net Revenue per Visit	\$706	\$686	1.03	\$574	1.23	\$595	1.19	\$670	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,339,306	Cash & Cash Equivalents	\$103,913	Current Liabilities	\$3,069,739
Less Deductions	\$33,619,093	Net Patient Receivables	\$4,780,324	Long-Term Debt	\$35,552,079
Net Patient Revenue	\$29,720,213	Other Receivables	\$11,888,854	Other Liabilities	\$0
Plus Other Revenue	\$1,460,064			Subtotal	\$38,621,818
Total Revenue	\$31,180,277	Land, Buildings & Equipment (Net)	\$33,520,228	Unrestricted Fund Balance	\$12,858,348
Less Expenses	\$29,231,321	Other Assets	\$1,186,847	Restricted Fund Balance	\$1,504,657
Non-Operating Gains/Losses	\$246,827			Total Liabilities & Fund Balance	\$51,480,166
Net Income	\$2,195,783	Total Assets	\$51,480,166		

122 River Falls Area Hospital
 1629 East Division Street
 River Falls, WI 54022
 715-425-6155

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

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.9%	55.7%	0.54	42.7%	0.70	38.3%	0.78	34.8%	0.86
Obstetrics	13.3%	41.5%	0.32	29.5%	0.02	24.8%	0.54	13.0%	1.02
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	26.2%	57.5%	0.46	44.1%	0.59	37.2%	0.70	28.9%	0.91
Average Census (Patients)									
Adult Medical-Surgical	4.2	26.4	0.16	11.9	0.35	6.5	0.64	4.2	1.00
Obstetrics	0.5	5.6	0.09	2.1	0.26	1.0	0.53	0.5	1.02
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.5	0.00
Total Hospital	4.7	49.4	0.10	18.9	0.25	8.5	0.55	5.2	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	3.9	0.63	3.7	0.67	2.9	0.84	2.5	1.00
Obstetrics	2.2	2.5	0.85	2.3	0.94	2.2	0.97	2.2	1.00
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	2.0	0.00
Total Hospital	2.4	4.4	0.54	3.9	0.60	3.1	0.77	2.3	1.02
Surgical Operations									
Inpatient	172	1,396	0.12	485	0.35	273	0.63	192	0.90
Outpatient	941	4,206	0.22	1,916	0.49	1,279	0.74	1,051	0.90
Inpatient as % of All Surgeries	15.5%	24.9%	0.62	20.2%	0.76	17.6%	0.88	15.4%	1.00
Outpatient Visits									
Non-Emergency Visits	13,325	136,074	0.10	67,827	0.20	57,910	0.23	14,477	0.92
Emergency Visits	5,282	18,688	0.28	8,592	0.61	8,090	0.65	5,424	0.97
Full-Time Equivalents (FTEs)									
Administrators	12.8	19.3	0.66	10.6	1.20	9.4	1.37	14.8	0.86
Nurses, Licensed	53.0	239.2	0.22	115.3	0.46	79.9	0.66	49.2	1.08
Ancillary Nursing Personnel	3.7	40.0	0.09	18.4	0.20	13.5	0.27	4.0	0.92
All Other Personnel	95.0	480.4	0.20	260.2	0.36	187.1	0.51	96.1	0.99
Total FTEs	164.5	779.0	0.21	404.6	0.41	289.8	0.57	164.0	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	46.6	14.9	3.14	18.0	2.59	24.3	1.91	50.7	0.92
Nurses, Licensed	192.9	183.7	1.05	195.4	0.99	207.6	0.93	168.5	1.14
Ancillary Nursing Personnel	13.4	30.8	0.43	31.2	0.43	35.0	0.38	13.7	0.98
All Other Personnel	345.6	369.0	0.94	440.9	0.78	486.3	0.71	329.1	1.05
Total FTEs	598.5	598.3	1.00	685.5	0.87	753.3	0.79	562.0	1.06

Total Hospital:
 Beds Set Up & Staffed 18
 Discharges 726
 Inpatient Days 1,721

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 12
 Inpatient Days 137

Newborn Nursery:
 Bassinets 4
 Total Births 90
 Newborn Days 183

122 River Falls Area Hospital
River Falls, WI 54022

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	621	1,527	29.9%	4.2	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	90	194	13.3%	0.5	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	1	12.8	Surgical Personnel	0	6	3.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	6	4.1
Medical & Dental Residents	0	0	0.0	Sonographers	4	3	4.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	4	3.0
Registered Nurses	3	71	53.0	Occupational Therapists	1	2	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	3	6.9
Ancillary Nursing Personnel	0	9	3.7	Physical Therapy Assistants/Aides	0	1	0.8
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	21	15.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	47	48.2
Pharmacy Personnel	2	8	6.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	50	182	164.5

122 River Falls Area Hospital
River Falls, WI 54022

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$34,829,282	51.0%	45.7%	1.12	51.0%	1.00	46.1%	1.11	47.4%	1.08
Medical Assistance	\$5,607,224	8.2%	14.0%	0.59	11.7%	0.70	13.3%	0.62	7.0%	1.18
Commercial	\$25,882,303	37.9%	35.8%	1.06	33.6%	1.13	36.0%	1.05	43.2%	0.88
All Other	\$1,998,072	2.9%	4.5%	0.65	3.7%	0.80	4.6%	0.63	2.4%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,436,486	25.5%	34.1%	0.75	33.7%	0.76	29.3%	0.87	21.0%	1.21
Medical Assistance	\$3,210,605	4.7%	10.6%	0.45	8.2%	0.57	9.2%	0.51	4.8%	0.99
Commercial	\$5,577,132	8.2%	14.7%	0.56	9.0%	0.91	11.9%	0.68	9.1%	0.90
Charity Care	\$222,463	0.3%	1.0%	0.33	1.1%	0.30	1.0%	0.32	0.7%	0.49
Bad Debt	\$1,208,973	1.8%	1.1%	1.65	1.0%	1.70	1.7%	1.02	1.9%	0.95
All Other	\$1,857,923	2.7%	2.0%	1.39	1.3%	2.03	1.9%	1.43	1.6%	1.66
Total Deductions	\$29,513,582	43.2%	63.3%	0.68	54.3%	0.80	55.1%	0.78	39.1%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.4%	5.5%	0.98	2.5%	2.19	5.9%	0.91	5.0%	1.09
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	24.5%	N/A	14.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,097,393	47.6%	44.1%	1.08	52.7%	0.90	51.5%	0.93	44.9%	1.06
Supplies & Services	\$17,661,780	44.0%	49.0%	0.90	41.1%	1.07	40.5%	1.09	47.4%	0.93
Capital Component	\$3,337,073	8.3%	6.9%	1.21	6.1%	1.35	8.0%	1.04	7.7%	1.08
Fiscal Statistics										
Operating Margin (%)		2.2%	8.4%	0.27	8.1%	0.28	5.3%	0.42	10.1%	0.22
Total Hospital Net Income (%)		2.2%	8.6%	0.26	10.4%	0.21	6.1%	0.36	10.0%	0.22
Return on Equity (%)		4.4%	6.3%	0.70	7.0%	0.63	5.1%	0.87	19.6%	0.22
Current Ratio		2.0	5.9	0.34	4.4	0.46	5.4	0.37	2.3	0.88
Days in Net Patient Accounts Receivable		53.2	51.6	1.03	49.2	1.08	51.7	1.03	58.0	0.92
Average Payment Period		32.7	38.5	0.85	52.6	0.62	34.1	0.96	33.6	0.97
Equity Financing (%)		518.1%	75.1%	6.90	78.5%	6.60	79.8%	6.50	468.6%	1.11
Long-Term Debt to Equity Ratio		0.0	0.2	0.00	0.1	0.00	0.2	0.00	0.0	1.04
Times Interest Earned		2.3	13.4	0.17	26.2	0.09	8.4	0.28	8.9	0.26
Total Asset Turnover		2.0	0.7	2.72	0.7	3.06	0.8	2.46	2.0	1.03
Average Age of Plant (Years)		10.6	9.9	1.07	11.5	0.92	9.3	1.14	10.5	1.00
Increase (Decrease) Total Net Patient Revenue		-6.9%	5.4%	N/A	7.0%	N/A	4.5%	N/A	9.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		83.2%	61.9%	1.34	68.3%	1.22	78.1%	1.07	82.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,268	\$15,830	0.71	\$14,403	0.78	\$12,599	0.89	\$12,884	0.87	
Inpatient Net Revenue per Day	\$4,499	\$3,538	1.27	\$3,489	1.29	\$3,643	1.23	\$5,368	0.84	
Outpatient Net Revenue per Visit	\$1,702	\$686	2.48	\$791	2.15	\$598	2.84	\$1,617	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,316,881	Cash & Cash Equivalents	\$2,310	Current Liabilities	\$3,361,622
Less Deductions	\$29,513,582	Net Patient Receivables	\$5,660,108	Long-Term Debt	\$36,912
Net Patient Revenue	\$38,803,299	Other Receivables	\$179,182	Other Liabilities	-\$88,837,901
Plus Other Revenue	\$2,208,527			Subtotal	-\$85,439,367
Total Revenue	\$41,011,826	Land, Buildings & Equipment (Net)	\$13,692,620	Unrestricted Fund Balance	\$105,873,677
Less Expenses	\$40,096,246	Other Assets	\$900,090	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$15,566			Total Liabilities & Fund Balance	\$20,434,310
Net Income	\$900,014	Total Assets	\$20,434,310		

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

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

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.3%	55.7%	1.03	50.7%	1.13	43.4%	1.32	50.4%	1.14
Obstetrics	38.9%	41.5%	0.94	35.8%	0.04	26.7%	1.46	38.8%	1.00
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.9%	57.5%	0.94	47.6%	1.13	41.9%	1.29	48.3%	1.12
Average Census (Patients)									
Adult Medical-Surgical	10.3	26.4	0.39	23.3	0.44	13.7	0.75	9.1	1.14
Obstetrics	1.6	5.6	0.28	4.4	0.36	2.3	0.68	1.6	1.00
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.9	49.4	0.24	40.3	0.29	26.3	0.45	10.6	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.78	3.6	0.86	3.3	0.92	3.2	0.96
Obstetrics	2.7	2.5	1.06	2.5	1.08	2.3	1.17	2.3	1.16
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.4	0.68	3.6	0.82	3.6	0.83	3.1	0.97
Surgical Operations									
Inpatient	271	1,396	0.19	1,119	0.24	664	0.41	252	1.08
Outpatient	2,793	4,206	0.66	4,642	0.60	2,945	0.95	2,838	0.98
Inpatient as % of All Surgeries	8.8%	24.9%	0.35	19.4%	0.46	18.4%	0.48	8.2%	1.08
Outpatient Visits									
Non-Emergency Visits	60,646	136,074	0.45	200,883	0.30	115,364	0.53	42,201	1.44
Emergency Visits	20,185	18,688	1.08	18,216	1.11	14,511	1.39	20,752	0.97
Full-Time Equivalents (FTEs)									
Administrators	12.0	19.3	0.62	19.6	0.61	13.8	0.87	11.0	1.09
Nurses, Licensed	74.3	239.2	0.31	266.6	0.28	135.2	0.55	72.5	1.02
Ancillary Nursing Personnel	14.3	40.0	0.36	32.6	0.44	20.8	0.68	13.6	1.05
All Other Personnel	122.9	480.4	0.26	519.5	0.24	324.4	0.38	129.6	0.95
Total FTEs	223.5	779.0	0.29	838.3	0.27	494.3	0.45	226.7	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.1	14.9	1.09	13.4	1.20	14.2	1.14	16.6	0.97
Nurses, Licensed	99.9	183.7	0.54	183.1	0.55	138.6	0.72	109.7	0.91
Ancillary Nursing Personnel	19.2	30.8	0.62	22.4	0.86	21.3	0.90	20.6	0.93
All Other Personnel	165.4	369.0	0.45	356.8	0.46	332.6	0.50	196.0	0.84
Total FTEs	300.7	598.3	0.50	575.7	0.52	506.7	0.59	343.0	0.88

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,456
 Inpatient Days 4,332

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 17
 Inpatient Days 144

Newborn Nursery:
 Bassinets 7
 Total Births 242
 Newborn Days 518

123 ThedaCare Medical Center - Shawano
Shawano, WI 54166

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	1,229	3,764	57.3%	10.3	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	211	568	38.9%	1.6	2.7
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	4	4	7.3
Physicians & Dentists	5	1	5.7	Radiological Services Personnel	9	7	13.4
Medical & Dental Residents	0	0	0.0	Sonographers	2	4	4.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	8	5.2
Registered Nurses	15	76	63.7	Occupational Therapists	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	2.4	Physical Therapists	3	2	3.9
Ancillary Nursing Personnel	4	18	14.3	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	2	5.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	11	6.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	28	32	48.6
Pharmacy Personnel	4	2	5.1				
Clinical Laboratory Personnel	5	16	17.4				
				Total	104	189	223.5

123 ThedaCare Medical Center - Shawano

Shawano, WI 54166

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,297,232	51.9%	45.7%	1.14	46.7%	1.11	50.0%	1.04	46.5%	1.12
Medical Assistance	\$15,657,705	16.5%	14.0%	1.18	11.9%	1.39	11.4%	1.44	19.2%	0.86
Commercial	\$27,098,924	28.6%	35.8%	0.80	38.0%	0.75	34.7%	0.82	30.8%	0.93
All Other	\$2,859,901	3.0%	4.5%	0.67	3.4%	0.88	3.9%	0.78	3.4%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,510,351	30.0%	34.1%	0.88	34.7%	0.87	35.4%	0.85	24.6%	1.22
Medical Assistance	\$8,828,476	9.3%	10.6%	0.88	9.0%	1.04	8.4%	1.11	10.1%	0.93
Commercial	\$6,028,871	6.4%	14.7%	0.43	16.1%	0.39	13.7%	0.46	7.6%	0.83
Charity Care	\$335,093	0.4%	1.0%	0.36	0.9%	0.38	0.9%	0.39	0.5%	0.70
Bad Debt	\$3,463,772	3.6%	1.1%	3.41	1.0%	3.70	1.1%	3.24	2.2%	1.68
All Other	\$1,275,418	1.3%	2.0%	0.69	1.8%	0.76	2.2%	0.62	1.6%	0.82
Total Deductions	\$48,441,981	51.0%	63.3%	0.81	63.5%	0.80	61.7%	0.83	46.6%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.27	3.5%	0.42	4.3%	0.34	1.7%	0.89	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	8.5%	N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,971,322	56.2%	44.1%	1.27	45.8%	1.23	45.3%	1.24	55.0%	1.02
Supplies & Services	\$13,957,659	34.1%	49.0%	0.70	46.8%	0.73	47.8%	0.71	29.9%	1.14
Capital Component	\$3,957,245	9.7%	6.9%	1.41	7.4%	1.31	6.9%	1.40	15.1%	0.64
Fiscal Statistics										
Operating Margin (%)	13.3%	8.4%	1.59	9.4%	1.42	6.9%	1.94	15.9%	0.84	
Total Hospital Net Income (%)	13.3%	8.6%	1.55	10.2%	1.31	5.8%	2.29	15.8%	0.84	
Return on Equity (%)	11.4%	6.3%	1.80	7.0%	1.62	4.3%	2.65	13.4%	0.85	
Current Ratio	9.2	5.9	1.55	4.3	2.15	3.9	2.35	10.1	0.91	
Days in Net Patient Accounts Receivable	48.5	51.6	0.94	50.7	0.96	51.1	0.95	52.1	0.93	
Average Payment Period	7.7	38.5	0.20	54.9	0.14	40.4	0.19	7.3	1.05	
Equity Financing (%)	91.8%	75.1%	1.22	75.6%	1.21	77.0%	1.19	91.7%	1.00	
Long-Term Debt to Equity Ratio	0.1	0.2	0.46	0.2	0.43	0.2	0.48	0.1	0.96	
Times Interest Earned	1,658.3	13.4	124.00	14.7	112.51	12.4	134.04	4.4	377.51	
Total Asset Turnover	0.9	0.7	1.16	0.7	1.25	0.7	1.14	0.9	1.00	
Average Age of Plant (Years)	8.8	9.9	0.89	10.4	0.85	9.9	0.89	8.0	1.10	
Increase (Decrease) Total Net Patient Revenue	-1.6%	5.4%	N/A	3.9%	N/A	1.9%	N/A	3.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.0%	61.9%	1.36	71.3%	1.18	72.6%	1.16	83.9%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,730	\$15,830	0.43	\$12,899	0.52	\$10,657	0.63	\$7,765	0.87	
Inpatient Net Revenue per Day	\$2,201	\$3,538	0.62	\$3,402	0.65	\$2,933	0.75	\$2,486	0.89	
Outpatient Net Revenue per Visit	\$495	\$686	0.72	\$545	0.91	\$589	0.84	\$622	0.79	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$94,913,762	Cash & Cash Equivalents	\$0	Current Liabilities	\$781,712
Less Deductions	\$48,441,981	Net Patient Receivables	\$6,179,916	Long-Term Debt	\$3,741,630
Net Patient Revenue	\$46,471,781	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$696,306			Subtotal	\$4,523,342
Total Revenue	\$47,168,087	Land, Buildings & Equipment (Net)	\$47,911,047	Unrestricted Fund Balance	\$50,704,085
Less Expenses	\$40,886,226	Other Assets	\$1,136,464	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$5,669			Total Liabilities & Fund Balance	\$55,227,427
Net Income	\$6,276,192	Total Assets	\$55,227,427		

124 Aurora Sheboygan Memorial Medical Center
 2629 North Seventh Street
 Sheboygan, WI 53083
 920-451-5000

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

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 6

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.7%	55.7%	0.77	50.7%	0.84	57.4%	0.74	37.2%	1.15
Obstetrics	29.0%	41.5%	0.70	35.8%	0.15	40.0%	0.73	25.4%	1.14
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	38.9%	57.5%	0.68	47.6%	0.82	59.0%	0.66	37.7%	1.03
Average Census (Patients)									
Adult Medical-Surgical	16.7	26.4	0.63	23.3	0.72	36.9	0.45	16.7	1.00
Obstetrics	5.2	5.6	0.93	4.4	1.20	7.9	0.66	5.1	1.03
Pediatrics	0.0	1.4	N/A	0.5	N/A	5.2	N/A	0.0	N/A
Total Hospital	49.4	49.4	1.00	40.3	1.23	78.6	0.63	51.2	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.80	3.6	0.88	3.8	0.83	3.3	0.97
Obstetrics	2.1	2.5	0.82	2.5	0.83	2.6	0.81	2.0	1.02
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.73	3.6	0.88	4.4	0.72	3.3	0.98
Surgical Operations									
Inpatient	1,266	1,396	0.91	1,119	1.13	1,842	0.69	1,436	0.88
Outpatient	5,138	4,206	1.22	4,642	1.11	4,876	1.05	4,858	1.06
Inpatient as % of All Surgeries	19.8%	24.9%	0.79	19.4%	1.02	27.4%	0.72	22.8%	0.87
Outpatient Visits									
Non-Emergency Visits	78,687	136,074	0.58	200,883	0.39	168,131	0.47	76,368	1.03
Emergency Visits	22,774	18,688	1.22	18,216	1.25	31,181	0.73	21,983	1.04
Full-Time Equivalents (FTEs)									
Administrators	9.0	19.3	0.47	19.6	0.46	25.9	0.35	9.0	1.00
Nurses, Licensed	266.6	239.2	1.11	266.6	1.00	358.4	0.74	273.1	0.98
Ancillary Nursing Personnel	61.4	40.0	1.53	32.6	1.88	57.2	1.07	59.4	1.03
All Other Personnel	425.4	480.4	0.89	519.5	0.82	660.2	0.64	420.3	1.01
Total FTEs	762.5	779.0	0.98	838.3	0.91	1,101.6	0.69	761.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.1	14.9	0.34	13.4	0.38	12.9	0.40	5.4	0.95
Nurses, Licensed	151.8	183.7	0.83	183.1	0.83	178.3	0.85	164.3	0.92
Ancillary Nursing Personnel	35.0	30.8	1.14	22.4	1.56	28.5	1.23	35.7	0.98
All Other Personnel	242.2	369.0	0.66	356.8	0.68	328.4	0.74	252.9	0.96
Total FTEs	434.1	598.3	0.73	575.7	0.75	548.0	0.79	458.3	0.95

Total Hospital:
 Beds Set Up & Staffed 127
 Discharges 5,631
 Inpatient Days 18,026

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 18
 Total Births 915
 Newborn Days 1,591

124 Aurora Sheboygan Memorial Medical Center
 Sheboygan, WI 53083

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	39	1,930	6,081	42.7%	16.7	3.2
Orthopedic	1	29	982	2,168	20.5%	5.9	2.2
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	918	1,906	29.0%	5.2	2.1
Psychiatric	1	29	1,421	5,862	55.4%	16.1	4.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	142	772	35.3%	2.1	5.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	115	1,237	56.5%	3.4	10.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	8	10	14.5
Physicians & Dentists	18	15	19.6	Radiological Services Personnel	22	21	39.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	3.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	4	9.4
Registered Nurses	187	93	250.1	Occupational Therapists	4	7	7.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	1	1	1.5	Physical Therapists	7	2	8.2
Ancillary Nursing Personnel	34	46	61.4	Physical Therapy Assistants/Aides	2	1	2.7
Medical Assistants	3	3	5.5	Recreational Therapists	1	0	1.0
Physician Assistants	4	2	4.0	Dietitians & Nutritionists	1	1	1.9
Nurse Practitioners	5	3	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	10	0	10.0	Social Workers	13	7	18.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	112	71	153.0
Health Info Mgmt-Administrators/Technicians	10	1	10.6	All Other Personnel	63	39	85.5
Pharmacy Personnel	19	3	21.8				
Clinical Laboratory Personnel	16	3	18.3				
				Total	557	337	762.5

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁶		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$218,788,375	44.7%	45.7%	0.98	46.7%	0.96	41.9%	1.07	44.7%	1.00
Medical Assistance	\$63,179,061	12.9%	14.0%	0.92	11.9%	1.09	19.9%	0.65	12.6%	1.03
Commercial	\$193,323,258	39.5%	35.8%	1.10	38.0%	1.04	35.1%	1.13	40.2%	0.98
All Other	\$14,125,238	2.9%	4.5%	0.64	3.4%	0.84	3.2%	0.90	2.6%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$170,824,963	34.9%	34.1%	1.02	34.7%	1.01	31.8%	1.10	33.8%	1.03
Medical Assistance	\$48,021,071	9.8%	10.6%	0.93	9.0%	1.10	14.5%	0.68	9.3%	1.06
Commercial	\$86,761,470	17.7%	14.7%	1.21	16.1%	1.10	12.7%	1.39	17.8%	1.00
Charity Care	\$7,709,469	1.6%	1.0%	1.62	0.9%	1.71	1.0%	1.60	1.5%	1.02
Bad Debt	\$5,457,892	1.1%	1.1%	1.04	1.0%	1.13	1.1%	0.98	0.9%	1.21
All Other	\$4,562,949	0.9%	2.0%	0.48	1.8%	0.53	1.4%	0.65	0.9%	1.08
Total Deductions	\$323,337,814	66.1%	63.3%	1.04	63.5%	1.04	62.6%	1.06	64.1%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.4%	5.5%	0.44	3.5%	0.69	3.7%	0.65	2.3%	1.05
Net Gains/Losses as % of Net Income		0.4%	2.6%	0.17	8.5%	0.05	5.1%	0.08	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,267,307	38.1%	44.1%	0.86	45.8%	0.83	43.3%	0.88	37.3%	1.02
Supplies & Services	\$74,256,412	55.2%	49.0%	1.13	46.8%	1.18	49.6%	1.11	57.6%	0.96
Capital Component	\$9,058,331	6.7%	6.9%	0.98	7.4%	0.91	7.1%	0.94	5.1%	1.33
Fiscal Statistics										
Operating Margin (%)		20.9%	8.4%	2.50	9.4%	2.23	10.1%	2.08	18.6%	1.12
Total Hospital Net Income (%)		21.0%	8.6%	2.45	10.2%	2.06	10.6%	1.99	18.5%	1.14
Return on Equity (%)		8.2%	6.3%	1.29	7.0%	1.17	6.8%	1.21	7.6%	1.08
Current Ratio		50.0	5.9	8.44	4.3	11.65	7.2	6.90	36.8	1.36
Days in Net Patient Accounts Receivable		49.7	51.6	0.96	50.7	0.98	53.7	0.93	49.5	1.00
Average Payment Period		22.3	38.5	0.58	54.9	0.41	35.4	0.63	27.6	0.81
Equity Financing (%)		98.2%	75.1%	1.31	75.6%	1.30	73.3%	1.34	97.6%	1.01
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.2	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	14.7	N/A	19.0	N/A	0.0	N/A
Total Asset Turnover		0.4	0.7	0.53	0.7	0.57	0.6	0.61	0.4	0.95
Average Age of Plant (Years)		6.0	9.9	0.61	10.4	0.58	8.4	0.71	6.9	0.87
Increase (Decrease) Total Net Patient Revenue		3.1%	5.4%	0.56	3.9%	0.78	5.3%	0.57	-2.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.0%	61.9%	1.13	71.3%	0.98	60.4%	1.16	67.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,574	\$15,830	0.67	\$12,899	0.82	\$15,632	0.68	\$10,583	1.00	
Inpatient Net Revenue per Day	\$3,099	\$3,538	0.88	\$3,402	0.91	\$3,480	0.89	\$3,092	1.00	
Outpatient Net Revenue per Visit	\$1,104	\$686	1.61	\$545	2.02	\$697	1.58	\$1,063	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$489,415,932	Cash & Cash Equivalents	\$358,998,091	Current Liabilities	\$7,673,931
Less Deductions	\$323,337,814	Net Patient Receivables	\$22,633,295	Long-Term Debt	\$0
Net Patient Revenue	\$166,078,118	Other Receivables	\$158,315	Other Liabilities	\$193,959
Plus Other Revenue	\$4,163,237			Subtotal	\$7,867,890
Total Revenue	\$170,241,355	Land, Buildings & Equipment (Net)	\$47,398,591	Unrestricted Fund Balance	\$429,476,554
Less Expenses	\$134,582,050	Other Assets	\$8,156,152	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$152,958			Total Liabilities & Fund Balance	\$437,344,444
Net Income	\$35,812,263	Total Assets	\$437,344,444		

125 St Nicholas Hospital
 3100 Superior Avenue
 Sheboygan, WI 53081
 920-459-8300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.9%	55.7%	0.81	50.7%	0.89	39.8%	1.13	54.7%	0.82
Obstetrics	19.0%	41.5%	0.46	35.8%	0.05	28.9%	0.66	19.0%	1.00
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	42.3%	57.5%	0.74	47.6%	0.89	42.4%	1.00	47.8%	0.89
Average Census (Patients)									
Adult Medical-Surgical	13.5	26.4	0.51	23.3	0.58	10.7	1.26	16.4	0.82
Obstetrics	1.7	5.6	0.30	4.4	0.39	2.0	0.86	1.7	1.00
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	19.5	49.4	0.39	40.3	0.48	16.6	1.17	22.0	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.80	3.6	0.88	3.0	1.05	3.7	0.85
Obstetrics	2.3	2.5	0.91	2.5	0.92	2.2	1.03	2.2	1.04
Pediatrics	0.0	3.5	N/A	3.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.74	3.6	0.90	3.3	1.00	3.4	0.97
Surgical Operations									
Inpatient	585	1,396	0.42	1,119	0.52	484	1.21	838	0.70
Outpatient	4,314	4,206	1.03	4,642	0.93	2,045	2.11	4,439	0.97
Inpatient as % of All Surgeries	11.9%	24.9%	0.48	19.4%	0.61	19.2%	0.62	15.9%	0.75
Outpatient Visits									
Non-Emergency Visits	65,035	136,074	0.48	200,883	0.32	63,222	1.03	63,034	1.03
Emergency Visits	13,802	18,688	0.74	18,216	0.76	12,717	1.09	14,252	0.97
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	19.6	0.20	10.6	0.38	7.0	0.57
Nurses, Licensed	128.5	239.2	0.54	266.6	0.48	104.8	1.23	123.6	1.04
Ancillary Nursing Personnel	80.4	40.0	2.01	32.6	2.46	22.9	3.51	19.3	4.17
All Other Personnel	189.1	480.4	0.39	519.5	0.36	217.2	0.87	156.9	1.21
Total FTEs	402.0	779.0	0.52	838.3	0.48	355.5	1.13	306.7	1.31
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.2	14.9	0.35	13.4	0.38	17.1	0.30	9.6	0.54
Nurses, Licensed	165.5	183.7	0.90	183.1	0.90	169.2	0.98	169.6	0.98
Ancillary Nursing Personnel	103.5	30.8	3.37	22.4	4.62	37.0	2.80	26.5	3.91
All Other Personnel	243.4	369.0	0.66	356.8	0.68	350.8	0.69	215.3	1.13
Total FTEs	517.6	598.3	0.87	575.7	0.90	574.1	0.90	421.0	1.23

Total Hospital:
 Beds Set Up & Staffed 46
 Discharges 2,167
 Inpatient Days 7,101

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 5
 Total Births 259
 Newborn Days 498

125 St Nicholas Hospital
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	1,558	4,915	44.9%	13.5	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	9	271	623	19.0%	1.7	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	304	1,563	61.2%	4.3	5.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	8	2	9.9
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	6	24	26.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	6	5.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	5	6.6
Registered Nurses	49	102	128.5	Occupational Therapists	3	6	8.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	21	4	23.2
Ancillary Nursing Personnel	3	26	80.4	Physical Therapy Assistants/Aides	1	1	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	4	1.9
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	17	21.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	27	52.9
Pharmacy Personnel	6	7	9.6				
Clinical Laboratory Personnel	13	5	17.5				
				Total	160	238	402.0

125 St Nicholas Hospital
Sheboygan, WI 53081

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$111,346,912	48.9%	45.7%	1.07	46.7%	1.05	49.2%	0.99	48.8%	1.00
Medical Assistance	\$24,103,240	10.6%	14.0%	0.76	11.9%	0.89	11.3%	0.94	11.2%	0.94
Commercial	\$87,328,192	38.4%	35.8%	1.07	38.0%	1.01	36.3%	1.06	37.6%	1.02
All Other	\$4,709,559	2.1%	4.5%	0.46	3.4%	0.60	3.2%	0.66	2.4%	0.86
Deductions as % of Total Gross Patient Revenue										
Medicare	\$84,058,406	37.0%	34.1%	1.08	34.7%	1.06	35.5%	1.04	36.7%	1.01
Medical Assistance	\$19,153,066	8.4%	10.6%	0.80	9.0%	0.94	8.4%	1.01	9.3%	0.91
Commercial	\$38,074,076	16.7%	14.7%	1.14	16.1%	1.04	13.1%	1.28	15.6%	1.07
Charity Care	\$1,630,552	0.7%	1.0%	0.74	0.9%	0.78	1.3%	0.57	0.8%	0.86
Bad Debt	\$1,785,202	0.8%	1.1%	0.73	1.0%	0.80	1.4%	0.57	0.7%	1.16
All Other	\$3,656,075	1.6%	2.0%	0.82	1.8%	0.91	1.1%	1.52	1.9%	0.84
Total Deductions	\$148,357,377	65.2%	63.3%	1.03	63.5%	1.03	60.7%	1.08	64.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.0%	5.5%	0.36	3.5%	0.57	3.5%	0.57	2.3%	0.86	
Net Gains/Losses as % of Net Income	26.3%	2.6%	10.30	8.5%	3.09	18.6%	1.41	36.0%	0.73	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,159,566	35.1%	44.1%	0.80	45.8%	0.77	44.5%	0.79	39.5%	0.89
Supplies & Services	\$42,291,811	56.7%	49.0%	1.16	46.8%	1.21	46.9%	1.21	51.1%	1.11
Capital Component	\$6,105,178	8.2%	6.9%	1.19	7.4%	1.11	8.5%	0.96	9.4%	0.87
Fiscal Statistics										
Operating Margin (%)	7.7%	8.4%	0.92	9.4%	0.82	4.8%	1.60	7.5%	1.02	
Total Hospital Net Income (%)	10.1%	8.6%	1.18	10.2%	0.99	5.8%	1.74	11.3%	0.90	
Return on Equity (%)	7.4%	6.3%	1.18	7.0%	1.06	3.7%	2.01	9.1%	0.82	
Current Ratio	1.8	5.9	0.30	4.3	0.42	5.5	0.33	1.8	0.99	
Days in Net Patient Accounts Receivable	44.4	51.6	0.86	50.7	0.87	49.4	0.90	40.6	1.09	
Average Payment Period	61.8	38.5	1.61	54.9	1.13	40.4	1.53	48.1	1.28	
Equity Financing (%)	79.0%	75.1%	1.05	75.6%	1.04	75.7%	1.04	73.2%	1.08	
Long-Term Debt to Equity Ratio	0.1	0.2	0.48	0.2	0.44	0.2	0.42	0.1	0.62	
Times Interest Earned	42.8	13.4	3.20	14.7	2.90	6.3	6.85	79.3	0.54	
Total Asset Turnover	0.7	0.7	0.97	0.7	1.05	0.6	1.14	0.8	0.92	
Average Age of Plant (Years)	13.4	9.9	1.36	10.4	1.30	9.1	1.47	15.3	0.88	
Increase (Decrease) Total Net Patient Revenue	-0.4%	5.4%	N/A	3.9%	N/A	7.2%	N/A	-2.6%	0.14	
Outpatient Gross Revenue (% of Total GPR)	74.6%	61.9%	1.20	71.3%	1.05	72.7%	1.03	69.8%	1.07	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,106	\$15,830	0.64	\$12,899	0.78	\$11,444	0.88	\$10,894	0.93	
Inpatient Net Revenue per Day	\$3,041	\$3,538	0.86	\$3,402	0.89	\$3,344	0.91	\$3,219	0.94	
Outpatient Net Revenue per Visit	\$749	\$686	1.09	\$545	1.37	\$740	1.01	\$714	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$227,487,903	Cash & Cash Equivalents	\$1,966,395	Current Liabilities	\$11,737,580
Less Deductions	\$148,357,377	Net Patient Receivables	\$9,625,387	Long-Term Debt	\$6,770,538
Net Patient Revenue	\$79,130,526	Other Receivables	\$1,037,700	Other Liabilities	\$5,202,449
Plus Other Revenue	\$1,612,904			Subtotal	\$23,710,567
Total Revenue	\$80,743,430	Land, Buildings & Equipment (Net)	\$44,281,659	Unrestricted Fund Balance	\$89,189,287
Less Expenses	\$74,556,555	Other Assets	\$55,988,713	Restricted Fund Balance	\$7,611,185
Non-Operating Gains/Losses	\$2,213,200			Total Liabilities & Fund Balance	\$112,899,854
Net Income	\$8,400,075	Total Assets	\$112,899,854		

179 Indianhead Medical Center/Shell Lake
 113 Fourth Avenue, PO Box 300
 Shell Lake, WI 54871
 715-468-7833

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Corporation

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.9%	55.7%	0.50	22.0%	1.27	11.4%	2.45	17.3%	1.61
Obstetrics	0.0%	41.5%	N/A	27.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	17.5%	57.5%	0.30	24.4%	0.71	17.7%	0.99	12.6%	1.38
Average Census (Patients)									
Adult Medical-Surgical	2.8	26.4	0.11	4.1	0.69	1.9	1.47	2.8	1.01
Obstetrics	0.0	5.6	N/A	1.2	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.8	49.4	0.06	5.6	0.50	3.1	0.91	2.8	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.9	0.98	3.1	1.25	3.0	1.26	3.6	1.07
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.8	4.4	0.87	3.3	1.15	4.2	0.91	3.6	1.07
Surgical Operations									
Inpatient	11	1,396	0.01	62	0.18	55	0.20	12	0.92
Outpatient	186	4,206	0.04	881	0.21	307	0.61	211	0.88
Inpatient as % of All Surgeries	5.6%	24.9%	0.22	6.5%	0.85	15.1%	0.37	5.4%	1.04
Outpatient Visits									
Non-Emergency Visits	17,039	136,074	0.13	19,272	0.88	22,296	0.76	14,751	1.16
Emergency Visits	950	18,688	0.05	6,871	0.14	3,144	0.30	1,018	0.93
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	4.1	0.24	2.6	0.39	1.0	1.00
Nurses, Licensed	28.3	239.2	0.12	60.3	0.47	32.1	0.88	23.6	1.20
Ancillary Nursing Personnel	3.9	40.0	0.10	8.2	0.48	7.8	0.50	6.5	0.60
All Other Personnel	50.4	480.4	0.11	142.4	0.35	75.6	0.67	55.4	0.91
Total FTEs	83.6	779.0	0.11	215.0	0.39	118.0	0.71	86.5	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.0	14.9	0.40	10.5	0.57	19.1	0.31	7.5	0.79
Nurses, Licensed	168.6	183.7	0.92	153.9	1.10	236.9	0.71	177.1	0.95
Ancillary Nursing Personnel	23.2	30.8	0.75	20.8	1.11	57.6	0.40	49.0	0.47
All Other Personnel	300.7	369.0	0.81	363.3	0.83	557.9	0.54	416.0	0.72
Total FTEs	498.5	598.3	0.83	548.5	0.91	871.5	0.57	649.7	0.77

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 267
 Inpatient Days 1,020

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 37
 Inpatient Days 442

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	265	1,018	27.9%	2.8	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	2	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	4	2	2	0.1%	0.0	1.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	2	2.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	21	4	21.8	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	6	1	6.5	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	2	3.9	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	4	1	4.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	25	7	27.7
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	0	5.0				
				Total	77	19	83.6

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,627,284	62.7%	45.7%	1.37	49.1%	1.28	46.6%	1.35	67.4%	0.93
Medical Assistance	\$1,617,211	11.8%	14.0%	0.84	18.1%	0.65	13.4%	0.88	11.4%	1.03
Commercial	\$3,280,820	23.9%	35.8%	0.67	28.1%	0.85	35.9%	0.66	19.9%	1.20
All Other	\$226,731	1.6%	4.5%	0.37	4.7%	0.35	4.0%	0.41	1.3%	1.29
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,643,342	19.2%	34.1%	0.56	26.8%	0.72	21.1%	0.91	20.8%	0.92
Medical Assistance	\$1,346,420	9.8%	10.6%	0.93	11.7%	0.83	8.5%	1.16	6.5%	1.51
Commercial	\$771,116	5.6%	14.7%	0.38	3.8%	1.46	9.7%	0.58	4.4%	1.27
Charity Care	\$88,317	0.6%	1.0%	0.66	1.3%	0.48	1.0%	0.63	0.5%	1.37
Bad Debt	\$229,845	1.7%	1.1%	1.56	1.5%	1.11	2.2%	0.77	0.8%	2.14
All Other	\$0	0.0%	2.0%	N/A	1.8%	N/A	1.6%	N/A	0.0%	N/A
Total Deductions	\$5,079,040	36.9%	63.3%	0.58	47.0%	0.79	44.0%	0.84	33.0%	1.12
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.2%	5.5%	0.58	1.4%	2.25	3.2%	1.01	3.2%	1.01
Net Gains/Losses as % of Net Income		0.0%	2.6%	N/A	25.9%	N/A	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$4,669,245	51.5%	44.1%	1.17	53.5%	0.96	54.9%	0.94	50.7%	1.01
Supplies & Services	\$4,123,715	45.4%	49.0%	0.93	38.6%	1.18	38.5%	1.18	44.0%	1.03
Capital Component	\$280,592	3.1%	6.9%	0.45	7.9%	0.39	6.7%	0.46	5.3%	0.58
Fiscal Statistics										
Operating Margin (%)		-1.3%	8.4%	N/A	7.3%	N/A	1.3%	N/A	0.9%	N/A
Total Hospital Net Income (%)		-1.3%	8.6%	N/A	9.5%	N/A	1.0%	N/A	0.9%	N/A
Return on Equity (%)		-4.7%	6.3%	N/A	6.4%	N/A	1.2%	N/A	3.1%	N/A
Current Ratio		1.7	5.9	0.29	5.9	0.29	3.5	0.49	1.9	0.92
Days in Net Patient Accounts Receivable		52.5	51.6	1.02	55.4	0.95	53.6	0.98	55.0	0.95
Average Payment Period		42.8	38.5	1.11	46.4	0.92	37.7	1.14	42.2	1.01
Equity Financing (%)		31.8%	75.1%	0.42	80.3%	0.40	52.0%	0.61	31.3%	1.02
Long-Term Debt to Equity Ratio		0.8	0.2	4.93	0.1	5.67	0.6	1.42	1.0	0.78
Times Interest Earned		-1.6	13.4	N/A	14.1	N/A	2.0	N/A	2.7	N/A
Total Asset Turnover		3.7	0.7	5.05	0.7	5.70	1.3	2.96	3.4	1.10
Average Age of Plant (Years)		17.7	9.9	1.80	9.3	1.91	10.1	1.75	9.3	1.91
Increase (Decrease) Total Net Patient Revenue		3.7%	5.4%	0.67	9.6%	0.38	6.3%	0.58	23.5%	0.16
Outpatient Gross Revenue (% of Total GPR)		83.3%	61.9%	1.34	85.7%	0.97	77.2%	1.08	79.3%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,859		\$15,830	0.43	\$11,404	0.60	\$17,237	0.40	\$6,925	0.99
Inpatient Net Revenue per Day	\$1,386		\$3,538	0.39	\$2,879	0.48	\$2,652	0.52	\$1,543	0.90
Outpatient Net Revenue per Visit	\$379		\$686	0.55	\$1,183	0.32	\$595	0.64	\$397	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$13,752,046	Cash & Cash Equivalents	\$27,193	Current Liabilities	\$1,039,346
Less Deductions	\$5,079,040	Net Patient Receivables	\$1,246,466	Long-Term Debt	\$602,771
Net Patient Revenue	\$8,673,006	Other Receivables	\$208,284	Other Liabilities	\$0
Plus Other Revenue	\$288,386			Subtotal	\$1,642,117
Total Revenue	\$8,961,392	Land, Buildings & Equipment (Net)	\$587,471	Unrestricted Fund Balance	\$767,171
Less Expenses	\$9,073,552	Other Assets	\$339,874	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$2,409,288	Total Liabilities & Fund Balance	\$2,409,288
Net Income	-\$112,160				

127 Mayo Clinic Health System - Franciscan Healthcare in Sparta
 310 West Main Street
 Sparta, WI 54656
 608-269-2132

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	7.4%	55.7%	0.13	48.0%	0.15	11.4%	0.65	6.8%	1.08
Obstetrics	0.0%	41.5%	N/A	44.3%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	7.4%	57.5%	0.13	50.9%	0.15	17.7%	0.42	6.8%	1.08
Average Census (Patients)									
Adult Medical-Surgical	1.1	26.4	0.04	17.1	0.06	1.9	0.58	0.8	1.35
Obstetrics	0.0	5.6	N/A	3.7	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.1	49.4	0.02	28.6	0.04	3.1	0.36	0.8	1.35
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	3.9	0.90	3.5	1.00	3.0	1.16	5.8	0.61
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.8	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.5	4.4	0.80	4.3	0.82	4.2	0.84	1.8	2.00
Surgical Operations									
Inpatient	1	1,396	0.00	790	0.00	55	0.02	0	N/A
Outpatient	339	4,206	0.08	2,742	0.12	307	1.10	480	0.71
Inpatient as % of All Surgeries	0.3%	24.9%	0.01	22.4%	0.01	15.1%	0.02	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	30,310	136,074	0.22	119,520	0.25	22,296	1.36	25,187	1.20
Emergency Visits	7,747	18,688	0.41	13,485	0.57	3,144	2.46	9,149	0.85
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.3	0.10	13.1	0.15	2.6	0.77	0.0	N/A
Nurses, Licensed	19.8	239.2	0.08	167.7	0.12	32.1	0.62	39.8	0.50
Ancillary Nursing Personnel	5.9	40.0	0.15	20.8	0.28	7.8	0.76	14.7	0.40
All Other Personnel	107.8	480.4	0.22	423.0	0.25	75.6	1.43	94.6	1.14
Total FTEs	135.5	779.0	0.17	624.6	0.22	118.0	1.15	149.1	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.6	14.9	1.86	11.8	2.34	19.1	1.45	0.0	N/A
Nurses, Licensed	273.6	183.7	1.49	151.1	1.81	236.9	1.16	136.0	2.01
Ancillary Nursing Personnel	81.5	30.8	2.65	18.7	4.36	57.6	1.42	50.1	1.63
All Other Personnel	1,489.4	369.0	4.04	381.2	3.91	557.9	2.67	322.8	4.61
Total FTEs	1,872.2	598.3	3.13	562.9	3.33	871.5	2.15	508.9	3.68

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 115
 Inpatient Days 405

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 9
 Discharges 146
 Inpatient Days 2,487

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

127 Mayo Clinic Health System - Franciscan Healthcare in Sparta
Sparta, WI 54656

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	115	405	7.4%	1.1	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	9	3	11.3	Radiological Services Personnel	3	3	5.3
Medical & Dental Residents	0	0	22.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	7	5.5
Registered Nurses	9	46	9.0	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	1.3	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	2	7.5	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	2	16	5.9	Physical Therapy Assistants/Aides	0	1	0.8
Medical Assistants	3	6	3.0	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	2.0	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	2	3	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	29	24	37.8
Pharmacy Personnel	0	1	1.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	80	115	135.5

127 Mayo Clinic Health System - Franciscan Healthcare in Sparta

Sparta, WI 54656

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,335,011	45.2%	45.7%	0.99	45.0%	1.00	46.6%	0.97	42.6%	1.06
Medical Assistance	\$7,740,579	14.4%	14.0%	1.03	10.2%	1.41	13.4%	1.07	15.3%	0.94
Commercial	\$15,385,098	28.6%	35.8%	0.80	38.0%	0.75	35.9%	0.80	28.7%	1.00
All Other	\$6,383,820	11.9%	4.5%	2.63	6.8%	1.75	4.0%	2.93	13.4%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,760,407	23.7%	34.1%	0.70	32.3%	0.73	21.1%	1.12	22.2%	1.07
Medical Assistance	\$5,118,585	9.5%	10.6%	0.90	8.1%	1.18	8.5%	1.12	6.8%	1.40
Commercial	\$3,775,248	7.0%	14.7%	0.48	15.4%	0.45	9.7%	0.72	12.7%	0.55
Charity Care	\$925,401	1.7%	1.0%	1.76	0.7%	2.50	1.0%	1.68	1.3%	1.31
Bad Debt	\$1,218,885	2.3%	1.1%	2.12	1.1%	2.11	2.2%	1.04	4.5%	0.50
All Other	\$2,970,477	5.5%	2.0%	2.82	4.2%	1.30	1.6%	3.49	4.7%	1.18
Total Deductions	\$26,769,003	49.7%	63.3%	0.78	61.9%	0.80	44.0%	1.13	52.2%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.5%	5.5%	0.63	20.3%	0.17	3.2%	1.08	16.1%	0.22	
Net Gains/Losses as % of Net Income	0.0%	2.6%	N/A	5.3%	N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,208,887	55.9%	44.1%	1.27	57.4%	0.97	54.9%	1.02	54.8%	1.02
Supplies & Services	\$12,441,046	40.4%	49.0%	0.82	37.7%	1.07	38.5%	1.05	39.7%	1.02
Capital Component	\$1,134,758	3.7%	6.9%	0.54	4.9%	0.75	6.7%	0.55	5.5%	0.67
Fiscal Statistics										
Operating Margin (%)	-9.8%	8.4%	N/A	6.6%	N/A	1.3%	N/A	-6.8%	1.43	
Total Hospital Net Income (%)	-9.8%	8.6%	N/A	7.0%	N/A	1.0%	N/A	-5.9%	1.67	
Return on Equity (%)	-22.1%	6.3%	N/A	5.7%	N/A	1.2%	N/A	-13.0%	1.71	
Current Ratio	0.0	5.9	N/A	23.9	N/A	3.5	N/A	55.1	N/A	
Days in Net Patient Accounts Receivable	44.1	51.6	0.85	65.5	0.67	53.6	0.82	64.0	0.69	
Average Payment Period	0.0	38.5	N/A	13.1	N/A	37.7	N/A	1.0	N/A	
Equity Financing (%)	100.0%	75.1%	1.33	87.4%	1.14	52.0%	1.92	99.4%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	42.5	N/A	2.0	N/A	0.0	N/A	
Total Asset Turnover	2.3	0.7	3.08	0.8	2.77	1.3	1.81	2.2	1.04	
Average Age of Plant (Years)	10.3	9.9	1.04	8.8	1.17	10.1	1.02	6.4	1.60	
Increase (Decrease) Total Net Patient Revenue	14.7%	5.4%	2.71	8.7%	1.69	6.3%	2.35	17.6%	0.84	
Outpatient Gross Revenue (% of Total GPR)	85.2%	61.9%	1.38	77.2%	1.10	77.2%	1.10	84.3%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,319	\$15,830	0.78	\$14,264	0.86	\$17,237	0.71	\$10,627	1.16	
Inpatient Net Revenue per Day	\$1,031	\$3,538	0.29	\$3,497	0.29	\$2,652	0.39	\$745	1.38	
Outpatient Net Revenue per Visit	\$648	\$686	0.94	\$817	0.79	\$595	1.09	\$645	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$53,844,508	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$26,769,003	Net Patient Receivables	\$3,269,409	Long-Term Debt	\$0
Net Patient Revenue	\$27,075,505	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$970,367			Subtotal	\$0
Total Revenue	\$28,045,872	Land, Buildings & Equipment (Net)	\$9,097,657	Unrestricted Fund Balance	\$12,367,066
Less Expenses	\$30,784,691	Other Assets	\$0	Restricted Fund Balance	\$59,761
Non-Operating Gains/Losses	\$0	Total Assets	\$12,367,066	Total Liabilities & Fund Balance	\$12,367,066
Net Income	-\$2,738,819				

128 Spooner Health
 1280 Chandler Drive
 Spooner, WI 54801
 715-635-2111

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	19.6%	55.7%	0.35	22.0%	0.89	20.1%	0.97	16.8%	1.17	
Obstetrics	0.0%	41.5%	N/A	27.5%	N/A	16.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	15.8%	57.5%	0.28	24.4%	0.65	24.5%	0.65	14.3%	1.11	
Average Census (Patients)										
Adult Medical-Surgical	2.7	26.4	0.10	4.1	0.68	3.2	0.87	2.7	1.02	
Obstetrics	0.0	5.6	N/A	1.2	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.8	49.4	0.06	5.6	0.51	4.6	0.61	2.9	1.00	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.1	3.9	0.80	3.1	1.02	3.0	1.04	2.9	1.07	
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.2	4.4	0.72	3.3	0.95	2.9	1.10	2.3	1.34	
Surgical Operations										
Inpatient	0	1,396	N/A	62	N/A	350	N/A	6	0.00	
Outpatient	372	4,206	0.09	881	0.42	1,888	0.20	382	0.97	
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	6.5%	N/A	15.6%	N/A	1.5%	0.00	
Outpatient Visits										
Non-Emergency Visits	15,709	136,074	0.12	19,272	0.82	24,234	0.65	14,541	1.08	
Emergency Visits	7,471	18,688	0.40	6,871	1.09	3,778	1.98	7,293	1.02	
Full-Time Equivalents (FTEs)										
Administrators	3.0	19.3	0.16	4.1	0.73	5.4	0.55	3.0	1.00	
Nurses, Licensed	34.6	239.2	0.14	60.3	0.57	46.6	0.74	31.9	1.08	
Ancillary Nursing Personnel	2.8	40.0	0.07	8.2	0.34	8.1	0.35	2.3	1.23	
All Other Personnel	75.9	480.4	0.16	142.4	0.53	107.7	0.70	73.7	1.03	
Total FTEs	116.3	779.0	0.15	215.0	0.54	167.8	0.69	110.9	1.05	
FTEs per 100 Patient Census (Adjusted)										
Administrators	14.6	14.9	0.99	10.5	1.40	30.5	0.48	15.6	0.94	
Nurses, Licensed	168.9	183.7	0.92	153.9	1.10	261.4	0.65	166.3	1.02	
Ancillary Nursing Personnel	13.7	30.8	0.44	20.8	0.66	45.4	0.30	11.9	1.15	
All Other Personnel	370.5	369.0	1.00	363.3	1.02	604.7	0.61	384.4	0.96	
Total FTEs	567.7	598.3	0.95	548.5	1.04	941.9	0.60	578.2	0.98	

Total Hospital:
 Beds Set Up & Staffed 18
 Discharges 330
 Inpatient Days 1,040

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 4
 Discharges 86
 Inpatient Days 1,082

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	319	1,001	19.6%	2.7	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	1	4	0.0%	0.0	4.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	4	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	2	8	0.0%	0.0	4.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	8	27	0.0%	0.1	3.4

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	3	3	3.5	Radiological Services Personnel	6	2	7.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.8
Registered Nurses	22	18	33.6	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	0	5.0
Ancillary Nursing Personnel	0	5	2.8	Physical Therapy Assistants/Aides	2	3	3.6
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	5	10.4
Health Info Mgmt-Administrators/Technicians	3	2	4.1	All Other Personnel	20	10	25.1
Pharmacy Personnel	5	1	5.0				
Clinical Laboratory Personnel	6	2	6.9				
				Total	88	54	116.3

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Spooner, WI 54801

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,714,439	49.1%	45.7%	1.07	49.1%	1.00	45.3%	1.08	50.3%	0.97
Medical Assistance	\$7,478,140	15.5%	14.0%	1.11	18.1%	0.86	9.6%	1.61	14.9%	1.04
Commercial	\$14,439,581	29.9%	35.8%	0.83	28.1%	1.06	42.0%	0.71	28.9%	1.03
All Other	\$2,709,940	5.6%	4.5%	1.25	4.7%	1.19	3.1%	1.83	5.9%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,221,697	29.4%	34.1%	0.86	26.8%	1.10	27.2%	1.08	29.7%	0.99
Medical Assistance	\$5,880,338	12.2%	10.6%	1.15	11.7%	1.04	7.0%	1.73	10.7%	1.14
Commercial	\$2,017,902	4.2%	14.7%	0.28	3.8%	1.09	13.4%	0.31	3.5%	1.19
Charity Care	\$451,092	0.9%	1.0%	0.96	1.3%	0.70	0.6%	1.58	1.0%	0.90
Bad Debt	\$989,752	2.0%	1.1%	1.91	1.5%	1.36	1.3%	1.54	1.9%	1.09
All Other	\$553,317	1.1%	2.0%	0.58	1.8%	0.65	1.4%	0.81	1.2%	0.95
Total Deductions	\$24,114,098	49.9%	63.3%	0.79	47.0%	1.06	50.9%	0.98	48.0%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	5.5%	0.07		1.4%	0.27	3.0%	0.13	0.8%	0.51
Net Gains/Losses as % of Net Income	49.4%	2.6%	19.33		25.9%	1.91	2.7%	18.26	62.0%	0.80
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,143,580	42.9%	44.1%	0.97	53.5%	0.80	45.2%	0.95	45.8%	0.94
Supplies & Services	\$10,045,175	42.5%	49.0%	0.87	38.6%	1.10	46.7%	0.91	43.1%	0.98
Capital Component	\$3,462,871	14.6%	6.9%	2.13	7.9%	1.85	8.1%	1.82	11.1%	1.32
Fiscal Statistics										
Operating Margin (%)	2.8%	8.4%	0.33		7.3%	0.38	14.9%	0.19	6.0%	0.46
Total Hospital Net Income (%)	5.3%	8.6%	0.62		9.5%	0.56	15.3%	0.35	14.5%	0.37
Return on Equity (%)	2.6%	6.3%	0.41		6.4%	0.40	14.6%	0.18	6.6%	0.39
Current Ratio	2.4	5.9	0.41		5.9	0.41	3.0	0.81	3.2	0.76
Days in Net Patient Accounts Receivable	52.8	51.6	1.02		55.4	0.95	58.4	0.90	42.8	1.23
Average Payment Period	69.8	38.5	1.81		46.4	1.50	56.8	1.23	43.1	1.62
Equity Financing (%)	55.2%	75.1%	0.73		80.3%	0.69	61.3%	0.90	51.8%	1.06
Long-Term Debt to Equity Ratio	0.7	0.2	4.20		0.1	4.83	0.4	1.74	0.8	0.79
Times Interest Earned	2.7	13.4	0.20		14.1	0.19	18.7	0.14	6.3	0.42
Total Asset Turnover	0.5	0.7	0.64		0.7	0.72	1.0	0.50	0.4	1.13
Average Age of Plant (Years)	2.8	9.9	0.28		9.3	0.30	8.5	0.33	3.2	0.88
Increase (Decrease) Total Net Patient Revenue	8.9%	5.4%	1.64		9.6%	0.93	2.5%	3.58	14.9%	0.60
Outpatient Gross Revenue (% of Total GPR)	86.0%	61.9%	1.39		85.7%	1.00	73.7%	1.17	85.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,173	\$15,830	0.71		\$11,404	0.98	\$15,847	0.71	\$8,748	1.28
Inpatient Net Revenue per Day	\$2,151	\$3,538	0.61		\$2,879	0.75	\$4,787	0.45	\$2,214	0.97
Outpatient Net Revenue per Visit	\$884	\$686	1.29		\$1,183	0.75	\$991	0.89	\$840	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$48,342,100	Cash & Cash Equivalents	\$5,393,360	Current Liabilities	\$4,077,485
Less Deductions	\$24,114,098	Net Patient Receivables	\$3,501,722	Long-Term Debt	\$19,003,477
Net Patient Revenue	\$24,228,002	Other Receivables	\$283,183	Other Liabilities	\$0
Plus Other Revenue	\$95,496			Subtotal	\$23,080,962
Total Revenue	\$24,323,498	Land, Buildings & Equipment (Net)	\$29,088,865	Unrestricted Fund Balance	\$28,405,389
Less Expenses	\$23,651,626	Other Assets	\$13,219,221	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$656,527			Total Liabilities & Fund Balance	\$51,486,351
Net Income	\$1,328,399	Total Assets	\$51,486,351		

129 St Croix Regional Medical Center
 235 State Street
 St Croix Falls, WI 54024
 715-483-3261

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.4%	55.7%	0.96	42.7%	1.25	43.4%	1.23	54.7%	0.98
Obstetrics	45.3%	41.5%	1.09	29.5%	0.06	26.7%	1.70	48.4%	0.94
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	49.9%	57.5%	0.87	44.1%	1.13	41.9%	1.19	53.4%	0.93
Average Census (Patients)									
Adult Medical-Surgical	10.1	26.4	0.38	11.9	0.86	13.7	0.74	10.4	0.98
Obstetrics	1.8	5.6	0.32	2.1	0.88	2.3	0.79	1.9	0.94
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.5	49.4	0.25	18.9	0.66	26.3	0.47	13.4	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.83	3.7	0.89	3.3	0.98	3.5	0.94
Obstetrics	3.0	2.5	1.19	2.3	1.31	2.3	1.31	2.6	1.17
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	3.9	0.80	3.6	0.88	3.3	0.95
Surgical Operations									
Inpatient	483	1,396	0.35	485	1.00	664	0.73	315	1.53
Outpatient	2,021	4,206	0.48	1,916	1.05	2,945	0.69	1,870	1.08
Inpatient as % of All Surgeries	19.3%	24.9%	0.77	20.2%	0.95	18.4%	1.05	14.4%	1.34
Outpatient Visits									
Non-Emergency Visits	181,146	136,074	1.33	67,827	2.67	115,364	1.57	211,084	0.86
Emergency Visits	9,804	18,688	0.52	8,592	1.14	14,511	0.68	9,784	1.00
Full-Time Equivalents (FTEs)									
Administrators	19.3	19.3	1.00	10.6	1.81	13.8	1.39	23.3	0.83
Nurses, Licensed	107.1	239.2	0.45	115.3	0.93	135.2	0.79	90.2	1.19
Ancillary Nursing Personnel	17.6	40.0	0.44	18.4	0.95	20.8	0.84	15.6	1.13
All Other Personnel	423.3	480.4	0.88	260.2	1.63	324.4	1.30	344.8	1.23
Total FTEs	567.2	779.0	0.73	404.6	1.40	494.3	1.15	473.8	1.20
FTEs per 100 Patient Census (Adjusted)									
Administrators	25.5	14.9	1.71	18.0	1.42	14.2	1.80	30.4	0.84
Nurses, Licensed	141.7	183.7	0.77	195.4	0.73	138.6	1.02	117.5	1.21
Ancillary Nursing Personnel	23.3	30.8	0.76	31.2	0.75	21.3	1.09	20.3	1.15
All Other Personnel	560.2	369.0	1.52	440.9	1.27	332.6	1.68	449.2	1.25
Total FTEs	750.7	598.3	1.25	685.5	1.10	506.7	1.48	617.4	1.22

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,456
 Inpatient Days 4,552

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 13
 Inpatient Days 50

Newborn Nursery:
 Bassinets 6
 Total Births 278
 Newborn Days 527

129 St Croix Regional Medical Center
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,132	3,703	53.4%	10.1	3.3
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	220	662	45.3%	1.8	3.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	104	187	25.6%	0.5	1.8
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	4	19.3	Surgical Personnel	7	2	8.6
Physicians & Dentists	34	2	35.0	Radiological Services Personnel	15	7	21.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	2.8
Registered Nurses	36	50	79.9	Occupational Therapists	1	2	2.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.0
Licensed Practical Nurses	8	7	14.2	Physical Therapists	8	4	11.6
Ancillary Nursing Personnel	8	11	17.6	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	20	15	33.0	Recreational Therapists	8	1	8.9
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	13	0	13.0	Psychologists	5	0	5.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	9	42.5
Health Info Mgmt-Administrators/Technicians	15	4	18.2	All Other Personnel	133	48	175.0
Pharmacy Personnel	15	11	24.3				
Clinical Laboratory Personnel	19	8	26.4				
				Total	404	190	567.2

129 St Croix Regional Medical Center
St Croix Falls, WI 54024

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$86,556,250	49.2%	45.7%	1.08	51.0%	0.97	50.0%	0.99	46.8%	1.05
Medical Assistance	\$23,393,072	13.3%	14.0%	0.95	11.7%	1.13	11.4%	1.16	14.4%	0.92
Commercial	\$61,673,688	35.1%	35.8%	0.98	33.6%	1.04	34.7%	1.01	36.5%	0.96
All Other	\$4,127,436	2.3%	4.5%	0.52	3.7%	0.64	3.9%	0.61	2.2%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$45,027,133	25.6%	34.1%	0.75	33.7%	0.76	35.4%	0.72	23.5%	1.09
Medical Assistance	\$14,963,962	8.5%	10.6%	0.81	8.2%	1.04	8.4%	1.02	9.4%	0.91
Commercial	\$16,117,151	9.2%	14.7%	0.62	9.0%	1.02	13.7%	0.67	9.5%	0.96
Charity Care	\$616,267	0.4%	1.0%	0.36	1.1%	0.32	0.9%	0.38	0.6%	0.60
Bad Debt	\$2,239,975	1.3%	1.1%	1.19	1.0%	1.23	1.1%	1.13	1.9%	0.67
All Other	\$1,544,471	0.9%	2.0%	0.45	1.3%	0.66	2.2%	0.40	1.0%	0.89
Total Deductions	\$80,508,959	45.8%	63.3%	0.72	54.3%	0.84	61.7%	0.74	45.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.27	2.5%	0.60	4.3%	0.34	1.5%	1.00	
Net Gains/Losses as % of Net Income	52.8%	2.6%	20.63	24.5%	2.16	N/A	N/A	29.1%	1.81	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,176,130	55.7%	44.1%	1.26	52.7%	1.06	45.3%	1.23	48.8%	1.14
Supplies & Services	\$37,340,972	39.8%	49.0%	0.81	41.1%	0.97	47.8%	0.83	46.5%	0.86
Capital Component	\$4,216,258	4.5%	6.9%	0.65	6.1%	0.73	6.9%	0.65	4.7%	0.96
Fiscal Statistics										
Operating Margin (%)	3.0%	8.4%	0.36	8.1%	0.38	6.9%	0.44	5.4%	0.56	
Total Hospital Net Income (%)	6.2%	8.6%	0.72	10.4%	0.60	5.8%	1.07	7.4%	0.84	
Return on Equity (%)	7.3%	6.3%	1.15	7.0%	1.04	4.3%	1.70	8.3%	0.88	
Current Ratio	3.0	5.9	0.50	4.4	0.68	3.9	0.76	2.8	1.04	
Days in Net Patient Accounts Receivable	49.0	51.6	0.95	49.2	1.00	51.1	0.96	59.0	0.83	
Average Payment Period	58.4	38.5	1.52	52.6	1.11	40.4	1.45	68.4	0.85	
Equity Financing (%)	78.8%	75.1%	1.05	78.5%	1.00	77.0%	1.02	77.8%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.2	0.02	0.1	0.02	0.2	0.02	0.0	0.06	
Times Interest Earned	65.0	13.4	4.86	26.2	2.48	12.4	5.25	39.6	1.64	
Total Asset Turnover	1.1	0.7	1.54	0.7	1.73	0.7	1.53	1.1	1.04	
Average Age of Plant (Years)	9.4	9.9	0.95	11.5	0.81	9.9	0.95	9.3	1.00	
Increase (Decrease) Total Net Patient Revenue	12.9%	5.4%	2.37	7.0%	1.85	1.9%	6.75	6.8%	1.90	
Outpatient Gross Revenue (% of Total GPR)	83.5%	61.9%	1.35	68.3%	1.22	72.6%	1.15	82.6%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,693	\$15,830	0.74	\$14,403	0.81	\$10,657	1.10	\$11,556	1.01	
Inpatient Net Revenue per Day	\$3,701	\$3,538	1.05	\$3,489	1.06	\$2,933	1.26	\$3,504	1.06	
Outpatient Net Revenue per Visit	\$420	\$686	0.61	\$791	0.53	\$589	0.71	\$317	1.33	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$175,750,446	Cash & Cash Equivalents	\$21,271,321	Current Liabilities	\$14,395,828
Less Deductions	\$80,508,959	Net Patient Receivables	\$12,794,798	Long-Term Debt	\$171,000
Net Patient Revenue	\$95,241,487	Other Receivables	\$4,202,256	Other Liabilities	\$3,442,265
Plus Other Revenue	\$1,421,119			Subtotal	\$18,009,093
Total Revenue	\$96,662,606	Land, Buildings & Equipment (Net)	\$33,557,347	Unrestricted Fund Balance	\$66,882,194
Less Expenses	\$93,733,360	Other Assets	\$13,065,565	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,270,350			Total Liabilities & Fund Balance	\$84,891,287
Net Income	\$6,199,596	Total Assets	\$84,891,287		

130 Ascension Our Lady of Victory Hospital
 1120 Pine Street
 Stanley, WI 54768
 715-644-5571

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Clark
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.0%	55.7%	1.20	42.7%	1.57	11.4%	5.89	122.7%	0.55
Obstetrics	0.0%	41.5%	N/A	29.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	67.0%	57.5%	1.17	44.1%	1.52	17.7%	3.79	122.7%	0.55
Average Census (Patients)									
Adult Medical-Surgical	1.3	26.4	0.05	11.9	0.11	1.9	0.70	1.2	1.09
Obstetrics	0.0	5.6	N/A	2.1	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.3	49.4	0.03	18.9	0.07	3.1	0.44	1.2	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.70	3.7	0.75	3.0	0.91	3.0	0.93
Obstetrics	0.0	2.5	N/A	2.3	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	2.8	4.4	0.63	3.9	0.71	4.2	0.66	3.0	0.94
Surgical Operations									
Inpatient	0	1,396	N/A	485	N/A	55	N/A	0	N/A
Outpatient	255	4,206	0.06	1,916	0.13	307	0.83	296	0.86
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	20.2%	N/A	15.1%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	20,175	136,074	0.15	67,827	0.30	22,296	0.90	19,652	1.03
Emergency Visits	2,148	18,688	0.11	8,592	0.25	3,144	0.68	2,079	1.03
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	10.6	0.09	2.6	0.39	2.7	0.38
Nurses, Licensed	23.9	239.2	0.10	115.3	0.21	32.1	0.75	22.5	1.06
Ancillary Nursing Personnel	5.6	40.0	0.14	18.4	0.30	7.8	0.71	2.8	2.01
All Other Personnel	29.6	480.4	0.06	260.2	0.11	75.6	0.39	35.3	0.84
Total FTEs	60.1	779.0	0.08	404.6	0.15	118.0	0.51	63.2	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.7	14.9	0.59	18.0	0.48	19.1	0.46	21.8	0.40
Nurses, Licensed	208.1	183.7	1.13	195.4	1.07	236.9	0.88	184.4	1.13
Ancillary Nursing Personnel	48.3	30.8	1.57	31.2	1.55	57.6	0.84	22.7	2.13
All Other Personnel	256.9	369.0	0.70	440.9	0.58	557.9	0.46	288.8	0.89
Total FTEs	522.0	598.3	0.87	685.5	0.76	871.5	0.60	517.8	1.01

Total Hospital:
 Beds Set Up & Staffed 2
 Discharges 176
 Inpatient Days 489

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 47
 Inpatient Days 689

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

130 Ascension Our Lady of Victory Hospital
Stanley, WI 54768

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	2	177	489	67.0%	1.3	2.8
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	1	0.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	3	3.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.6
Registered Nurses	20	8	23.7	Occupational Therapists	1	2	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.2	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	4	4	5.6	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	2	5.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	4	1	4.1
Pharmacy Personnel	2	4	2.6				
Clinical Laboratory Personnel	6	2	6.9				
				Total	50	29	60.1

130 Ascension Our Lady of Victory Hospital
Stanley, WI 54768

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,717,831	51.8%	45.7%	1.13	51.0%	1.01	46.6%	1.11	52.5%	0.99
Medical Assistance	\$5,395,200	17.8%	14.0%	1.27	11.7%	1.51	13.4%	1.32	16.9%	1.05
Commercial	\$7,501,050	24.7%	35.8%	0.69	33.6%	0.74	35.9%	0.69	25.8%	0.96
All Other	\$1,757,933	5.8%	4.5%	1.29	3.7%	1.58	4.0%	1.43	4.9%	1.18
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,634,652	25.1%	34.1%	0.74	33.7%	0.75	21.1%	1.19	22.3%	1.13
Medical Assistance	\$3,021,481	9.9%	10.6%	0.94	8.2%	1.21	8.5%	1.18	11.8%	0.84
Commercial	\$887,359	2.9%	14.7%	0.20	9.0%	0.33	9.7%	0.30	3.0%	0.99
Charity Care	\$428,040	1.4%	1.0%	1.45	1.1%	1.29	1.0%	1.38	1.2%	1.16
Bad Debt	\$664,172	2.2%	1.1%	2.04	1.0%	2.10	2.2%	1.01	2.1%	1.03
All Other	\$584,091	1.9%	2.0%	0.98	1.3%	1.43	1.6%	1.22	1.4%	1.36
Total Deductions	\$13,219,795	43.5%	63.3%	0.69	54.3%	0.80	44.0%	0.99	41.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	5.5%	0.24	2.5%	0.55	3.2%	0.42	3.0%	0.45	
Net Gains/Losses as % of Net Income	0.0%	2.6%	N/A	24.5%	N/A	N/A	N/A	7.6%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,085,838	42.6%	44.1%	0.97	52.7%	0.81	54.9%	0.78	42.6%	1.00
Supplies & Services	\$8,684,281	52.2%	49.0%	1.06	41.1%	1.27	38.5%	1.36	49.9%	1.05
Capital Component	\$869,209	5.2%	6.9%	0.76	6.1%	0.85	6.7%	0.79	7.5%	0.70
Fiscal Statistics										
Operating Margin (%)	4.3%	8.4%	0.51	8.1%	0.53	1.3%	3.35	-3.5%	N/A	
Total Hospital Net Income (%)	4.3%	8.6%	0.50	10.4%	0.41	1.0%	4.32	-3.8%	N/A	
Return on Equity (%)	6.8%	6.3%	1.07	7.0%	0.97	1.2%	5.46	-6.1%	N/A	
Current Ratio	2.9	5.9	0.49	4.4	0.67	3.5	0.83	2.3	1.29	
Days in Net Patient Accounts Receivable	61.1	51.6	1.18	49.2	1.24	53.6	1.14	43.6	1.40	
Average Payment Period	30.9	38.5	0.80	52.6	0.59	37.7	0.82	36.6	0.85	
Equity Financing (%)	70.7%	75.1%	0.94	78.5%	0.90	52.0%	1.36	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.6	N/A	-4.7	N/A	
Times Interest Earned	0.0	13.4	N/A	26.2	N/A	2.0	N/A	-0.9	N/A	
Total Asset Turnover	1.6	0.7	2.15	0.7	2.41	1.3	1.26	1.6	0.99	
Average Age of Plant (Years)	4.6	9.9	0.47	11.5	0.40	10.1	0.46	3.6	1.30	
Increase (Decrease) Total Net Patient Revenue	1.3%	5.4%	0.24	7.0%	0.18	6.3%	0.20	4.8%	0.27	
Outpatient Gross Revenue (% of Total GPR)	88.4%	61.9%	1.43	68.3%	1.30	77.2%	1.14	89.8%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,709	\$15,830	0.93	\$14,403	1.02	\$17,237	0.85	\$15,976	0.92	
Inpatient Net Revenue per Day	\$2,771	\$3,538	0.78	\$3,489	0.79	\$2,652	1.04	\$2,850	0.97	
Outpatient Net Revenue per Visit	\$651	\$686	0.95	\$791	0.82	\$595	1.09	\$661	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,372,014	Cash & Cash Equivalents	\$10,498	Current Liabilities	\$1,351,900
Less Deductions	\$13,219,795	Net Patient Receivables	\$2,869,055	Long-Term Debt	\$0
Net Patient Revenue	\$17,152,219	Other Receivables	\$13,303	Other Liabilities	\$1,864,995
Plus Other Revenue	\$234,210			Subtotal	\$3,216,895
Total Revenue	\$17,386,429	Land, Buildings & Equipment (Net)	\$7,027,703	Unrestricted Fund Balance	\$7,769,901
Less Expenses	\$16,639,328	Other Assets	\$1,066,237	Restricted Fund Balance	\$2,000
Non-Operating Gains/Losses	\$0	Total Assets	\$10,986,796	Total Liabilities & Fund Balance	\$10,986,796
Net Income	\$747,101				

131 Ascension St. Michael's Hospital
 900 Illinois Avenue
 Stevens Point, WI 54481
 715-346-5000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	147.5%	55.7%	2.65	65.6%	2.25	57.4%	2.57	77.8%	1.90
Obstetrics	105.6%	41.5%	2.54	46.3%	0.07	40.0%	2.64	65.2%	1.62
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	201.7%	57.5%	3.51	69.2%	2.92	59.0%	3.42	75.6%	2.67
Average Census (Patients)									
Adult Medical-Surgical	13.3	26.4	0.50	22.1	0.60	36.9	0.36	22.6	0.59
Obstetrics	3.2	5.6	0.56	3.6	0.88	7.9	0.40	3.3	0.97
Pediatrics	0.0	1.4	N/A	1.0	N/A	5.2	N/A	0.2	0.00
Total Hospital	34.3	49.4	0.69	39.5	0.87	78.6	0.44	37.8	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.72	3.8	0.75	3.8	0.75	3.0	0.96
Obstetrics	2.2	2.5	0.85	2.5	0.85	2.6	0.84	2.4	0.92
Pediatrics	0.0	3.5	N/A	3.3	N/A	3.5	N/A	2.0	0.00
Total Hospital	3.0	4.4	0.69	4.2	0.73	4.4	0.68	3.1	0.98
Surgical Operations									
Inpatient	832	1,396	0.60	1,155	0.72	1,842	0.45	880	0.95
Outpatient	3,084	4,206	0.73	1,740	1.77	4,876	0.63	3,058	1.01
Inpatient as % of All Surgeries	21.2%	24.9%	0.85	39.9%	0.53	27.4%	0.77	22.3%	0.95
Outpatient Visits									
Non-Emergency Visits	237,682	136,074	1.75	68,636	3.46	168,131	1.41	372,156	0.64
Emergency Visits	19,007	18,688	1.02	13,080	1.45	31,181	0.61	20,328	0.94
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.3	0.10	16.3	0.12	25.9	0.08	0.0	N/A
Nurses, Licensed	22.3	239.2	0.09	145.3	0.15	358.4	0.06	148.6	0.15
Ancillary Nursing Personnel	3.6	40.0	0.09	28.4	0.13	57.2	0.06	17.9	0.20
All Other Personnel	31.0	480.4	0.06	245.2	0.13	660.2	0.05	298.4	0.10
Total FTEs	58.9	779.0	0.08	435.2	0.14	1,101.6	0.05	464.9	0.13
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.2	14.9	0.08	16.6	0.07	12.9	0.09	0.0	N/A
Nurses, Licensed	13.2	183.7	0.07	147.7	0.09	178.3	0.07	81.2	0.16
Ancillary Nursing Personnel	2.2	30.8	0.07	28.9	0.07	28.5	0.08	9.8	0.22
All Other Personnel	18.3	369.0	0.05	249.4	0.07	328.4	0.06	163.0	0.11
Total FTEs	34.9	598.3	0.06	442.6	0.08	548.0	0.06	253.9	0.14

Total Hospital:

Beds Set Up & Staffed 17
 Discharges 4,127
 Inpatient Days 12,516

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 442
 Newborn Days 816

131 Ascension St. Michael's Hospital
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	9	1,702	4,846	147.5%	13.3	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	534	1,156	105.6%	3.2	2.2
Psychiatric	1	1	619	1,392	381.4%	3.8	2.2
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	4	1,325	5,122	350.8%	14.0	3.9
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	7.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	3	4.6
Registered Nurses	19	9	21.3	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	1	3.6	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	2	5.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	2	0	2.0
Pharmacy Personnel	3	2	3.0				
Clinical Laboratory Personnel	5	3	5.0				
				Total	52	26	58.9

131 Ascension St. Michael's Hospital
Stevens Point, WI 54481

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$154,122,095	41.6%	45.7%	0.91	50.9%	0.82	41.9%	0.99	41.9%	0.99
Medical Assistance	\$51,260,760	13.8%	14.0%	0.99	13.8%	1.00	19.9%	0.70	13.8%	1.00
Commercial	\$143,565,042	38.8%	35.8%	1.08	31.0%	1.25	35.1%	1.11	38.8%	1.00
All Other	\$21,183,545	5.7%	4.5%	1.27	4.2%	1.35	3.2%	1.79	5.5%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$100,270,231	27.1%	34.1%	0.79	35.1%	0.77	31.8%	0.85	28.1%	0.97
Medical Assistance	\$38,591,805	10.4%	10.6%	0.99	10.3%	1.01	14.5%	0.72	10.2%	1.03
Commercial	\$23,846,133	6.4%	14.7%	0.44	7.8%	0.83	12.7%	0.51	7.0%	0.91
Charity Care	\$6,269,699	1.7%	1.0%	1.74	1.3%	1.33	1.0%	1.72	1.9%	0.89
Bad Debt	\$5,077,674	1.4%	1.1%	1.28	1.0%	1.38	1.1%	1.21	1.4%	1.00
All Other	\$8,893,930	2.4%	2.0%	1.23	1.9%	1.30	1.4%	1.68	2.4%	1.00
Total Deductions	\$182,949,472	49.4%	63.3%	0.78	57.3%	0.86	62.6%	0.79	50.9%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%	5.5%	0.34	3.4%	0.55	3.7%	0.50	1.9%	0.98	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	22.1%	N/A	5.1%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$82,382,042	44.6%	44.1%	1.01	41.2%	1.08	43.3%	1.03	52.9%	0.84
Supplies & Services	\$93,407,696	50.6%	49.0%	1.03	52.5%	0.96	49.6%	1.02	40.1%	1.26
Capital Component	\$8,951,995	4.8%	6.9%	0.70	6.3%	0.77	7.1%	0.68	7.0%	0.69
Fiscal Statistics										
Operating Margin (%)	3.2%	8.4%	0.38	5.1%	0.62	10.1%	0.31	4.5%	0.69	
Total Hospital Net Income (%)	2.9%	8.6%	0.34	6.4%	0.45	10.6%	0.27	4.5%	0.63	
Return on Equity (%)	4.7%	6.3%	0.74	5.1%	0.92	6.8%	0.69	7.0%	0.67	
Current Ratio	3.4	5.9	0.57	4.2	0.80	7.2	0.47	3.5	0.96	
Days in Net Patient Accounts Receivable	54.4	51.6	1.05	62.5	0.87	53.7	1.01	55.7	0.98	
Average Payment Period	25.1	38.5	0.65	37.9	0.66	35.4	0.71	26.5	0.95	
Equity Financing (%)	68.6%	75.1%	0.91	51.9%	1.32	73.3%	0.94	66.4%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.7	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	17,960.4	13.4	1,343.0	14.9	1,204.3	19.0	947.11	117.7	152.56	
Total Asset Turnover	1.6	0.7	2.23	0.8	2.10	0.6	2.57	1.6	1.06	
Average Age of Plant (Years)	5.0	9.9	0.51	7.8	0.64	8.4	0.60	4.1	1.22	
Increase (Decrease) Total Net Patient Revenue	2.2%	5.4%	0.41	4.2%	0.54	5.3%	0.42	-3.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	79.9%	61.9%	1.29	59.8%	1.34	60.4%	1.32	79.4%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,392	\$15,830	0.59	\$14,144	0.66	\$15,632	0.60	\$8,951	1.05	
Inpatient Net Revenue per Day	\$3,118	\$3,538	0.88	\$3,385	0.92	\$3,480	0.90	\$2,905	1.07	
Outpatient Net Revenue per Visit	\$598	\$686	0.87	\$932	0.64	\$697	0.86	\$378	1.58	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$370,131,442	Cash & Cash Equivalents	\$114,975	Current Liabilities	\$12,129,748
Less Deductions	\$182,949,472	Net Patient Receivables	\$27,884,200	Long-Term Debt	\$0
Net Patient Revenue	\$187,181,970	Other Receivables	\$1,340,380	Other Liabilities	\$24,343,680
Plus Other Revenue	\$3,575,698			Subtotal	\$36,473,428
Total Revenue	\$190,757,668	Land, Buildings & Equipment (Net)	\$75,230,728	Unrestricted Fund Balance	\$79,696,306
Less Expenses	\$184,741,733	Other Assets	\$11,599,451	Restricted Fund Balance	\$4,968,236
Non-Operating Gains/Losses	-\$556,284	Total Assets	\$116,169,734	Total Liabilities & Fund Balance	\$116,169,734
Net Income	\$5,459,651				

132 Stoughton Hospital Association
 900 Ridge Street
 Stoughton, WI 53589
 608-873-6611

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.2%	55.7%	0.62	57.3%	0.60	20.1%	1.70	38.9%	0.88
Obstetrics	0.0%	41.5%	N/A	43.6%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.9%	57.5%	0.78	60.2%	0.75	24.5%	1.83	47.2%	0.95
Average Census (Patients)									
Adult Medical-Surgical	6.2	26.4	0.23	24.4	0.25	3.2	1.95	7.0	0.88
Obstetrics	0.0	5.6	N/A	5.1	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	14.4	49.4	0.29	51.9	0.28	4.6	3.10	15.1	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.80	3.9	0.80	3.0	1.04	3.3	0.94
Obstetrics	0.0	2.5	N/A	2.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.6	4.4	1.27	4.3	1.29	2.9	1.95	5.4	1.03
Surgical Operations									
Inpatient	273	1,396	0.20	2,117	0.13	350	0.78	311	0.88
Outpatient	838	4,206	0.20	7,457	0.11	1,888	0.44	2,383	0.35
Inpatient as % of All Surgeries	24.6%	24.9%	0.99	22.1%	1.11	15.6%	1.57	11.5%	2.13
Outpatient Visits									
Non-Emergency Visits	50,168	136,074	0.37	174,723	0.29	24,234	2.07	51,593	0.97
Emergency Visits	4,935	18,688	0.26	17,254	0.29	3,778	1.31	5,010	0.99
Full-Time Equivalents (FTEs)									
Administrators	22.5	19.3	1.16	26.0	0.86	5.4	4.15	23.0	0.98
Nurses, Licensed	68.4	239.2	0.29	251.5	0.27	46.6	1.47	72.4	0.94
Ancillary Nursing Personnel	15.5	40.0	0.39	43.3	0.36	8.1	1.92	21.0	0.74
All Other Personnel	181.4	480.4	0.38	653.1	0.28	107.7	1.68	177.2	1.02
Total FTEs	287.8	779.0	0.37	973.9	0.30	167.8	1.72	293.6	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	38.5	14.9	2.59	20.1	1.92	30.5	1.27	43.0	0.90
Nurses, Licensed	117.1	183.7	0.64	194.3	0.60	261.4	0.45	135.3	0.87
Ancillary Nursing Personnel	26.6	30.8	0.86	33.4	0.80	45.4	0.59	39.2	0.68
All Other Personnel	310.4	369.0	0.84	504.4	0.62	604.7	0.51	331.1	0.94
Total FTEs	492.6	598.3	0.82	752.2	0.65	941.9	0.52	548.5	0.90

Total Hospital:
 Beds Set Up & Staffed 32
 Discharges 939
 Inpatient Days 5,250

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 45
 Inpatient Days 276

Newborn Nursery:
 Bassinets 0
 Total Births 1
 Newborn Days 0

132 Stoughton Hospital Association
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	718	2,250	34.2%	6.2	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	10	168	2,918	79.9%	8.0	17.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	13	82	5.6%	0.2	6.3
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	2	22.5	Surgical Personnel	2	3	4.6
Physicians & Dentists	2	1	2.4	Radiological Services Personnel	9	13	15.9
Medical & Dental Residents	0	0	0.0	Sonographers	2	2	2.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	2	3.2
Registered Nurses	33	56	62.9	Occupational Therapists	2	8	4.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	2	2.0	Physical Therapists	10	13	15.9
Ancillary Nursing Personnel	7	15	15.5	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	2	1	2.5	Recreational Therapists	1	0	1.0
Physician Assistants	1	1	1.9	Dietitians & Nutritionists	0	5	2.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.5	Social Workers	1	3	2.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	12	21.4
Health Info Mgmt-Administrators/Technicians	5	5	8.5	All Other Personnel	51	64	79.2
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	3	6	7.0				
				Total	179	215	287.8

132 Stoughton Hospital Association

Stoughton, WI 53589

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$59,301,408	54.1%	45.7%	1.18	41.6%	1.30	45.3%	1.19	54.1%	1.00
Medical Assistance	\$7,360,655	6.7%	14.0%	0.48	11.5%	0.58	9.6%	0.70	7.1%	0.95
Commercial	\$40,708,328	37.2%	35.8%	1.04	39.3%	0.94	42.0%	0.88	36.7%	1.01
All Other	\$2,181,714	2.0%	4.5%	0.44	7.5%	0.26	3.1%	0.65	2.1%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$37,319,603	34.1%	34.1%	1.00	30.8%	1.11	27.2%	1.25	34.3%	0.99
Medical Assistance	\$5,836,474	5.3%	10.6%	0.50	8.7%	0.61	7.0%	0.76	5.2%	1.03
Commercial	\$16,839,316	15.4%	14.7%	1.05	18.2%	0.85	13.4%	1.15	15.6%	0.99
Charity Care	\$433,764	0.4%	1.0%	0.41	0.9%	0.46	0.6%	0.67	0.6%	0.62
Bad Debt	\$1,412,000	1.3%	1.1%	1.20	1.1%	1.21	1.3%	0.97	1.2%	1.12
All Other	\$1,047,807	1.0%	2.0%	0.49	3.4%	0.29	1.4%	0.68	1.0%	0.96
Total Deductions	\$62,888,964	57.4%	63.3%	0.91	62.8%	0.91	50.9%	1.13	57.9%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.2%	5.5%	0.77	6.4%	0.66	3.0%	1.40	4.4%	0.96
Net Gains/Losses as % of Net Income		17.0%	2.6%	6.63	1.9%	9.14	2.7%	6.27	9.6%	1.77
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,706,468	53.4%	44.1%	1.21	47.5%	1.12	45.2%	1.18	51.8%	1.03
Supplies & Services	\$17,332,945	37.4%	49.0%	0.76	45.0%	0.83	46.7%	0.80	39.0%	0.96
Capital Component	\$4,243,904	9.2%	6.9%	1.33	7.5%	1.22	8.1%	1.14	9.2%	1.00
Fiscal Statistics										
Operating Margin (%)		5.0%	8.4%	0.60	5.0%	1.01	14.9%	0.34	5.6%	0.89
Total Hospital Net Income (%)		6.0%	8.6%	0.70	5.0%	1.19	15.3%	0.39	6.2%	0.97
Return on Equity (%)		4.7%	6.3%	0.75	3.8%	1.26	14.6%	0.33	4.9%	0.97
Current Ratio		5.8	5.9	0.98	2.3	2.57	3.0	1.95	5.4	1.07
Days in Net Patient Accounts Receivable		46.4	51.6	0.90	47.8	0.97	58.4	0.79	49.9	0.93
Average Payment Period		38.3	38.5	0.99	55.0	0.70	56.8	0.67	38.5	0.99
Equity Financing (%)		73.5%	75.1%	0.98	59.3%	1.24	61.3%	1.20	70.7%	1.04
Long-Term Debt to Equity Ratio		0.3	0.2	1.57	0.3	0.85	0.4	0.65	0.3	0.84
Times Interest Earned		8.0	13.4	0.60	5.0	1.59	18.7	0.43	8.7	0.92
Total Asset Turnover		0.8	0.7	1.07	0.7	1.05	1.0	0.83	0.8	0.99
Average Age of Plant (Years)		10.4	9.9	1.05	10.5	0.99	8.5	1.23	10.1	1.03
Increase (Decrease) Total Net Patient Revenue		4.9%	5.4%	0.89	6.7%	0.73	2.5%	1.95	14.8%	0.33
Outpatient Gross Revenue (% of Total GPR)		73.8%	61.9%	1.19	59.8%	1.23	73.7%	1.00	70.9%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,414		\$15,830	0.85	\$17,803	0.75	\$15,847	0.85	\$12,817	1.05
Inpatient Net Revenue per Day	\$2,251		\$3,538	0.64	\$4,047	0.56	\$4,787	0.47	\$2,286	0.98
Outpatient Net Revenue per Visit	\$631		\$686	0.92	\$595	1.06	\$991	0.64	\$563	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$109,552,105	Cash & Cash Equivalents	\$18,968,287	Current Liabilities	\$4,547,685
Less Deductions	\$62,888,964	Net Patient Receivables	\$5,927,104	Long-Term Debt	\$11,382,063
Net Patient Revenue	\$46,663,141	Other Receivables	\$87,694	Other Liabilities	\$453,669
Plus Other Revenue	\$2,061,651			Subtotal	\$16,383,417
Total Revenue	\$48,724,792	Land, Buildings & Equipment (Net)	\$27,693,641	Unrestricted Fund Balance	\$45,524,495
Less Expenses	\$46,283,317	Other Assets	\$9,231,186	Restricted Fund Balance	\$1,951,049
Non-Operating Gains/Losses	\$498,799			Total Liabilities & Fund Balance	\$61,907,912
Net Income	\$2,940,274	Total Assets	\$61,907,912		

133 Door County Medical Center
 323 South 18th Avenue
 Sturgeon Bay, WI 54235
 920-743-5566

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.7%	55.7%	0.89	50.7%	0.98	43.4%	1.15	46.4%	1.07
Obstetrics	15.9%	41.5%	0.38	35.8%	0.02	26.7%	0.59	27.3%	0.58
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.9%	57.5%	0.76	47.6%	0.92	41.9%	1.05	44.1%	1.00
Average Census (Patients)									
Adult Medical-Surgical	8.0	26.4	0.30	23.3	0.34	13.7	0.58	7.4	1.07
Obstetrics	0.8	5.6	0.14	4.4	0.18	2.3	0.35	1.4	0.58
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.0	49.4	0.22	40.3	0.27	26.3	0.42	11.0	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.72	3.6	0.79	3.3	0.84	2.7	1.04
Obstetrics	2.2	2.5	0.88	2.5	0.89	2.3	0.97	3.7	0.60
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	4.4	0.48	3.6	0.58	3.6	0.59	2.3	0.91
Surgical Operations									
Inpatient	307	1,396	0.22	1,119	0.27	664	0.46	281	1.09
Outpatient	1,757	4,206	0.42	4,642	0.38	2,945	0.60	2,349	0.75
Inpatient as % of All Surgeries	14.9%	24.9%	0.60	19.4%	0.77	18.4%	0.81	10.7%	1.39
Outpatient Visits									
Non-Emergency Visits	124,891	136,074	0.92	200,883	0.62	115,364	1.08	101,682	1.23
Emergency Visits	9,333	18,688	0.50	18,216	0.51	14,511	0.64	9,326	1.00
Full-Time Equivalents (FTEs)									
Administrators	30.0	19.3	1.55	19.6	1.53	13.8	2.17	25.2	1.19
Nurses, Licensed	125.2	239.2	0.52	266.6	0.47	135.2	0.93	129.6	0.97
Ancillary Nursing Personnel	9.7	40.0	0.24	32.6	0.30	20.8	0.46	19.5	0.49
All Other Personnel	341.2	480.4	0.71	519.5	0.66	324.4	1.05	343.7	0.99
Total FTEs	506.0	779.0	0.65	838.3	0.60	494.3	1.02	518.0	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	46.0	14.9	3.09	13.4	3.42	14.2	3.24	38.1	1.21
Nurses, Licensed	191.8	183.7	1.04	183.1	1.05	138.6	1.38	195.9	0.98
Ancillary Nursing Personnel	14.8	30.8	0.48	22.4	0.66	21.3	0.69	29.5	0.50
All Other Personnel	522.6	369.0	1.42	356.8	1.46	332.6	1.57	519.3	1.01
Total FTEs	775.1	598.3	1.30	575.7	1.35	506.7	1.53	782.8	0.99

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,886
 Inpatient Days 4,005

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 36
 Inpatient Days 388

Newborn Nursery:
 Bassinets 6
 Total Births 136
 Newborn Days 288

133 Door County Medical Center
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	1,033	2,905	49.7%	8.0	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	130	290	15.9%	0.8	2.2
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	379	810	55.5%	2.2	2.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	30	1	30.0	Surgical Personnel	3	3	4.4
Physicians & Dentists	23	8	27.8	Radiological Services Personnel	14	10	18.1
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	3	1.4	Respiratory Therapists	8	5	10.2
Registered Nurses	47	83	90.3	Occupational Therapists	3	11	9.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	20	14	26.2	Physical Therapists	11	7	14.7
Ancillary Nursing Personnel	5	12	9.7	Physical Therapy Assistants/Aides	5	4	7.4
Medical Assistants	11	9	17.9	Recreational Therapists	4	1	4.0
Physician Assistants	1	3	2.6	Dietitians & Nutritionists	0	4	2.4
Nurse Practitioners	8	1	8.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	27	47.8
Health Info Mgmt-Administrators/Technicians	13	4	16.2	All Other Personnel	91	61	119.1
Pharmacy Personnel	6	5	8.1				
Clinical Laboratory Personnel	20	5	21.4				
				Total	369	281	506.0

133 Door County Medical Center
Sturgeon Bay, WI 54235

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$90,063,127	58.0%	45.7%	1.27	46.7%	1.24	50.0%	1.16	56.3%	1.03
Medical Assistance	\$14,964,980	9.6%	14.0%	0.69	11.9%	0.81	11.4%	0.84	10.0%	0.97
Commercial	\$43,146,484	27.8%	35.8%	0.77	38.0%	0.73	34.7%	0.80	29.8%	0.93
All Other	\$7,197,586	4.6%	4.5%	1.03	3.4%	1.35	3.9%	1.20	3.9%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$51,814,471	33.3%	34.1%	0.98	34.7%	0.96	35.4%	0.94	27.0%	1.24
Medical Assistance	\$8,249,173	5.3%	10.6%	0.50	9.0%	0.59	8.4%	0.63	8.2%	0.65
Commercial	\$10,875,829	7.0%	14.7%	0.48	16.1%	0.43	13.7%	0.51	4.8%	1.47
Charity Care	\$1,790,167	1.2%	1.0%	1.18	0.9%	1.25	0.9%	1.26	0.9%	1.30
Bad Debt	\$1,365,029	0.9%	1.1%	0.82	1.0%	0.89	1.1%	0.78	2.1%	0.42
All Other	\$1,664,287	1.1%	2.0%	0.55	1.8%	0.61	2.2%	0.49	3.5%	0.30
Total Deductions	\$75,758,956	48.8%	63.3%	0.77	63.5%	0.77	61.7%	0.79	46.4%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.8%	5.5%	0.50	3.5%	0.79	4.3%	0.64	3.1%	0.90	
Net Gains/Losses as % of Net Income	112.7%	2.6%	44.07	8.5%	13.20	N/A	N/A	25.6%	4.41	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,840,717	65.5%	44.1%	1.49	45.8%	1.43	45.3%	1.45	65.9%	0.99
Supplies & Services	\$23,615,765	28.8%	49.0%	0.59	46.8%	0.61	47.8%	0.60	28.4%	1.01
Capital Component	\$4,682,763	5.7%	6.9%	0.83	7.4%	0.77	6.9%	0.83	5.7%	0.99
Fiscal Statistics										
Operating Margin (%)	-0.3%	8.4%	N/A	9.4%	N/A	6.9%	N/A	1.9%	N/A	
Total Hospital Net Income (%)	2.5%	8.6%	0.29	10.2%	0.24	5.8%	0.42	2.5%	0.98	
Return on Equity (%)	1.9%	6.3%	0.30	7.0%	0.27	4.3%	0.45	2.0%	0.95	
Current Ratio	3.8	5.9	0.64	4.3	0.89	3.9	0.98	3.2	1.19	
Days in Net Patient Accounts Receivable	56.2	51.6	1.09	50.7	1.11	51.1	1.10	67.4	0.83	
Average Payment Period	36.1	38.5	0.94	54.9	0.66	40.4	0.89	44.5	0.81	
Equity Financing (%)	83.1%	75.1%	1.11	75.6%	1.10	77.0%	1.08	83.5%	1.00	
Long-Term Debt to Equity Ratio	0.1	0.2	0.72	0.2	0.66	0.2	0.74	0.1	1.33	
Times Interest Earned	8.6	13.4	0.65	14.7	0.59	12.4	0.70	10.3	0.84	
Total Asset Turnover	0.8	0.7	1.03	0.7	1.11	0.7	1.02	0.8	0.96	
Average Age of Plant (Years)	15.8	9.9	1.61	10.4	1.53	9.9	1.61	9.5	1.67	
Increase (Decrease) Total Net Patient Revenue	-0.2%	5.4%	N/A	3.9%	N/A	1.9%	N/A	2.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	81.6%	61.9%	1.32	71.3%	1.14	72.6%	1.12	80.3%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,249	\$15,830	0.52	\$12,899	0.64	\$10,657	0.77	\$9,776	0.84	
Inpatient Net Revenue per Day	\$3,327	\$3,538	0.94	\$3,402	0.98	\$2,933	1.13	\$3,345	0.99	
Outpatient Net Revenue per Visit	\$485	\$686	0.71	\$545	0.89	\$589	0.82	\$591	0.82	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$155,372,177	Cash & Cash Equivalents	\$6,371,789	Current Liabilities	\$7,752,646
Less Deductions	\$75,758,956	Net Patient Receivables	\$12,248,724	Long-Term Debt	\$10,274,266
Net Patient Revenue	\$79,613,221	Other Receivables	\$3,304,575	Other Liabilities	\$174,286
Plus Other Revenue	\$2,263,164			Subtotal	\$18,201,198
Total Revenue	\$81,876,385	Land, Buildings & Equipment (Net)	\$32,088,558	Unrestricted Fund Balance	\$89,695,262
Less Expenses	\$82,139,245	Other Assets	\$53,882,814	Restricted Fund Balance	\$4,746,396
Non-Operating Gains/Losses	\$2,334,087			Total Liabilities & Fund Balance	\$107,896,460
Net Income	\$2,071,227	Total Assets	\$107,896,460		

314 Aurora Medical Center in Summit
 36500 Aurora Drive
 Summit, WI 53066
 262-560-6151

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

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.9%	55.7%	1.04	55.0%	1.05	43.4%	1.33	48.8%	1.19
Obstetrics	28.1%	41.5%	0.68	34.6%	0.10	26.7%	1.05	27.4%	1.02
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.6%	57.5%	0.85	51.4%	0.94	41.9%	1.16	43.8%	1.11
Average Census (Patients)									
Adult Medical-Surgical	28.9	26.4	1.10	31.4	0.92	13.7	2.11	24.4	1.19
Obstetrics	3.4	5.6	0.60	6.3	0.54	2.3	1.47	3.3	1.02
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	44.2	49.4	0.90	58.3	0.76	26.3	1.68	39.8	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.83	3.6	0.90	3.3	0.98	3.1	1.07
Obstetrics	2.3	2.5	0.89	2.3	0.97	2.3	0.98	2.3	1.00
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.4	0.82	4.0	0.91	3.6	1.01	3.5	1.02
Surgical Operations									
Inpatient	1,382	1,396	0.99	1,424	0.97	664	2.08	1,494	0.93
Outpatient	4,321	4,206	1.03	3,674	1.18	2,945	1.47	4,331	1.00
Inpatient as % of All Surgeries	24.2%	24.9%	0.97	27.9%	0.87	18.4%	1.32	25.6%	0.94
Outpatient Visits									
Non-Emergency Visits	90,085	136,074	0.66	147,557	0.61	115,364	0.78	87,033	1.04
Emergency Visits	15,077	18,688	0.81	29,988	0.50	14,511	1.04	14,691	1.03
Full-Time Equivalents (FTEs)									
Administrators	13.0	19.3	0.67	17.6	0.74	13.8	0.94	15.0	0.87
Nurses, Licensed	267.0	239.2	1.12	262.0	1.02	135.2	1.98	252.3	1.06
Ancillary Nursing Personnel	44.6	40.0	1.11	44.8	1.00	20.8	2.14	39.3	1.14
All Other Personnel	654.8	480.4	1.36	509.5	1.29	324.4	2.02	647.9	1.01
Total FTEs	979.4	779.0	1.26	833.9	1.17	494.3	1.98	954.5	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.2	14.9	0.69	10.7	0.95	14.2	0.72	13.6	0.75
Nurses, Licensed	209.5	183.7	1.14	159.4	1.31	138.6	1.51	228.7	0.92
Ancillary Nursing Personnel	35.0	30.8	1.14	27.2	1.28	21.3	1.64	35.6	0.98
All Other Personnel	513.9	369.0	1.39	310.0	1.66	332.6	1.54	587.3	0.87
Total FTEs	768.6	598.3	1.28	507.3	1.51	506.7	1.52	865.2	0.89

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	91	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,451	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	473
Inpatient Days	16,138			Inpatient Days	0	Newborn Days	963

314 Aurora Medical Center in Summit
Summit, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	50	3,221	10,563	57.9%	28.9	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	8	110	873	29.9%	2.4	7.9
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	546	1,231	28.1%	3.4	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	318	2,859	55.9%	7.8	9.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	53	612	24.0%	1.7	11.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	0	13.0	Surgical Personnel	7	6	10.8
Physicians & Dentists	69	23	79.1	Radiological Services Personnel	31	25	48.0
Medical & Dental Residents	0	0	0.0	Sonographers	7	5	11.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	7	12.8
Registered Nurses	182	118	248.7	Occupational Therapists	5	7	9.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	16	13	23.2
Ancillary Nursing Personnel	21	49	44.6	Physical Therapy Assistants/Aides	1	1	1.0
Medical Assistants	32	11	39.3	Recreational Therapists	0	0	0.0
Physician Assistants	7	3	8.3	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	15	4	16.3	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	1	6.5
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	125	89	172.9
Health Info Mgmt-Administrators/Technicians	30	4	32.8	All Other Personnel	135	40	159.5
Pharmacy Personnel	10	5	13.5				
Clinical Laboratory Personnel	18	4	20.7				
				Total	747	415	979.4

314 Aurora Medical Center in Summit
Summit, WI 53066

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$175,425,641	44.4%	45.7%	0.97	50.5%	0.88	50.0%	0.89	42.1%	1.05
Medical Assistance	\$31,037,718	7.8%	14.0%	0.56	10.1%	0.78	11.4%	0.69	7.7%	1.02
Commercial	\$177,421,107	44.9%	35.8%	1.25	36.8%	1.22	34.7%	1.29	47.0%	0.95
All Other	\$11,603,765	2.9%	4.5%	0.65	2.7%	1.10	3.9%	0.76	3.2%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$137,325,921	34.7%	34.1%	1.02	39.8%	0.87	35.4%	0.98	32.9%	1.05
Medical Assistance	\$24,306,464	6.1%	10.6%	0.58	7.8%	0.79	8.4%	0.73	6.2%	0.99
Commercial	\$72,548,719	18.3%	14.7%	1.25	16.3%	1.13	13.7%	1.34	19.0%	0.97
Charity Care	\$2,915,115	0.7%	1.0%	0.76	1.0%	0.77	0.9%	0.81	1.1%	0.68
Bad Debt	\$4,474,561	1.1%	1.1%	1.06	1.1%	1.00	1.1%	1.00	1.0%	1.09
All Other	\$6,484,472	1.6%	2.0%	0.84	1.1%	1.43	2.2%	0.75	1.5%	1.13
Total Deductions	\$248,055,252	62.7%	63.3%	0.99	67.1%	0.93	61.7%	1.02	61.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.12		4.8%	0.13	4.3%	0.15	0.7%	0.90
Net Gains/Losses as % of Net Income	1.0%	2.6%	0.40		N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$48,694,563	40.5%	44.1%	0.92	39.0%	1.04	45.3%	0.89	39.2%	1.03
Supplies & Services	\$56,621,180	47.1%	49.0%	0.96	52.6%	0.89	47.8%	0.98	50.6%	0.93
Capital Component	\$14,930,797	12.4%	6.9%	1.81	8.4%	1.48	6.9%	1.80	10.2%	1.22
Fiscal Statistics										
Operating Margin (%)	19.0%	8.4%	2.27		11.9%	1.59	6.9%	2.76	18.0%	1.05
Total Hospital Net Income (%)	19.1%	8.6%	2.23		10.9%	1.76	5.8%	3.29	17.4%	1.10
Return on Equity (%)	7.8%	6.3%	1.24		7.6%	1.04	4.3%	1.83	7.3%	1.07
Current Ratio	6.5	5.9	1.09		9.7	0.67	3.9	1.65	19.5	0.33
Days in Net Patient Accounts Receivable	55.9	51.6	1.08		48.3	1.16	51.1	1.09	54.3	1.03
Average Payment Period	25.9	38.5	0.67		30.8	0.84	40.4	0.64	28.1	0.92
Equity Financing (%)	97.9%	75.1%	1.30		80.8%	1.21	77.0%	1.27	97.6%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	0.0	13.4	N/A		15.9	N/A	12.4	N/A	0.0	N/A
Total Asset Turnover	0.4	0.7	0.56		0.7	0.58	0.7	0.55	0.4	0.97
Average Age of Plant (Years)	6.3	9.9	0.64		9.0	0.71	9.9	0.64	6.8	0.93
Increase (Decrease) Total Net Patient Revenue	5.2%	5.4%	0.96		4.2%	1.25	1.9%	2.74	5.9%	0.89
Outpatient Gross Revenue (% of Total GPR)	63.6%	61.9%	1.03		63.4%	1.00	72.6%	0.88	62.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,293	\$15,830	0.84		\$12,178	1.09	\$10,657	1.25	\$13,758	0.97
Inpatient Net Revenue per Day	\$3,498	\$3,538	0.99		\$2,958	1.18	\$2,933	1.19	\$3,776	0.93
Outpatient Net Revenue per Visit	\$882	\$686	1.29		\$680	1.30	\$589	1.50	\$859	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$395,488,231	Cash & Cash Equivalents	\$24,511,854	Current Liabilities	\$7,507,198
Less Deductions	\$248,055,252	Net Patient Receivables	\$22,589,882	Long-Term Debt	\$0
Net Patient Revenue	\$147,432,979	Other Receivables	\$366,172	Other Liabilities	\$7,719
Plus Other Revenue	\$959,466			Subtotal	\$7,514,917
Total Revenue	\$148,392,445	Land, Buildings & Equipment (Net)	\$312,637,564	Unrestricted Fund Balance	\$354,819,100
Less Expenses	\$120,246,540	Other Assets	\$2,228,545	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$288,055			Total Liabilities & Fund Balance	\$362,334,017
Net Income	\$28,433,960	Total Assets	\$362,334,017		

134 St Mary's Hospital of Superior
 3500 Tower Avenue
 Superior, WI 54880
 715-392-8281

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Douglas
 Analysis Area: Western Lake Superior (7)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 7		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	13.0%	55.7%	0.23	22.0%	0.59	39.8%	0.33	10.6%	1.22
Obstetrics	0.0%	41.5%	N/A	27.5%	N/A	28.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	13.0%	57.5%	0.23	24.4%	0.53	42.4%	0.31	10.6%	1.22
Average Census (Patients)									
Adult Medical-Surgical	3.2	26.4	0.12	4.1	0.80	10.7	0.30	2.7	1.22
Obstetrics	0.0	5.6	N/A	1.2	N/A	2.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	49.4	0.07	5.6	0.58	16.6	0.20	2.7	1.22
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.69	3.1	0.88	3.0	0.90	2.6	1.04
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.7	4.4	0.62	3.3	0.81	3.3	0.83	2.6	1.04
Surgical Operations									
Inpatient	1	1,396	0.00	62	0.02	484	0.00	2	0.50
Outpatient	1,600	4,206	0.38	881	1.82	2,045	0.78	1,832	0.87
Inpatient as % of All Surgeries	0.1%	24.9%	0.00	6.5%	0.01	19.2%	0.00	0.1%	0.57
Outpatient Visits									
Non-Emergency Visits	41,234	136,074	0.30	19,272	2.14	63,222	0.65	39,062	1.06
Emergency Visits	13,668	18,688	0.73	6,871	1.99	12,717	1.07	13,700	1.00
Full-Time Equivalents (FTEs)									
Administrators	4.7	19.3	0.24	4.1	1.15	10.6	0.44	3.0	1.57
Nurses, Licensed	104.0	239.2	0.43	60.3	1.72	104.8	0.99	101.7	1.02
Ancillary Nursing Personnel	9.5	40.0	0.24	8.2	1.16	22.9	0.41	9.1	1.05
All Other Personnel	192.3	480.4	0.40	142.4	1.35	217.2	0.89	185.0	1.04
Total FTEs	310.5	779.0	0.40	215.0	1.44	355.5	0.87	298.7	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.2	14.9	0.49	10.5	0.69	17.1	0.42	6.2	1.17
Nurses, Licensed	160.2	183.7	0.87	153.9	1.04	169.2	0.95	210.2	0.76
Ancillary Nursing Personnel	14.6	30.8	0.48	20.8	0.70	37.0	0.40	18.7	0.78
All Other Personnel	296.3	369.0	0.80	363.3	0.82	350.8	0.84	382.6	0.77
Total FTEs	478.4	598.3	0.80	548.5	0.87	574.1	0.83	617.8	0.77

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 437
 Inpatient Days 1,184

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 12
 Discharges 85
 Inpatient Days 1,291

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

134 St Mary's Hospital of Superior
Superior, WI 54880

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	437	1,184	13.0%	3.2	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	1	4.7	Surgical Personnel	2	4	4.0
Physicians & Dentists	39	23	53.0	Radiological Services Personnel	3	13	13.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	2.3
Registered Nurses	11	66	58.4	Occupational Therapists	0	2	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	15	26	36.0	Physical Therapists	4	8	8.2
Ancillary Nursing Personnel	2	12	9.5	Physical Therapy Assistants/Aides	1	1	1.7
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	8	5	9.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	13	20.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	38	34	68.4
Pharmacy Personnel	1	1	1.6				
Clinical Laboratory Personnel	5	10	12.0				
				Total	149	223	310.5

134 St Mary's Hospital of Superior
Superior, WI 54880

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$58,722,226	46.3%	45.7%	1.01	49.1%	0.94	49.2%	0.94	45.0%	1.03
Medical Assistance	\$21,641,430	17.1%	14.0%	1.22	18.1%	0.95	11.3%	1.51	17.1%	1.00
Commercial	\$42,367,644	33.4%	35.8%	0.93	28.1%	1.19	36.3%	0.92	34.5%	0.97
All Other	\$4,106,891	3.2%	4.5%	0.72	4.7%	0.69	3.2%	1.02	3.4%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$35,115,214	27.7%	34.1%	0.81	26.8%	1.03	35.5%	0.78	26.5%	1.05
Medical Assistance	\$14,918,407	11.8%	10.6%	1.11	11.7%	1.00	8.4%	1.41	12.3%	0.96
Commercial	\$10,124,752	8.0%	14.7%	0.54	3.8%	2.08	13.1%	0.61	8.1%	0.98
Charity Care	\$2,941,708	2.3%	1.0%	2.38	1.3%	1.74	1.3%	1.84	1.7%	1.35
Bad Debt	\$1,553,391	1.2%	1.1%	1.14	1.5%	0.81	1.4%	0.88	2.6%	0.47
All Other	\$1,141,499	0.9%	2.0%	0.46	1.8%	0.51	1.1%	0.85	0.5%	1.84
Total Deductions	\$65,794,971	51.9%	63.3%	0.82	47.0%	1.10	60.7%	0.86	51.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.0%	5.5%	0.37	1.4%	1.41	3.5%	0.58	1.4%	1.45	
Net Gains/Losses as % of Net Income	40.9%	2.6%	16.00	25.9%	1.58	18.6%	2.19	51.7%	0.79	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,486,076	62.4%	44.1%	1.41	53.5%	1.17	44.5%	1.40	61.7%	1.01
Supplies & Services	\$18,854,931	33.1%	49.0%	0.68	38.6%	0.86	46.9%	0.71	34.1%	0.97
Capital Component	\$2,569,144	4.5%	6.9%	0.66	7.9%	0.57	8.5%	0.53	4.2%	1.07
Fiscal Statistics										
Operating Margin (%)	8.6%	8.4%	1.03	7.3%	1.19	4.8%	1.81	6.8%	1.27	
Total Hospital Net Income (%)	13.8%	8.6%	1.61	9.5%	1.45	5.8%	2.37	13.2%	1.05	
Return on Equity (%)	9.1%	6.3%	1.44	6.4%	1.43	3.7%	2.47	8.0%	1.14	
Current Ratio	12.9	5.9	2.18	5.9	2.17	5.5	2.33	8.4	1.53	
Days in Net Patient Accounts Receivable	51.7	51.6	1.00	55.4	0.93	49.4	1.05	53.5	0.97	
Average Payment Period	18.2	38.5	0.47	46.4	0.39	40.4	0.45	29.1	0.63	
Equity Financing (%)	96.9%	75.1%	1.29	80.3%	1.21	75.7%	1.28	95.6%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	40,340.4	13.4	3,016.4	14.1	2,866.6	6.3	6,453.1	0.0	N/A	
Total Asset Turnover	0.6	0.7	0.85	0.7	0.96	0.6	0.99	0.6	1.10	
Average Age of Plant (Years)	10.7	9.9	1.09	9.3	1.16	9.1	1.17	16.5	0.65	
Increase (Decrease) Total Net Patient Revenue	19.4%	5.4%	3.56	9.6%	2.01	7.2%	2.69	9.9%	1.95	
Outpatient Gross Revenue (% of Total GPR)	94.7%	61.9%	1.53	85.7%	1.11	72.7%	1.30	94.2%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,602	\$15,830	0.80	\$11,404	1.11	\$11,444	1.10	\$12,176	1.03	
Inpatient Net Revenue per Day	\$2,412	\$3,538	0.68	\$2,879	0.84	\$3,344	0.72	\$2,271	1.06	
Outpatient Net Revenue per Visit	\$1,015	\$686	1.48	\$1,183	0.86	\$740	1.37	\$898	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$126,838,191	Cash & Cash Equivalents	\$25,538,294	Current Liabilities	\$2,749,270
Less Deductions	\$65,794,971	Net Patient Receivables	\$8,654,086	Long-Term Debt	\$0
Net Patient Revenue	\$61,043,220	Other Receivables	\$935,361	Other Liabilities	\$344,878
Plus Other Revenue	\$1,254,672			Subtotal	\$3,094,148
Total Revenue	\$62,297,892	Land, Buildings & Equipment (Net)	\$21,708,586	Unrestricted Fund Balance	\$96,703,106
Less Expenses	\$56,910,151	Other Assets	\$42,960,927	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,728,968			Total Liabilities & Fund Balance	\$99,797,254
Net Income	\$9,116,709	Total Assets	\$99,797,254		

135 Tomah Memorial Hospital
 321 Butts Avenue
 Tomah, WI 54660
 608-372-2181

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.9%	55.7%	0.82	48.0%	0.96	38.3%	1.20	38.3%	1.20
Obstetrics	31.0%	41.5%	0.75	44.3%	0.03	24.8%	1.25	35.3%	0.88
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	42.2%	57.5%	0.73	50.9%	0.83	37.2%	1.13	37.5%	1.12
Average Census (Patients)									
Adult Medical-Surgical	6.9	26.4	0.26	17.1	0.40	6.5	1.06	5.7	1.20
Obstetrics	1.6	5.6	0.28	3.7	0.42	1.0	1.55	1.8	0.88
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.4	49.4	0.17	28.6	0.30	8.5	0.99	7.5	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.92	3.5	1.03	2.9	1.23	3.2	1.12
Obstetrics	2.2	2.5	0.85	2.5	0.86	2.2	0.98	2.2	1.00
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.74	4.3	0.76	3.1	1.05	2.9	1.12
Surgical Operations									
Inpatient	125	1,396	0.09	790	0.16	273	0.46	104	1.20
Outpatient	840	4,206	0.20	2,742	0.31	1,279	0.66	886	0.95
Inpatient as % of All Surgeries	13.0%	24.9%	0.52	22.4%	0.58	17.6%	0.74	10.5%	1.23
Outpatient Visits									
Non-Emergency Visits	25,408	136,074	0.19	119,520	0.21	57,910	0.44	21,284	1.19
Emergency Visits	17,652	18,688	0.94	13,485	1.31	8,090	2.18	17,580	1.00
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.3	N/A	13.1	N/A	9.4	N/A	0.0	N/A
Nurses, Licensed	149.1	239.2	0.62	167.7	0.89	79.9	1.87	114.8	1.30
Ancillary Nursing Personnel	24.1	40.0	0.60	20.8	1.16	13.5	1.79	37.6	0.64
All Other Personnel	253.9	480.4	0.53	423.0	0.60	187.1	1.36	206.8	1.23
Total FTEs	427.1	779.0	0.55	624.6	0.68	289.8	1.47	359.2	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	14.9	N/A	11.8	N/A	24.3	N/A	0.0	N/A
Nurses, Licensed	349.2	183.7	1.90	151.1	2.31	207.6	1.68	241.3	1.45
Ancillary Nursing Personnel	56.5	30.8	1.84	18.7	3.02	35.0	1.61	78.9	0.72
All Other Personnel	594.7	369.0	1.61	381.2	1.56	486.3	1.22	434.7	1.37
Total FTEs	1,000.4	598.3	1.67	562.9	1.78	753.3	1.33	754.9	1.33

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 951
 Inpatient Days 3,078

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 53
 Inpatient Days 347

Newborn Nursery:
 Bassinets 5
 Total Births 268
 Newborn Days 509

135 Tomah Memorial Hospital
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	15	694	2,512	45.9%	6.9	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	261	566	31.0%	1.6	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	5	1	6.6
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	3	14	20.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	3	4.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	3	5.1
Registered Nurses	50	54	119.7	Occupational Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	7	16.7	Physical Therapists	7	4	13.4
Ancillary Nursing Personnel	10	20	24.1	Physical Therapy Assistants/Aides	1	1	2.8
Medical Assistants	2	1	3.9	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	6	11.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	3	1	4.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	18	26.9
Health Info Mgmt-Administrators/Technicians	8	2	10.0	All Other Personnel	78	22	124.7
Pharmacy Personnel	5	2	6.4				
Clinical Laboratory Personnel	9	6	15.7				
				Total	215	165	427.1

135 Tomah Memorial Hospital

Tomah, WI 54660

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$44,763,089	41.8%	45.7%	0.91	45.0%	0.93	46.1%	0.91	35.0%	1.19
Medical Assistance	\$15,783,093	14.7%	14.0%	1.05	10.2%	1.45	13.3%	1.11	16.6%	0.89
Commercial	\$34,939,728	32.6%	35.8%	0.91	38.0%	0.86	36.0%	0.91	36.4%	0.90
All Other	\$11,691,154	10.9%	4.5%	2.42	6.8%	1.61	4.6%	2.37	12.0%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$25,834,836	24.1%	34.1%	0.71	32.3%	0.75	29.3%	0.82	18.3%	1.32
Medical Assistance	\$10,078,324	9.4%	10.6%	0.89	8.1%	1.17	9.2%	1.02	11.1%	0.85
Commercial	\$7,776,120	7.3%	14.7%	0.49	15.4%	0.47	11.9%	0.61	7.6%	0.95
Charity Care	\$738,826	0.7%	1.0%	0.71	0.7%	1.00	1.0%	0.67	1.1%	0.63
Bad Debt	\$3,492,341	3.3%	1.1%	3.05	1.1%	3.04	1.7%	1.88	2.9%	1.13
All Other	\$3,741,887	3.5%	2.0%	1.78	4.2%	0.82	1.9%	1.84	3.2%	1.10
Total Deductions	\$51,662,334	48.2%	63.3%	0.76	61.9%	0.78	55.1%	0.87	44.2%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.3%	5.5%	0.05	20.3%	0.01	5.9%	0.05	0.5%	0.54
Net Gains/Losses as % of Net Income		61.8%	2.6%	24.18	5.3%	11.58	14.7%	4.22	51.1%	1.21
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,458,677	51.9%	44.1%	1.18	57.4%	0.90	51.5%	1.01	52.2%	0.99
Supplies & Services	\$21,563,006	39.3%	49.0%	0.80	37.7%	1.04	40.5%	0.97	39.1%	1.01
Capital Component	\$4,830,218	8.8%	6.9%	1.28	4.9%	1.80	8.0%	1.10	8.7%	1.02
Fiscal Statistics										
Operating Margin (%)		1.5%	8.4%	0.18	6.6%	0.22	5.3%	0.28	4.0%	0.37
Total Hospital Net Income (%)		3.8%	8.6%	0.44	7.0%	0.54	6.1%	0.61	7.9%	0.48
Return on Equity (%)		2.0%	6.3%	0.31	5.7%	0.34	5.1%	0.39	6.3%	0.31
Current Ratio		2.1	5.9	0.35	23.9	0.09	5.4	0.39	4.1	0.51
Days in Net Patient Accounts Receivable		60.3	51.6	1.17	65.5	0.92	51.7	1.17	44.2	1.36
Average Payment Period		79.0	38.5	2.05	13.1	6.04	34.1	2.32	30.6	2.58
Equity Financing (%)		54.2%	75.1%	0.72	87.4%	0.62	79.8%	0.68	84.9%	0.64
Long-Term Debt to Equity Ratio		0.7	0.2	4.14	0.1	11.42	0.2	3.44	0.1	5.98
Times Interest Earned		11.6	13.4	0.87	42.5	0.27	8.4	1.38	20.5	0.57
Total Asset Turnover		0.5	0.7	0.69	0.8	0.62	0.8	0.62	0.8	0.67
Average Age of Plant (Years)		7.1	9.9	0.72	8.8	0.82	9.3	0.77	7.7	0.93
Increase (Decrease) Total Net Patient Revenue		8.9%	5.4%	1.64	8.7%	1.02	4.5%	2.00	9.2%	0.97
Outpatient Gross Revenue (% of Total GPR)		80.1%	61.9%	1.29	77.2%	1.04	78.1%	1.03	83.6%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,594		\$15,830	0.86	\$14,264	0.95	\$12,599	1.08	\$10,955	1.24
Inpatient Net Revenue per Day	\$3,966		\$3,538	1.12	\$3,497	1.13	\$3,643	1.09	\$3,457	1.15
Outpatient Net Revenue per Visit	\$1,053		\$686	1.53	\$817	1.29	\$598	1.76	\$1,095	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$107,177,064	Cash & Cash Equivalents	\$5,604,296	Current Liabilities	\$11,002,885
Less Deductions	\$51,662,334	Net Patient Receivables	\$9,168,612	Long-Term Debt	\$39,163,723
Net Patient Revenue	\$55,514,730	Other Receivables	\$225,000	Other Liabilities	\$0
Plus Other Revenue	\$156,493			Subtotal	\$50,166,608
Total Revenue	\$55,671,223	Land, Buildings & Equipment (Net)	\$35,326,769	Unrestricted Fund Balance	\$59,315,737
Less Expenses	\$54,851,901	Other Assets	\$59,157,668	Restricted Fund Balance	\$2,362,189
Non-Operating Gains/Losses	\$1,327,788			Total Liabilities & Fund Balance	\$109,482,345
Net Income	\$2,147,110	Total Assets	\$109,482,345		

136 Ascension Sacred Heart Hospital
 401 West Mohawk Drive
 Tomahawk, WI 54487
 715-453-7700

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	25.1%	55.7%	0.45	65.6%	0.38	20.1%	1.25	28.1%	0.89	
Obstetrics	0.0%	41.5%	N/A	46.3%	N/A	16.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	25.1%	57.5%	0.44	69.2%	0.36	24.5%	1.02	28.1%	0.89	
Average Census (Patients)										
Adult Medical-Surgical	2.0	26.4	0.08	22.1	0.09	3.2	0.63	2.2	0.89	
Obstetrics	0.0	5.6	N/A	3.6	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.0	49.4	0.04	39.5	0.05	4.6	0.43	2.2	0.89	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.0	3.9	0.76	3.8	0.78	3.0	1.00	2.9	1.03	
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.1	4.4	0.70	4.2	0.74	2.9	1.08	2.9	1.07	
Surgical Operations										
Inpatient	0	1,396	N/A	1,155	N/A	350	N/A	0	N/A	
Outpatient	0	4,206	N/A	1,740	N/A	1,888	N/A	0	N/A	
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	39.9%	N/A	15.6%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	17,946	136,074	0.13	68,636	0.26	24,234	0.74	16,216	1.11	
Emergency Visits	4,434	18,688	0.24	13,080	0.34	3,778	1.17	4,305	1.03	
Full-Time Equivalents (FTEs)										
Administrators	1.0	19.3	0.05	16.3	0.06	5.4	0.18	2.8	0.36	
Nurses, Licensed	14.9	239.2	0.06	145.3	0.10	46.6	0.32	15.6	0.96	
Ancillary Nursing Personnel	4.7	40.0	0.12	28.4	0.17	8.1	0.58	4.7	1.01	
All Other Personnel	27.2	480.4	0.06	245.2	0.11	107.7	0.25	34.7	0.79	
Total FTEs	47.9	779.0	0.06	435.2	0.11	167.8	0.29	57.7	0.83	
FTEs per 100 Patient Census (Adjusted)										
Administrators	5.3	14.9	0.36	16.6	0.32	30.5	0.17	14.0	0.38	
Nurses, Licensed	79.3	183.7	0.43	147.7	0.54	261.4	0.30	77.4	1.03	
Ancillary Nursing Personnel	25.1	30.8	0.82	28.9	0.87	45.4	0.55	23.4	1.08	
All Other Personnel	144.7	369.0	0.39	249.4	0.58	604.7	0.24	172.5	0.84	
Total FTEs	254.5	598.3	0.43	442.6	0.57	941.9	0.27	287.1	0.89	

Total Hospital:
 Beds Set Up & Staffed 8
 Discharges 237
 Inpatient Days 733

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 8
 Inpatient Days 69

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

136 Ascension Sacred Heart Hospital
Tomahawk, WI 54487

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	245	733	25.1%	2.0	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	1	4.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	12	7	14.9	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	2	5	4.7	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	1	0.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	10	13.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	4	1	4.9				
				Total	38	25	47.9

136 Ascension Sacred Heart Hospital

Tomahawk, WI 54487

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,641,066	54.3%	45.7%	1.19	50.9%	1.07	45.3%	1.20	51.6%	1.05
Medical Assistance	\$3,401,362	11.1%	14.0%	0.79	13.8%	0.80	9.6%	1.16	14.1%	0.79
Commercial	\$8,585,480	28.0%	35.8%	0.78	31.0%	0.90	42.0%	0.67	29.3%	0.96
All Other	\$2,013,687	6.6%	4.5%	1.46	4.2%	1.56	3.1%	2.15	5.0%	1.32
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,228,296	23.6%	34.1%	0.69	35.1%	0.67	27.2%	0.87	23.8%	0.99
Medical Assistance	\$2,477,508	8.1%	10.6%	0.77	10.3%	0.78	7.0%	1.15	10.1%	0.80
Commercial	\$1,612,867	5.3%	14.7%	0.36	7.8%	0.68	13.4%	0.39	6.0%	0.88
Charity Care	\$637,436	2.1%	1.0%	2.13	1.3%	1.63	0.6%	3.53	1.5%	1.39
Bad Debt	\$770,918	2.5%	1.1%	2.35	1.0%	2.54	1.3%	1.89	2.5%	1.02
All Other	\$996,672	3.3%	2.0%	1.66	1.9%	1.76	1.4%	2.30	1.7%	1.88
Total Deductions	\$13,723,697	44.8%	63.3%	0.71	57.3%	0.78	50.9%	0.88	45.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.4%	5.5%	0.79	3.4%	1.28	3.0%	1.44	4.3%	1.02	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	22.1%	N/A	2.7%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,949,113	53.8%	44.1%	1.22	41.2%	1.31	45.2%	1.19	64.1%	0.84
Supplies & Services	\$6,254,662	42.3%	49.0%	0.86	52.5%	0.81	46.7%	0.91	29.6%	1.43
Capital Component	\$570,628	3.9%	6.9%	0.56	6.3%	0.62	8.1%	0.48	6.3%	0.61
Fiscal Statistics										
Operating Margin (%)	16.5%	8.4%	1.97	5.1%	3.24	14.9%	1.11	21.4%	0.77	
Total Hospital Net Income (%)	16.2%	8.6%	1.90	6.4%	2.53	15.3%	1.06	21.3%	0.76	
Return on Equity (%)	29.1%	6.3%	4.60	5.1%	5.70	14.6%	2.00	36.8%	0.79	
Current Ratio	6.3	5.9	1.06	4.2	1.49	3.0	2.10	4.5	1.38	
Days in Net Patient Accounts Receivable	60.8	51.6	1.18	62.5	0.97	58.4	1.04	57.7	1.05	
Average Payment Period	18.2	38.5	0.47	37.9	0.48	56.8	0.32	28.4	0.64	
Equity Financing (%)	80.0%	75.1%	1.06	51.9%	1.54	61.3%	1.31	30.7%	2.61	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.7	N/A	0.4	N/A	1.5	N/A	
Times Interest Earned	0.0	13.4	N/A	14.9	N/A	18.7	N/A	22.8	N/A	
Total Asset Turnover	1.8	0.7	2.44	0.8	2.30	1.0	1.89	1.7	1.04	
Average Age of Plant (Years)	4.8	9.9	0.49	7.8	0.61	8.5	0.57	4.3	1.11	
Increase (Decrease) Total Net Patient Revenue	-4.7%	5.4%	N/A	4.2%	N/A	2.5%	N/A	24.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	90.3%	61.9%	1.46	59.8%	1.51	73.7%	1.22	88.8%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,462	\$15,830	0.47	\$14,144	0.53	\$15,847	0.47	\$7,556	0.99	
Inpatient Net Revenue per Day	\$2,494	\$3,538	0.70	\$3,385	0.74	\$4,787	0.52	\$2,519	0.99	
Outpatient Net Revenue per Visit	\$709	\$686	1.03	\$932	0.76	\$991	0.72	\$793	0.89	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,641,595	Cash & Cash Equivalents	\$850	Current Liabilities	\$707,991
Less Deductions	\$13,723,697	Net Patient Receivables	\$2,818,406	Long-Term Debt	\$0
Net Patient Revenue	\$16,917,898	Other Receivables	\$114,547	Other Liabilities	\$1,263,105
Plus Other Revenue	\$774,024			Subtotal	\$1,971,096
Total Revenue	\$17,691,922	Land, Buildings & Equipment (Net)	\$5,350,920	Unrestricted Fund Balance	\$7,880,053
Less Expenses	\$14,774,403	Other Assets	\$1,566,426	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$53,091	Total Assets	\$9,851,149	Total Liabilities & Fund Balance	\$9,851,149
Net Income	\$2,864,428				

137 Aurora Medical Center of Manitowoc County
 5000 Memorial Drive
 Two Rivers, WI 54241
 920-794-5000

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

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.2%	55.7%	0.33	50.7%	0.36	43.4%	0.42	20.9%	0.87
Obstetrics	35.3%	41.5%	0.85	35.8%	0.06	26.7%	1.32	33.6%	1.05
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.2%	57.5%	0.44	47.6%	0.53	41.9%	0.60	27.0%	0.93
Average Census (Patients)									
Adult Medical-Surgical	6.9	26.4	0.26	23.3	0.30	13.7	0.50	7.9	0.87
Obstetrics	2.1	5.6	0.38	4.4	0.49	2.3	0.92	2.0	1.05
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.6	49.4	0.32	40.3	0.39	26.3	0.59	16.8	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.9	0.73	3.6	0.81	3.3	0.86	2.7	1.05
Obstetrics	1.9	2.5	0.74	2.5	0.75	2.3	0.81	1.9	0.99
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.5	4.4	0.57	3.6	0.69	3.6	0.71	2.5	1.00
Surgical Operations									
Inpatient	593	1,396	0.42	1,119	0.53	664	0.89	667	0.89
Outpatient	2,973	4,206	0.71	4,642	0.64	2,945	1.01	2,779	1.07
Inpatient as % of All Surgeries	16.6%	24.9%	0.67	19.4%	0.86	18.4%	0.90	19.4%	0.86
Outpatient Visits									
Non-Emergency Visits	76,437	136,074	0.56	200,883	0.38	115,364	0.66	76,622	1.00
Emergency Visits	13,147	18,688	0.70	18,216	0.72	14,511	0.91	13,151	1.00
Full-Time Equivalents (FTEs)									
Administrators	9.0	19.3	0.47	19.6	0.46	13.8	0.65	10.0	0.90
Nurses, Licensed	109.3	239.2	0.46	266.6	0.41	135.2	0.81	115.4	0.95
Ancillary Nursing Personnel	17.5	40.0	0.44	32.6	0.54	20.8	0.84	19.3	0.91
All Other Personnel	218.3	480.4	0.45	519.5	0.42	324.4	0.67	224.3	0.97
Total FTEs	354.1	779.0	0.45	838.3	0.42	494.3	0.72	369.0	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.7	14.9	0.79	13.4	0.87	14.2	0.82	14.3	0.81
Nurses, Licensed	141.8	183.7	0.77	183.1	0.77	138.6	1.02	165.5	0.86
Ancillary Nursing Personnel	22.7	30.8	0.74	22.4	1.01	21.3	1.07	27.7	0.82
All Other Personnel	283.3	369.0	0.77	356.8	0.79	332.6	0.85	321.5	0.88
Total FTEs	459.5	598.3	0.77	575.7	0.80	506.7	0.91	529.0	0.87

Total Hospital:
 Beds Set Up & Staffed 62
 Discharges 2,260
 Inpatient Days 5,710

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 8
 Total Births 404
 Newborn Days 693

137 Aurora Medical Center of Manitowoc County
Two Rivers, WI 54241

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	874	2,522	18.2%	6.9	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	413	772	35.3%	2.1	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	228	228	10.4%	0.6	1.0
Step-Down (Special Care)	1	12	602	2,188	50.0%	6.0	3.6
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	6	3	7.5
Physicians & Dentists	1	12	1.7	Radiological Services Personnel	12	5	16.8
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	1	6.0
Registered Nurses	85	35	105.0	Occupational Therapists	3	2	5.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.1
Licensed Practical Nurses	0	0	0.0	Physical Therapists	11	4	13.5
Ancillary Nursing Personnel	15	10	17.5	Physical Therapy Assistants/Aides	3	5	6.6
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	2	4.3	Social Workers	1	1	2.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	37	73.9
Health Info Mgmt-Administrators/Technicians	4	1	4.6	All Other Personnel	47	16	56.7
Pharmacy Personnel	6	1	6.1				
Clinical Laboratory Personnel	11	0	11.0				
				Total	283	137	354.1

137 Aurora Medical Center of Manitowoc County

Two Rivers, WI 54241

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$97,387,688	42.0%	45.7%	0.92	46.7%	0.90	50.0%	0.84	42.1%	1.00
Medical Assistance	\$30,067,494	13.0%	14.0%	0.93	11.9%	1.10	11.4%	1.13	12.1%	1.07
Commercial	\$97,858,952	42.3%	35.8%	1.18	38.0%	1.11	34.7%	1.22	42.9%	0.99
All Other	\$6,298,999	2.7%	4.5%	0.60	3.4%	0.79	3.9%	0.70	2.9%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$74,441,433	32.1%	34.1%	0.94	34.7%	0.93	35.4%	0.91	31.5%	1.02
Medical Assistance	\$23,870,220	10.3%	10.6%	0.98	9.0%	1.15	8.4%	1.23	9.4%	1.09
Commercial	\$43,716,955	18.9%	14.7%	1.28	16.1%	1.17	13.7%	1.38	18.0%	1.05
Charity Care	\$2,819,300	1.2%	1.0%	1.25	0.9%	1.32	0.9%	1.33	1.5%	0.79
Bad Debt	\$3,221,681	1.4%	1.1%	1.30	1.0%	1.41	1.1%	1.24	1.2%	1.21
All Other	\$2,400,087	1.0%	2.0%	0.53	1.8%	0.59	2.2%	0.47	1.1%	0.98
Total Deductions	\$150,469,676	65.0%	63.3%	1.03	63.5%	1.02	61.7%	1.05	62.7%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.11	3.5%	0.17	4.3%	0.14	0.6%	0.99	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	8.5%	N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,393,639	39.6%	44.1%	0.90	45.8%	0.86	45.3%	0.87	40.1%	0.99
Supplies & Services	\$34,784,382	54.2%	49.0%	1.11	46.8%	1.16	47.8%	1.13	54.3%	1.00
Capital Component	\$3,992,588	6.2%	6.9%	0.91	7.4%	0.84	6.9%	0.90	5.6%	1.12
Fiscal Statistics										
Operating Margin (%)	21.4%	8.4%	2.56	9.4%	2.28	6.9%	3.11	22.3%	0.96	
Total Hospital Net Income (%)	21.4%	8.6%	2.50	10.2%	2.10	5.8%	3.68	22.3%	0.96	
Return on Equity (%)	8.5%	6.3%	1.34	7.0%	1.21	4.3%	1.97	9.6%	0.89	
Current Ratio	38.0	5.9	6.42	4.3	8.86	3.9	9.71	28.9	1.32	
Days in Net Patient Accounts Receivable	56.8	51.6	1.10	50.7	1.12	51.1	1.11	55.2	1.03	
Average Payment Period	27.2	38.5	0.71	54.9	0.50	40.4	0.67	32.8	0.83	
Equity Financing (%)	97.6%	75.1%	1.30	75.6%	1.29	77.0%	1.27	97.0%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.2	0.01	0.2	0.01	0.2	0.01	0.0	1.00	
Times Interest Earned	369.8	13.4	27.65	14.7	25.09	12.4	29.89	1,761.6	0.21	
Total Asset Turnover	0.4	0.7	0.54	0.7	0.58	0.7	0.53	0.4	0.92	
Average Age of Plant (Years)	9.8	9.9	1.00	10.4	0.95	9.9	1.00	10.3	0.95	
Increase (Decrease) Total Net Patient Revenue	0.4%	5.4%	0.07	3.9%	0.10	1.9%	0.21	5.1%	0.08	
Outpatient Gross Revenue (% of Total GPR)	78.0%	61.9%	1.26	71.3%	1.09	72.6%	1.07	74.2%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,994	\$15,830	0.69	\$12,899	0.85	\$10,657	1.03	\$10,871	1.01	
Inpatient Net Revenue per Day	\$4,012	\$3,538	1.13	\$3,402	1.18	\$2,933	1.37	\$3,994	1.00	
Outpatient Net Revenue per Visit	\$664	\$686	0.97	\$545	1.22	\$589	1.13	\$636	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$231,613,133	Cash & Cash Equivalents	\$158,622,282	Current Liabilities	\$4,518,815
Less Deductions	\$150,469,676	Net Patient Receivables	\$12,637,850	Long-Term Debt	\$341,772
Net Patient Revenue	\$81,143,457	Other Receivables	\$58,388	Other Liabilities	\$5,083
Plus Other Revenue	\$495,176			Subtotal	\$4,865,670
Total Revenue	\$81,638,633	Land, Buildings & Equipment (Net)	\$30,822,401	Unrestricted Fund Balance	\$201,142,725
Less Expenses	\$64,170,609	Other Assets	\$3,867,474	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,263	Total Assets	\$206,008,395	Total Liabilities & Fund Balance	\$206,008,395
Net Income	\$17,464,761				

138 Vernon Memorial Healthcare
 507 S Main Street
 Viroqua, WI 54665
 608-637-2101

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Vernon
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	31.3%	55.7%	0.56	48.0%	0.65	38.3%	0.82	30.0%	1.04
Obstetrics	0.0%	41.5%	N/A	44.3%	0.02	24.8%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	35.1%	57.5%	0.61	50.9%	0.69	37.2%	0.94	33.4%	1.05
Average Census (Patients)									
Adult Medical-Surgical	7.8	26.4	0.30	17.1	0.46	6.5	1.20	7.5	1.04
Obstetrics	0.9	5.6	0.15	3.7	0.24	1.0	0.87	0.8	1.05
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.8	49.4	0.18	28.6	0.31	8.5	1.03	8.4	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	2.4	3.9	0.62	3.5	0.70	2.9	0.83	2.7	0.92
Obstetrics	2.2	2.5	0.87	2.5	0.88	2.2	1.00	2.0	1.10
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.4	4.4	0.55	4.3	0.57	3.1	0.79	2.6	0.95
Surgical Operations									
Inpatient	666	1,396	0.48	790	0.84	273	2.44	610	1.09
Outpatient	710	4,206	0.17	2,742	0.26	1,279	0.56	599	1.19
Inpatient as % of All Surgeries	48.4%	24.9%	1.94	22.4%	2.16	17.6%	2.75	50.5%	0.96
Outpatient Visits									
Non-Emergency Visits	132,314	136,074	0.97	119,520	1.11	57,910	2.28	127,930	1.03
Emergency Visits	6,493	18,688	0.35	13,485	0.48	8,090	0.80	5,728	1.13
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	13.1	0.31	9.4	0.43	4.0	1.00
Nurses, Licensed	108.7	239.2	0.45	167.7	0.65	79.9	1.36	105.9	1.03
Ancillary Nursing Personnel	19.3	40.0	0.48	20.8	0.93	13.5	1.43	17.4	1.11
All Other Personnel	312.8	480.4	0.65	423.0	0.74	187.1	1.67	323.0	0.97
Total FTEs	444.7	779.0	0.57	624.6	0.71	289.8	1.53	450.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.3	14.9	0.90	11.8	1.13	24.3	0.55	13.8	0.97
Nurses, Licensed	361.3	183.7	1.97	151.1	2.39	207.6	1.74	364.4	0.99
Ancillary Nursing Personnel	64.1	30.8	2.09	18.7	3.43	35.0	1.83	60.0	1.07
All Other Personnel	1,040.1	369.0	2.82	381.2	2.73	486.3	2.14	1,111.9	0.94
Total FTEs	1,478.9	598.3	2.47	562.9	2.63	753.3	1.96	1,550.1	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	1,310	Preferred Provider Organization (PPO)	Yes	Discharges	6	Total Births	151
Inpatient Days	3,199			Inpatient Days	113	Newborn Days	273

138 Vernon Memorial Healthcare
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	1,168	2,852	31.3%	7.8	2.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	11	29	0.0%	0.1	2.6
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	144	318	0.0%	0.9	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	18	5	21.6	Radiological Services Personnel	12	1	12.9
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	34	79	99.2	Occupational Therapists	4	6	7.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	1	3.5
Licensed Practical Nurses	0	1	0.5	Physical Therapists	12	1	12.4
Ancillary Nursing Personnel	4	20	19.3	Physical Therapy Assistants/Aides	6	2	6.7
Medical Assistants	8	1	8.9	Recreational Therapists	0	0	0.0
Physician Assistants	2	4	5.4	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	2	4	4.9	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	1	4	4.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	65	31	87.0
Health Info Mgmt-Administrators/Technicians	16	1	16.7	All Other Personnel	56	49	91.9
Pharmacy Personnel	7	2	8.4				
Clinical Laboratory Personnel	9	3	11.6				
				Total	280	216	444.7

138 Vernon Memorial Healthcare

Viroqua, WI 54665

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$67,517,826	51.0%	45.7%	1.12	45.0%	1.13	46.1%	1.11	47.0%	1.09
Medical Assistance	\$15,886,547	12.0%	14.0%	0.86	10.2%	1.18	13.3%	0.90	15.5%	0.77
Commercial	\$43,610,027	32.9%	35.8%	0.92	38.0%	0.87	36.0%	0.92	34.5%	0.95
All Other	\$5,373,493	4.1%	4.5%	0.90	6.8%	0.60	4.6%	0.88	3.0%	1.34
Deductions as % of Total Gross Patient Revenue										
Medicare	\$37,865,101	28.6%	34.1%	0.84	32.3%	0.88	29.3%	0.97	28.0%	1.02
Medical Assistance	\$9,524,758	7.2%	10.6%	0.68	8.1%	0.89	9.2%	0.78	3.7%	1.97
Commercial	\$15,177,672	11.5%	14.7%	0.78	15.4%	0.74	11.9%	0.96	11.1%	1.03
Charity Care	\$2,199,676	1.7%	1.0%	1.70	0.7%	2.41	1.0%	1.63	2.3%	0.73
Bad Debt	\$1,762,718	1.3%	1.1%	1.24	1.1%	1.24	1.7%	0.77	1.4%	0.98
All Other	\$924,477	0.7%	2.0%	0.36	4.2%	0.16	1.9%	0.37	0.3%	2.14
Total Deductions	\$67,454,402	51.0%	63.3%	0.80	61.9%	0.82	55.1%	0.92	46.7%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	12.9%	5.5%	2.33	20.3%	0.63	5.9%	2.16	14.0%	0.92	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	5.3%	N/A	14.7%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$45,091,549	57.0%	44.1%	1.29	57.4%	0.99	51.5%	1.11	57.4%	0.99
Supplies & Services	\$26,842,339	33.9%	49.0%	0.69	37.7%	0.90	40.5%	0.84	34.1%	1.00
Capital Component	\$7,184,366	9.1%	6.9%	1.32	4.9%	1.86	8.0%	1.14	8.6%	1.06
Fiscal Statistics										
Operating Margin (%)	-6.2%	8.4%	N/A	6.6%	N/A	5.3%	N/A	-3.3%	1.87	
Total Hospital Net Income (%)	-5.2%	8.6%	N/A	7.0%	N/A	6.1%	N/A	-1.2%	4.31	
Return on Equity (%)	-3.8%	6.3%	N/A	5.7%	N/A	5.1%	N/A	-0.8%	4.51	
Current Ratio	3.4	5.9	0.57	23.9	0.14	5.4	0.63	4.0	0.85	
Days in Net Patient Accounts Receivable	48.4	51.6	0.94	65.5	0.74	51.7	0.94	57.0	0.85	
Average Payment Period	37.7	38.5	0.98	13.1	2.89	34.1	1.11	39.9	0.95	
Equity Financing (%)	69.0%	75.1%	0.92	87.4%	0.79	79.8%	0.86	70.6%	0.98	
Long-Term Debt to Equity Ratio	0.3	0.2	1.94	0.1	5.35	0.2	1.61	0.3	1.08	
Times Interest Earned	-3.5	13.4	N/A	42.5	N/A	8.4	N/A	-0.2	14.05	
Total Asset Turnover	0.7	0.7	1.00	0.8	0.90	0.8	0.90	0.7	1.06	
Average Age of Plant (Years)	8.3	9.9	0.84	8.8	0.95	9.3	0.90	9.5	0.88	
Increase (Decrease) Total Net Patient Revenue	4.5%	5.4%	0.83	8.7%	0.52	4.5%	1.02	-2.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	71.1%	61.9%	1.15	77.2%	0.92	78.1%	0.91	73.2%	0.97	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,487	\$15,830	1.04	\$14,264	1.16	\$12,599	1.31	\$16,493	1.00	
Inpatient Net Revenue per Day	\$6,599	\$3,538	1.87	\$3,497	1.89	\$3,643	1.81	\$6,851	0.96	
Outpatient Net Revenue per Visit	\$324	\$686	0.47	\$817	0.40	\$598	0.54	\$331	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,387,893	Cash & Cash Equivalents	\$9,517,720	Current Liabilities	\$7,704,098
Less Deductions	\$67,454,402	Net Patient Receivables	\$8,612,122	Long-Term Debt	\$21,662,555
Net Patient Revenue	\$64,933,491	Other Receivables	\$4,745,928	Other Liabilities	\$2,159,300
Plus Other Revenue	\$9,577,150			Subtotal	\$31,525,953
Total Revenue	\$74,510,641	Land, Buildings & Equipment (Net)	\$52,046,500	Unrestricted Fund Balance	\$70,064,526
Less Expenses	\$79,118,254	Other Assets	\$26,668,209	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$717,779			Total Liabilities & Fund Balance	\$101,590,479
Net Income	-\$3,889,834	Total Assets	\$101,590,479		

139 Watertown Regional Medical Center
 125 Hospital Drive
 Watertown, WI 53098
 920-261-4210

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Corporation
 Control:

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.5%	55.7%	0.66	57.3%	0.64	39.8%	0.92	32.7%	1.12
Obstetrics	15.9%	41.5%	0.38	43.6%	0.04	28.9%	0.55	15.1%	1.05
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	29.0%	57.5%	0.50	60.2%	0.48	42.4%	0.68	32.0%	0.91
Average Census (Patients)									
Adult Medical-Surgical	12.8	26.4	0.48	24.4	0.52	10.7	1.20	11.8	1.08
Obstetrics	1.6	5.6	0.28	5.1	0.31	2.0	0.80	1.5	1.05
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	18.6	49.4	0.38	51.9	0.36	16.6	1.12	16.0	1.16
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.9	0.80	3.0	1.03	2.9	1.06
Obstetrics	2.8	2.5	1.12	2.7	1.05	2.2	1.27	2.7	1.07
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	4.3	0.72	3.3	0.95	2.8	1.10
Surgical Operations									
Inpatient	507	1,396	0.36	2,117	0.24	484	1.05	457	1.11
Outpatient	5,585	4,206	1.33	7,457	0.75	2,045	2.73	4,798	1.16
Inpatient as % of All Surgeries	8.3%	24.9%	0.33	22.1%	0.38	19.2%	0.43	8.7%	0.96
Outpatient Visits									
Non-Emergency Visits	68,547	136,074	0.50	174,723	0.39	63,222	1.08	68,607	1.00
Emergency Visits	11,483	18,688	0.61	17,254	0.67	12,717	0.90	11,632	0.99
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	26.0	0.12	10.6	0.28	3.0	1.00
Nurses, Licensed	127.3	239.2	0.53	251.5	0.51	104.8	1.22	114.1	1.12
Ancillary Nursing Personnel	44.3	40.0	1.11	43.3	1.03	22.9	1.94	40.5	1.09
All Other Personnel	401.6	480.4	0.84	653.1	0.61	217.2	1.85	459.5	0.87
Total FTEs	576.3	779.0	0.74	973.9	0.59	355.5	1.62	617.1	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.7	14.9	0.25	20.1	0.18	17.1	0.22	4.2	0.87
Nurses, Licensed	156.5	183.7	0.85	194.3	0.81	169.2	0.92	160.3	0.98
Ancillary Nursing Personnel	54.5	30.8	1.77	33.4	1.63	37.0	1.47	56.9	0.96
All Other Personnel	493.5	369.0	1.34	504.4	0.98	350.8	1.41	645.7	0.76
Total FTEs	708.2	598.3	1.18	752.2	0.94	574.1	1.23	867.1	0.82

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 2,171
 Inpatient Days 6,775

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 6
 Inpatient Days 36

Newborn Nursery:
 Bassinets 10
 Total Births 222
 Newborn Days 516

139 Watertown Regional Medical Center
 Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,499	4,667	36.5%	12.8	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	204	581	15.9%	1.6	2.8
Psychiatric	1	15	46	834	15.2%	2.3	18.1
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	152	693	47.5%	1.9	4.6
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	5	2	7.0
Physicians & Dentists	19	2	19.6	Radiological Services Personnel	22	17	27.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	5	3.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	4	6.9
Registered Nurses	95	39	113.9	Occupational Therapists	2	6	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	2	6.5	Physical Therapists	7	11	12.7
Ancillary Nursing Personnel	37	7	44.3	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	8	0	8.0	Recreational Therapists	1	0	1.0
Physician Assistants	5	4	9.0	Dietitians & Nutritionists	0	6	2.1
Nurse Practitioners	5	3	7.0	Psychologists	1	1	1.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	143	57	157.0
Health Info Mgmt-Administrators/Technicians	2	1	2.2	All Other Personnel	85	68	122.8
Pharmacy Personnel	7	5	9.0				
Clinical Laboratory Personnel	6	5	8.8				
				Total	467	245	576.3

139 Watertown Regional Medical Center

Watertown, WI 53098

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$116,400,849	46.7%	45.7%	1.02	41.6%	1.12	49.2%	0.95	46.5%	1.00
Medical Assistance	\$28,595,355	11.5%	14.0%	0.82	11.5%	0.99	11.3%	1.02	11.4%	1.00
Commercial	\$92,516,916	37.1%	35.8%	1.03	39.3%	0.94	36.3%	1.02	36.9%	1.00
All Other	\$11,994,754	4.8%	4.5%	1.07	7.5%	0.64	3.2%	1.52	5.2%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$86,527,244	34.7%	34.1%	1.02	30.8%	1.13	35.5%	0.98	35.4%	0.98
Medical Assistance	\$23,748,455	9.5%	10.6%	0.90	8.7%	1.10	8.4%	1.14	7.9%	1.20
Commercial	\$32,726,486	13.1%	14.7%	0.89	18.2%	0.72	13.1%	1.00	13.0%	1.01
Charity Care	\$1,308,052	0.5%	1.0%	0.54	0.9%	0.61	1.3%	0.42	1.1%	0.50
Bad Debt	\$2,312,177	0.9%	1.1%	0.87	1.1%	0.87	1.4%	0.67	0.2%	4.58
All Other	\$6,484,898	2.6%	2.0%	1.33	3.4%	0.77	1.1%	2.46	3.1%	0.85
Total Deductions	\$153,107,312	61.4%	63.3%	0.97	62.8%	0.98	60.7%	1.01	60.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.7%	5.5%	1.40	6.4%	1.20	3.5%	2.20	4.9%	1.56
Net Gains/Losses as % of Net Income		0.0%	2.6%	N/A	1.9%	N/A	18.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$48,677,484	53.7%	44.1%	1.22	47.5%	1.13	44.5%	1.21	52.2%	1.03
Supplies & Services	\$37,827,235	41.8%	49.0%	0.85	45.0%	0.93	46.9%	0.89	42.2%	0.99
Capital Component	\$4,099,370	4.5%	6.9%	0.66	7.5%	0.60	8.5%	0.53	5.6%	0.81
Fiscal Statistics										
Operating Margin (%)		13.2%	8.4%	1.58	5.0%	2.67	4.8%	2.76	6.2%	2.13
Total Hospital Net Income (%)		13.2%	8.6%	1.55	5.0%	2.63	5.8%	2.27	6.2%	2.13
Return on Equity (%)		18.5%	6.3%	2.93	3.8%	4.90	3.7%	5.01	9.2%	2.02
Current Ratio		5.3	5.9	0.89	2.3	2.33	5.5	0.95	4.2	1.25
Days in Net Patient Accounts Receivable		47.4	51.6	0.92	47.8	0.99	49.4	0.96	42.4	1.12
Average Payment Period		30.0	38.5	0.78	55.0	0.55	40.4	0.74	28.8	1.04
Equity Financing (%)		87.5%	75.1%	1.16	59.3%	1.48	75.7%	1.16	87.3%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	0.21	0.3	0.11	0.2	0.18	0.0	1.23
Times Interest Earned		0.0	13.4	N/A	5.0	N/A	6.3	N/A	0.0	N/A
Total Asset Turnover		1.4	0.7	1.90	0.7	1.87	0.6	2.23	1.5	0.95
Average Age of Plant (Years)		3.8	9.9	0.38	10.5	0.36	9.1	0.42	2.3	1.66
Increase (Decrease) Total Net Patient Revenue		6.3%	5.4%	1.16	6.7%	0.95	7.2%	0.88	-6.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.4%	61.9%	1.23	59.8%	1.28	72.7%	1.05	75.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,784	\$15,830	0.55	\$17,803	0.49	\$11,444	0.77	\$8,549	1.03	
Inpatient Net Revenue per Day	\$2,710	\$3,538	0.77	\$4,047	0.67	\$3,344	0.81	\$2,736	0.99	
Outpatient Net Revenue per Visit	\$994	\$686	1.45	\$595	1.67	\$740	1.34	\$914	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$249,507,874	Cash & Cash Equivalents	\$845,650	Current Liabilities	\$7,167,986
Less Deductions	\$153,107,312	Net Patient Receivables	\$12,507,890	Long-Term Debt	\$2,139,533
Net Patient Revenue	\$96,400,562	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$8,021,818			Subtotal	\$9,307,519
Total Revenue	\$104,422,380	Land, Buildings & Equipment (Net)	\$35,570,824		
Less Expenses	\$90,604,089	Other Assets	\$25,597,187	Unrestricted Fund Balance	\$65,214,032
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$0
Net Income	\$13,818,291	Total Assets	\$74,521,551	Total Liabilities & Fund Balance	\$74,521,551

141 ProHealth Waukesha Memorial Hospital
 725 American Avenue
 Waukesha, WI 53188
 262-928-1000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.5%	55.7%	1.27	55.0%	1.28	69.4%	1.02	67.4%	1.05
Obstetrics	28.5%	41.5%	0.69	34.6%	0.27	52.7%	0.54	27.1%	1.05
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	53.7%	57.5%	0.93	51.4%	1.04	67.8%	0.79	51.3%	1.05
Average Census (Patients)									
Adult Medical-Surgical	67.7	26.4	2.57	31.4	2.16	101.2	0.67	64.7	1.05
Obstetrics	9.4	5.6	1.67	6.3	1.50	15.7	0.60	9.0	1.05
Pediatrics	0.0	1.4	N/A	0.1	N/A	3.8	N/A	0.0	N/A
Total Hospital	140.8	49.4	2.85	58.3	2.41	195.9	0.72	135.4	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	3.9	1.01	3.6	1.09	4.4	0.91	3.8	1.03
Obstetrics	1.8	2.5	0.73	2.3	0.80	2.6	0.70	1.8	1.01
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.0	4.4	0.90	4.0	0.99	4.8	0.82	3.9	1.03
Surgical Operations									
Inpatient	2,710	1,396	1.94	1,424	1.90	5,208	0.52	2,948	0.92
Outpatient	5,001	4,206	1.19	3,674	1.36	14,763	0.34	5,025	1.00
Inpatient as % of All Surgeries	35.1%	24.9%	1.41	27.9%	1.26	26.1%	1.35	37.0%	0.95
Outpatient Visits									
Non-Emergency Visits	297,676	136,074	2.19	147,557	2.02	473,499	0.63	287,402	1.04
Emergency Visits	148,750	18,688	7.96	29,988	4.96	53,629	2.77	49,128	3.03
Full-Time Equivalents (FTEs)									
Administrators	17.5	19.3	0.90	17.6	1.00	64.0	0.27	16.5	1.06
Nurses, Licensed	542.9	239.2	2.27	262.0	2.07	866.8	0.63	554.5	0.98
Ancillary Nursing Personnel	102.2	40.0	2.55	44.8	2.28	141.9	0.72	108.1	0.95
All Other Personnel	1,003.7	480.4	2.09	509.5	1.97	1,693.5	0.59	1,093.1	0.92
Total FTEs	1,666.3	779.0	2.14	833.9	2.00	2,766.3	0.60	1,772.2	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.1	14.9	0.28	10.7	0.38	13.7	0.30	4.1	1.00
Nurses, Licensed	126.9	183.7	0.69	159.4	0.80	186.0	0.68	137.8	0.92
Ancillary Nursing Personnel	23.9	30.8	0.78	27.2	0.88	30.4	0.78	26.9	0.89
All Other Personnel	234.7	369.0	0.64	310.0	0.76	363.3	0.65	271.7	0.86
Total FTEs	389.6	598.3	0.65	507.3	0.77	593.5	0.66	440.5	0.88

Total Hospital:
 Beds Set Up & Staffed 262
 Discharges 12,966
 Inpatient Days 51,377

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 33
 Total Births 1,792
 Newborn Days 3,433

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	96	6,242	24,717	70.5%	67.7	4.0
Orthopedic	2	31	2,010	5,862	51.8%	16.1	2.9
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	33	1,859	3,433	28.5%	9.4	1.8
Psychiatric	2	22	450	2,674	33.3%	7.3	5.9
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	24	301	5,110	58.3%	14.0	17.0
Step-Down (Special Care)	5	37	1,932	7,055	52.2%	19.3	3.7
Neonatal Intensive/Intermediate Care	2	19	170	2,526	36.4%	6.9	14.9
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	17	1	17.5	Surgical Personnel	24	13	30.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	58	55	84.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	20	16	25.9
Registered Nurses	387	275	513.8	Occupational Therapists	12	12	15.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.6
Licensed Practical Nurses	18	9	21.7	Physical Therapists	34	26	47.2
Ancillary Nursing Personnel	58	97	102.2	Physical Therapy Assistants/Aides	2	4	4.4
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	11	9.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.0
Clinical Nurse Specialists	6	2	7.3	All Other Health Professionals	241	139	298.6
Health Info Mgmt-Administrators/Technicians	22	1	22.7	All Other Personnel	295	173	366.0
Pharmacy Personnel	39	21	46.2				
Clinical Laboratory Personnel	39	34	51.1	Total	1,279	891	1,666.3

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$811,454,896	52.5%	45.7%	1.15	50.5%	1.04	46.0%	1.14	47.9%	1.10
Medical Assistance	\$111,135,155	7.2%	14.0%	0.51	10.1%	0.71	12.8%	0.56	8.1%	0.89
Commercial	\$608,871,987	39.4%	35.8%	1.10	36.8%	1.07	36.0%	1.09	43.1%	0.91
All Other	\$14,331,936	0.9%	4.5%	0.21	2.7%	0.35	5.3%	0.18	1.0%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$657,796,822	42.6%	34.1%	1.25	39.8%	1.07	35.3%	1.21	40.8%	1.04
Medical Assistance	\$92,094,803	6.0%	10.6%	0.56	7.8%	0.76	10.0%	0.60	6.6%	0.91
Commercial	\$278,181,066	18.0%	14.7%	1.22	16.3%	1.10	16.0%	1.12	18.0%	1.00
Charity Care	\$13,384,860	0.9%	1.0%	0.89	1.0%	0.91	1.0%	0.90	1.0%	0.89
Bad Debt	\$11,916,602	0.8%	1.1%	0.72	1.1%	0.68	0.9%	0.82	0.7%	1.04
All Other	\$1,067,137	0.1%	2.0%	0.04	1.1%	0.06	2.2%	0.03	0.0%	1.65
Total Deductions	\$1,054,441,290	68.2%	63.3%	1.08	67.1%	1.02	65.5%	1.04	67.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.8%	5.5%	0.68	4.8%	0.78	6.8%	0.56	3.0%	1.27	
Net Gains/Losses as % of Net Income	10.6%	2.6%	4.14	N/A	N/A	1.9%	5.60	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$151,811,177	33.5%	44.1%	0.76	39.0%	0.86	43.1%	0.78	32.5%	1.03
Supplies & Services	\$246,823,456	54.5%	49.0%	1.11	52.6%	1.04	50.4%	1.08	54.6%	1.00
Capital Component	\$54,501,246	12.0%	6.9%	1.75	8.4%	1.44	6.4%	1.87	12.9%	0.93
Fiscal Statistics										
Operating Margin (%)	11.2%	8.4%	1.34	11.9%	0.95	8.5%	1.32	10.4%	1.08	
Total Hospital Net Income (%)	12.4%	8.6%	1.45	10.9%	1.14	8.7%	1.43	10.1%	1.23	
Return on Equity (%)	12.8%	6.3%	2.02	7.6%	1.69	6.7%	1.91	9.9%	1.29	
Current Ratio	2.0	5.9	0.34	9.7	0.20	6.2	0.32	1.9	1.04	
Days in Net Patient Accounts Receivable	46.9	51.6	0.91	48.3	0.97	50.7	0.93	43.9	1.07	
Average Payment Period	44.7	38.5	1.16	30.8	1.45	38.6	1.16	43.6	1.03	
Equity Financing (%)	28.7%	75.1%	0.38	80.8%	0.36	76.2%	0.38	23.6%	1.21	
Long-Term Debt to Equity Ratio	1.9	0.2	12.09	0.1	17.00	0.1	16.75	2.4	0.80	
Times Interest Earned	7.2	13.4	0.54	15.9	0.46	13.7	0.53	5.8	1.25	
Total Asset Turnover	1.0	0.7	1.38	0.7	1.45	0.8	1.32	1.0	1.03	
Average Age of Plant (Years)	11.6	9.9	1.17	9.0	1.29	10.8	1.07	12.9	0.90	
Increase (Decrease) Total Net Patient Revenue	4.5%	5.4%	0.82	4.2%	1.07	6.1%	0.74	2.7%	1.66	
Outpatient Gross Revenue (% of Total GPR)	63.5%	61.9%	1.03	63.4%	1.00	58.0%	1.09	62.9%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,573	\$15,830	0.92	\$12,178	1.20	\$17,621	0.83	\$14,338	1.02	
Inpatient Net Revenue per Day	\$3,315	\$3,538	0.94	\$2,958	1.12	\$3,654	0.91	\$3,368	0.98	
Outpatient Net Revenue per Visit	\$704	\$686	1.03	\$680	1.03	\$698	1.01	\$883	0.80	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,545,793,974	Cash & Cash Equivalents	\$1,028,104	Current Liabilities	\$50,227,383
Less Deductions	\$1,054,441,290	Net Patient Receivables	\$63,197,822	Long-Term Debt	\$278,374,369
Net Patient Revenue	\$491,352,684	Other Receivables	\$341,198	Other Liabilities	\$30,023,682
Plus Other Revenue	\$19,187,043			Subtotal	\$358,625,434
Total Revenue	\$510,539,727	Land, Buildings & Equipment (Net)	\$380,084,568	Unrestricted Fund Balance	\$144,454,485
Less Expenses	\$453,135,879	Other Assets	\$58,428,227	Restricted Fund Balance	\$1,256,573
Non-Operating Gains/Losses	\$6,794,978			Total Liabilities & Fund Balance	\$503,079,919
Net Income	\$64,198,826	Total Assets	\$503,079,919		

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

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

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.9%	55.7%	0.54	44.0%	0.68	39.8%	0.75	27.5%	1.09
Obstetrics	33.4%	41.5%	0.80	31.5%	0.02	28.9%	1.16	34.5%	0.97
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	30.9%	57.5%	0.54	46.2%	0.67	42.4%	0.73	25.8%	1.20
Average Census (Patients)									
Adult Medical-Surgical	5.7	26.4	0.22	20.6	0.28	10.7	0.53	5.2	1.09
Obstetrics	0.7	5.6	0.12	4.4	0.15	2.0	0.34	0.7	0.97
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.7	49.4	0.16	35.5	0.22	16.6	0.47	6.4	1.20
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.77	3.5	0.87	3.0	1.00	2.7	1.10
Obstetrics	2.4	2.5	0.94	2.4	0.99	2.2	1.07	2.1	1.16
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.9	4.4	0.65	3.8	0.75	3.3	0.88	2.7	1.06
Surgical Operations									
Inpatient	123	1,396	0.09	1,243	0.10	484	0.25	106	1.16
Outpatient	1,899	4,206	0.45	6,046	0.31	2,045	0.93	1,757	1.08
Inpatient as % of All Surgeries	6.1%	24.9%	0.24	17.1%	0.36	19.2%	0.32	5.7%	1.07
Outpatient Visits									
Non-Emergency Visits	51,455	136,074	0.38	126,761	0.41	63,222	0.81	36,009	1.43
Emergency Visits	10,736	18,688	0.57	15,547	0.69	12,717	0.84	11,047	0.97
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.3	0.52	17.4	0.57	10.6	0.95	14.5	0.69
Nurses, Licensed	45.4	239.2	0.19	179.4	0.25	104.8	0.43	47.7	0.95
Ancillary Nursing Personnel	6.7	40.0	0.17	31.1	0.22	22.9	0.29	6.1	1.10
All Other Personnel	101.3	480.4	0.21	293.7	0.35	217.2	0.47	115.8	0.88
Total FTEs	163.5	779.0	0.21	521.5	0.31	355.5	0.46	184.1	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.5	14.9	1.11	14.8	1.12	17.1	0.97	31.6	0.52
Nurses, Licensed	75.1	183.7	0.41	152.4	0.49	169.2	0.44	104.1	0.72
Ancillary Nursing Personnel	11.1	30.8	0.36	26.4	0.42	37.0	0.30	13.4	0.83
All Other Personnel	167.7	369.0	0.45	249.4	0.67	350.8	0.48	252.6	0.66
Total FTEs	270.5	598.3	0.45	443.0	0.61	574.1	0.47	401.7	0.67

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 985
 Inpatient Days 2,820

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 26
 Inpatient Days 321

Newborn Nursery:
 Bassinets 4
 Total Births 113
 Newborn Days 225

142 ThedaCare Medical Center - Waupaca
 Waupaca, WI 54981

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	690	2,077	29.9%	5.7	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	102	244	33.4%	0.7	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	154	499	34.2%	1.4	3.2
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	1	3	3.2
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	8	7	11.9
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	2	6.3
Registered Nurses	14	48	42.4	Occupational Therapists	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	1	5.8
Ancillary Nursing Personnel	2	9	6.7	Physical Therapy Assistants/Aides	0	5	2.6
Medical Assistants	2	1	3.0	Recreational Therapists	0	1	0.3
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	2	1.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	2	2.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	25	26	40.8
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	4	15	13.3				
				Total	89	127	163.5

142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area ³		Volume Group ⁴		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$39,759,414	57.9%	45.7%	1.27	47.1%	1.23	49.2%	1.18	50.2%	1.15
Medical Assistance	\$6,434,301	9.4%	14.0%	0.67	10.7%	0.88	11.3%	0.83	12.2%	0.77
Commercial	\$20,894,699	30.4%	35.8%	0.85	39.9%	0.76	36.3%	0.84	34.0%	0.89
All Other	\$1,545,441	2.3%	4.5%	0.50	2.3%	0.99	3.2%	0.71	3.5%	0.64
Deductions as % of Total Gross Patient Revenue										
Medicare	\$22,189,591	32.3%	34.1%	0.95	33.7%	0.96	35.5%	0.91	24.1%	1.34
Medical Assistance	\$3,745,511	5.5%	10.6%	0.52	7.8%	0.70	8.4%	0.65	7.3%	0.75
Commercial	\$4,342,196	6.3%	14.7%	0.43	13.1%	0.48	13.1%	0.48	10.5%	0.60
Charity Care	\$265,922	0.4%	1.0%	0.40	0.6%	0.62	1.3%	0.31	0.6%	0.67
Bad Debt	\$1,101,366	1.6%	1.1%	1.50	1.3%	1.22	1.4%	1.16	3.4%	0.48
All Other	\$660,182	1.0%	2.0%	0.49	1.4%	0.70	1.1%	0.91	1.7%	0.56
Total Deductions	\$32,304,768	47.1%	63.3%	0.74	57.9%	0.81	60.7%	0.78	47.6%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.7%	5.5%	0.30	1.7%	0.98	3.5%	0.48	2.6%	0.63
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	3.3%	N/A	18.6%	N/A	61.5%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,549,931	52.2%	44.1%	1.18	41.1%	1.27	44.5%	1.17	62.3%	0.84
Supplies & Services	\$13,170,860	41.6%	49.0%	0.85	51.9%	0.80	46.9%	0.89	30.3%	1.37
Capital Component	\$1,964,033	6.2%	6.9%	0.90	7.0%	0.88	8.5%	0.73	7.4%	0.83
Fiscal Statistics										
Operating Margin (%)		14.2%	8.4%	1.70	11.1%	1.28	4.8%	2.97	3.6%	3.96
Total Hospital Net Income (%)		12.5%	8.6%	1.46	11.5%	1.09	5.8%	2.14	8.8%	1.41
Return on Equity (%)		10.5%	6.3%	1.66	10.9%	0.96	3.7%	2.84	6.6%	1.59
Current Ratio		10.9	5.9	1.85	6.8	1.60	5.5	1.97	21.1	0.52
Days in Net Patient Accounts Receivable		52.8	51.6	1.02	56.0	0.94	49.4	1.07	51.7	1.02
Average Payment Period		22.2	38.5	0.58	21.7	1.02	40.4	0.55	12.2	1.82
Equity Financing (%)		95.8%	75.1%	1.27	78.3%	1.22	75.7%	1.26	92.5%	1.04
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.1	N/A
Times Interest Earned		1,229.0	13.4	91.90	32.7	37.60	6.3	196.60	22.3	55.19
Total Asset Turnover		0.9	0.7	1.17	1.0	0.91	0.6	1.37	0.7	1.22
Average Age of Plant (Years)		21.1	9.9	2.15	10.8	1.96	9.1	2.32	19.4	1.09
Increase (Decrease) Total Net Patient Revenue		23.6%	5.4%	4.34	6.7%	3.52	7.2%	3.28	-11.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.2%	61.9%	1.41	69.3%	1.26	72.7%	1.20	86.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,047	\$15,830	0.38	\$12,540	0.48	\$11,444	0.53	\$6,911	0.87
Inpatient Net Revenue per Day		\$1,922	\$3,538	0.54	\$3,195	0.60	\$3,344	0.57	\$2,236	0.86
Outpatient Net Revenue per Visit		\$502	\$686	0.73	\$574	0.87	\$740	0.68	\$527	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,633,855	Cash & Cash Equivalents	\$13,669,437	Current Liabilities	\$1,820,248
Less Deductions	\$32,304,768	Net Patient Receivables	\$5,252,386	Long-Term Debt	\$0
Net Patient Revenue	\$36,329,087	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$614,250			Subtotal	\$1,820,248
Total Revenue	\$36,943,337	Land, Buildings & Equipment (Net)	\$22,922,802	Unrestricted Fund Balance	\$41,019,391
Less Expenses	\$31,684,824	Other Assets	\$995,014	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$747,990			Total Liabilities & Fund Balance	\$42,839,639
Net Income	\$4,510,523	Total Assets	\$42,839,639		

143 Waupun Memorial Hospital
 620 W Brown Street
 Waupun, WI 53963
 920-324-5581

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.2%	55.7%	0.54	57.3%	0.53	38.3%	0.79	36.9%	0.82
Obstetrics	26.0%	41.5%	0.63	43.6%	0.02	24.8%	1.05	17.1%	1.52
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	27.5%	57.5%	0.48	60.2%	0.46	37.2%	0.74	30.2%	0.91
Average Census (Patients)									
Adult Medical-Surgical	5.4	26.4	0.21	24.4	0.22	6.5	0.83	5.5	0.98
Obstetrics	1.0	5.6	0.18	5.1	0.20	1.0	1.04	0.9	1.21
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	49.4	0.14	51.9	0.13	8.5	0.81	7.5	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.76	3.9	0.77	2.9	1.02	3.1	0.97
Obstetrics	2.3	2.5	0.89	2.7	0.84	2.2	1.02	2.2	1.05
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.4	4.4	0.55	4.3	0.55	3.1	0.78	2.6	0.92
Surgical Operations									
Inpatient	219	1,396	0.16	2,117	0.10	273	0.80	218	1.00
Outpatient	1,189	4,206	0.28	7,457	0.16	1,279	0.93	1,171	1.02
Inpatient as % of All Surgeries	15.6%	24.9%	0.62	22.1%	0.70	17.6%	0.88	15.7%	0.99
Outpatient Visits									
Non-Emergency Visits	50,657	136,074	0.37	174,723	0.29	57,910	0.87	49,374	1.03
Emergency Visits	8,964	18,688	0.48	17,254	0.52	8,090	1.11	9,235	0.97
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	26.0	0.12	9.4	0.32	17.3	0.17
Nurses, Licensed	64.3	239.2	0.27	251.5	0.26	79.9	0.80	69.7	0.92
Ancillary Nursing Personnel	5.9	40.0	0.15	43.3	0.14	13.5	0.44	9.3	0.63
All Other Personnel	113.7	480.4	0.24	653.1	0.17	187.1	0.61	103.5	1.10
Total FTEs	186.9	779.0	0.24	973.9	0.19	289.8	0.64	199.9	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.5	14.9	0.50	20.1	0.37	24.3	0.31	43.4	0.17
Nurses, Licensed	160.6	183.7	0.87	194.3	0.83	207.6	0.77	174.7	0.92
Ancillary Nursing Personnel	14.7	30.8	0.48	33.4	0.44	35.0	0.42	23.3	0.63
All Other Personnel	284.0	369.0	0.77	504.4	0.56	486.3	0.58	259.4	1.10
Total FTEs	466.9	598.3	0.78	752.2	0.62	753.3	0.62	500.8	0.93

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,044
 Inpatient Days 2,512

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 8
 Inpatient Days 54

Newborn Nursery:
 Bassinets 4
 Total Births 167
 Newborn Days 362

143 Waupun Memorial Hospital
 Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	659	1,981	30.2%	5.4	3.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	167	379	26.0%	1.0	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	3	43	152	13.9%	0.4	3.5
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	2	2.0
Physicians & Dentists	4	4	6.2	Radiological Services Personnel	7	11	13.3
Medical & Dental Residents	0	0	0.0	Sonographers	1	5	3.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	1.4
Registered Nurses	21	67	57.9	Occupational Therapists	0	2	1.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	2	1.8	Physical Therapists	4	1	4.9
Ancillary Nursing Personnel	1	9	5.9	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	1	2.2	Psychologists	2	2	3.4
Certified Registered Nurse Anesthetists	2	2	2.4	Social Workers	0	3	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	20	21.1
Health Info Mgmt-Administrators/Technicians	1	1	1.6	All Other Personnel	25	42	45.4
Pharmacy Personnel	3	2	4.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	90	179	186.9

143 Waupun Memorial Hospital

Waupun, WI 53963

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$41,242,977	43.3%	45.7%	0.95	41.6%	1.04	46.1%	0.94	44.6%	0.97
Medical Assistance	\$11,365,131	11.9%	14.0%	0.85	11.5%	1.04	13.3%	0.90	12.1%	0.99
Commercial	\$41,351,284	43.4%	35.8%	1.21	39.3%	1.10	36.0%	1.21	42.1%	1.03
All Other	\$1,267,982	1.3%	4.5%	0.30	7.5%	0.18	4.6%	0.29	1.3%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,219,422	29.6%	34.1%	0.87	30.8%	0.96	29.3%	1.01	31.2%	0.95
Medical Assistance	\$7,979,823	8.4%	10.6%	0.79	8.7%	0.97	9.2%	0.91	6.9%	1.21
Commercial	\$17,342,246	18.2%	14.7%	1.24	18.2%	1.00	11.9%	1.53	18.6%	0.98
Charity Care	\$185,175	0.2%	1.0%	0.20	0.9%	0.23	1.0%	0.19	0.1%	1.72
Bad Debt	\$1,321,064	1.4%	1.1%	1.30	1.1%	1.31	1.7%	0.80	1.3%	1.07
All Other	\$312,691	0.3%	2.0%	0.17	3.4%	0.10	1.9%	0.17	0.4%	0.89
Total Deductions	\$55,360,421	58.1%	63.3%	0.92	62.8%	0.93	55.1%	1.05	58.5%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	5.5%	0.36	6.4%	0.31	5.9%	0.33	1.8%	1.07
Net Gains/Losses as % of Net Income		0.0%	2.6%	0.01	1.9%	0.01	14.7%	0.00	0.3%	0.05
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,657,890	49.5%	44.1%	1.12	47.5%	1.04	51.5%	0.96	51.1%	0.97
Supplies & Services	\$15,912,796	42.2%	49.0%	0.86	45.0%	0.94	40.5%	1.04	42.5%	0.99
Capital Component	\$3,128,114	8.3%	6.9%	1.21	7.5%	1.10	8.0%	1.04	6.3%	1.31
Fiscal Statistics										
Operating Margin (%)		7.3%	8.4%	0.87	5.0%	1.47	5.3%	1.38	9.7%	0.75
Total Hospital Net Income (%)		7.3%	8.6%	0.85	5.0%	1.45	6.1%	1.19	9.8%	0.75
Return on Equity (%)		6.9%	6.3%	1.09	3.8%	1.83	5.1%	1.36	10.1%	0.69
Current Ratio		1.8	5.9	0.31	2.3	0.81	5.4	0.34	2.3	0.80
Days in Net Patient Accounts Receivable		54.3	51.6	1.05	47.8	1.13	51.7	1.05	51.6	1.05
Average Payment Period		42.0	38.5	1.09	55.0	0.76	34.1	1.23	38.5	1.09
Equity Financing (%)		90.6%	75.1%	1.21	59.3%	1.53	79.8%	1.14	90.7%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	5.0	N/A	8.4	N/A	43,400.7	N/A
Total Asset Turnover		0.9	0.7	1.28	0.7	1.26	0.8	1.16	1.0	0.92
Average Age of Plant (Years)		11.4	9.9	1.15	10.5	1.09	9.3	1.23	14.9	0.77
Increase (Decrease) Total Net Patient Revenue		-0.6%	5.4%	N/A	6.7%	N/A	4.5%	N/A	2.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		80.0%	61.9%	1.29	59.8%	1.34	78.1%	1.03	79.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,429		\$15,830	0.53	\$17,803	0.47	\$12,599	0.67	\$9,093	0.93
Inpatient Net Revenue per Day	\$2,942		\$3,538	0.83	\$4,047	0.73	\$3,643	0.81	\$2,998	0.98
Outpatient Net Revenue per Visit	\$541		\$686	0.79	\$595	0.91	\$598	0.90	\$536	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$95,227,374	Cash & Cash Equivalents	\$816,343	Current Liabilities	\$4,021,981
Less Deductions	\$55,360,421	Net Patient Receivables	\$5,925,942	Long-Term Debt	\$0
Net Patient Revenue	\$39,866,953	Other Receivables	\$21,036	Other Liabilities	\$0
Plus Other Revenue	\$800,397			Subtotal	\$4,021,981
Total Revenue	\$40,667,350	Land, Buildings & Equipment (Net)	\$35,661,485	Unrestricted Fund Balance	\$38,982,151
Less Expenses	\$37,698,800	Other Assets	\$579,326	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$481	Total Assets	\$43,004,132	Total Liabilities & Fund Balance	\$43,004,132
Net Income	\$2,969,031				

145 Aspirus Wausau Hospital
 333 Pine Ridge Boulevard
 Wausau, WI 54401
 715-847-2121

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.0%	55.7%	1.22	65.6%	1.04	69.4%	0.98	73.3%	0.93
Obstetrics	37.8%	41.5%	0.91	46.3%	0.21	52.7%	0.72	39.1%	0.97
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	65.2%	57.5%	1.13	69.2%	0.94	67.8%	0.96	66.1%	0.99
Average Census (Patients)									
Adult Medical-Surgical	65.3	26.4	2.48	22.1	2.95	101.2	0.65	64.5	1.01
Obstetrics	9.8	5.6	1.75	3.6	2.72	15.7	0.63	10.2	0.97
Pediatrics	0.0	1.4	N/A	1.0	N/A	3.8	N/A	0.0	N/A
Total Hospital	161.0	49.4	3.26	39.5	4.08	195.9	0.82	157.9	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.91	3.8	0.93	4.4	0.82	3.6	1.00
Obstetrics	2.7	2.5	1.06	2.5	1.06	2.6	1.02	2.8	0.98
Pediatrics	0.0	3.5	N/A	3.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.2	4.4	0.95	4.2	1.01	4.8	0.87	4.2	1.00
Surgical Operations									
Inpatient	5,137	1,396	3.68	1,155	4.45	5,208	0.99	5,474	0.94
Outpatient	5,566	4,206	1.32	1,740	3.20	14,763	0.38	5,655	0.98
Inpatient as % of All Surgeries	48.0%	24.9%	1.93	39.9%	1.20	26.1%	1.84	49.2%	0.98
Outpatient Visits									
Non-Emergency Visits	99,316	136,074	0.73	68,636	1.45	473,499	0.21	88,800	1.12
Emergency Visits	34,405	18,688	1.84	13,080	2.63	53,629	0.64	33,733	1.02
Full-Time Equivalents (FTEs)									
Administrators	112.9	19.3	5.84	16.3	6.91	64.0	1.76	32.1	3.51
Nurses, Licensed	680.2	239.2	2.84	145.3	4.68	866.8	0.78	609.3	1.12
Ancillary Nursing Personnel	216.7	40.0	5.41	28.4	7.63	141.9	1.53	138.2	1.57
All Other Personnel	907.9	480.4	1.89	245.2	3.70	1,693.5	0.54	1,133.1	0.80
Total FTEs	1,917.7	779.0	2.46	435.2	4.41	2,766.3	0.69	1,912.7	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	31.3	14.9	2.11	16.6	1.89	13.7	2.28	9.2	3.40
Nurses, Licensed	188.6	183.7	1.03	147.7	1.28	186.0	1.01	174.7	1.08
Ancillary Nursing Personnel	60.1	30.8	1.95	28.9	2.08	30.4	1.97	39.6	1.52
All Other Personnel	251.7	369.0	0.68	249.4	1.01	363.3	0.69	324.9	0.77
Total FTEs	531.8	598.3	0.89	442.6	1.20	593.5	0.90	548.5	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	247	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	26
Discharges	13,986	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,361
Inpatient Days	58,768			Inpatient Days	0	Newborn Days	2,400

145 Aspirus Wausau Hospital
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	96	6,690	23,840	68.0%	65.3	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	198	2,368	54.1%	6.5	12.0
Hospice	1	14	909	3,529	69.1%	9.7	3.9
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	26	1,332	3,584	37.8%	9.8	2.7
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	244	4,357	74.6%	11.9	17.9
Cardiac Intensive Unit	1	8	205	2,275	77.9%	6.2	11.1
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	60	4,119	16,561	75.6%	45.4	4.0
Neonatal Intensive/Intermediate Care	1	15	267	2,254	41.2%	6.2	8.4
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	111	4	112.9	Surgical Personnel	49	15	50.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	112	30	121.8
Medical & Dental Residents	0	0	0.0	Sonographers	16	7	19.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	29	26	35.7
Registered Nurses	591	214	663.9	Occupational Therapists	22	7	23.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	8	12	13.3	Physical Therapists	22	12	25.2
Ancillary Nursing Personnel	155	239	216.7	Physical Therapy Assistants/Aides	4	7	7.2
Medical Assistants	9	5	11.2	Recreational Therapists	3	2	3.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	8	3	8.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	16	9	17.9
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	57	46	75.0
Health Info Mgmt-Administrators/Technicians	7	1	7.6	All Other Personnel	333	176	376.6
Pharmacy Personnel	55	11	57.7				
Clinical Laboratory Personnel	58	22	64.9				
				Total	1,670	848	1,917.7

145 Aspirus Wausau Hospital

Wausau, WI 54401

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$635,356,863	51.4%	45.7%	1.13	50.9%	1.01	46.0%	1.12	52.7%	0.98
Medical Assistance	\$135,344,678	11.0%	14.0%	0.78	13.8%	0.79	12.8%	0.86	11.0%	1.00
Commercial	\$417,915,931	33.8%	35.8%	0.94	31.0%	1.09	36.0%	0.94	33.0%	1.02
All Other	\$47,374,076	3.8%	4.5%	0.85	4.2%	0.91	5.3%	0.73	3.3%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$465,494,359	37.7%	34.1%	1.11	35.1%	1.07	35.3%	1.07	37.8%	1.00
Medical Assistance	\$115,040,239	9.3%	10.6%	0.88	10.3%	0.90	10.0%	0.93	9.0%	1.03
Commercial	\$131,013,222	10.6%	14.7%	0.72	7.8%	1.36	16.0%	0.66	10.5%	1.01
Charity Care	\$12,798,469	1.0%	1.0%	1.06	1.3%	0.81	1.0%	1.08	0.9%	1.11
Bad Debt	\$8,531,504	0.7%	1.1%	0.65	1.0%	0.70	0.9%	0.74	0.3%	2.26
All Other	\$25,374,218	2.1%	2.0%	1.05	1.9%	1.11	2.2%	0.92	1.4%	1.45
Total Deductions	\$758,252,011	61.3%	63.3%	0.97	57.3%	1.07	65.5%	0.94	60.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	5.5%	0.71	3.4%	1.15	6.8%	0.58	4.3%	0.91
Net Gains/Losses as % of Net Income		23.1%	2.6%	9.03	22.1%	1.05	1.9%	12.22	38.0%	0.61
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$187,277,844	41.3%	44.1%	0.94	41.2%	1.00	43.1%	0.96	41.5%	1.00
Supplies & Services	\$236,973,881	52.3%	49.0%	1.07	52.5%	1.00	50.4%	1.04	52.5%	1.00
Capital Component	\$28,805,162	6.4%	6.9%	0.92	6.3%	1.01	6.4%	0.99	6.0%	1.06
Fiscal Statistics										
Operating Margin (%)		8.9%	8.4%	1.06	5.1%	1.75	8.5%	1.05	7.8%	1.14
Total Hospital Net Income (%)		11.3%	8.6%	1.32	6.4%	1.75	8.7%	1.30	12.0%	0.94
Return on Equity (%)		10.9%	6.3%	1.73	5.1%	2.14	6.7%	1.63	12.1%	0.91
Current Ratio		2.0	5.9	0.33	4.2	0.47	6.2	0.32	2.7	0.73
Days in Net Patient Accounts Receivable		48.8	51.6	0.95	62.5	0.78	50.7	0.96	53.1	0.92
Average Payment Period		39.9	38.5	1.04	37.9	1.05	38.6	1.03	39.3	1.02
Equity Financing (%)		64.8%	75.1%	0.86	51.9%	1.25	76.2%	0.85	66.9%	0.97
Long-Term Debt to Equity Ratio		0.4	0.2	2.32	0.7	0.55	0.1	3.21	0.3	1.31
Times Interest Earned		18.4	13.4	1.38	14.9	1.23	13.7	1.34	22.4	0.82
Total Asset Turnover		0.9	0.7	1.28	0.8	1.21	0.8	1.22	1.0	0.98
Average Age of Plant (Years)		10.3	9.9	1.05	7.8	1.32	10.8	0.96	10.8	0.95
Increase (Decrease) Total Net Patient Revenue		4.5%	5.4%	0.83	4.2%	1.09	6.1%	0.74	7.3%	0.62
Outpatient Gross Revenue (% of Total GPR)		56.1%	61.9%	0.91	59.8%	0.94	58.0%	0.97	55.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,988		\$15,830	0.95	\$14,144	1.06	\$17,621	0.85	\$14,968	1.00
Inpatient Net Revenue per Day	\$3,630		\$3,538	1.03	\$3,385	1.07	\$3,654	0.99	\$3,608	1.01
Outpatient Net Revenue per Visit	\$2,069		\$686	3.01	\$932	2.22	\$698	2.97	\$2,090	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,235,991,548	Cash & Cash Equivalents	\$7,612,006	Current Liabilities	\$47,247,475
Less Deductions	\$758,252,011	Net Patient Receivables	\$63,875,164	Long-Term Debt	\$126,087,394
Net Patient Revenue	\$477,739,537	Other Receivables	\$0	Other Liabilities	\$11,842,119
Plus Other Revenue	\$19,547,145			Subtotal	\$185,176,988
Total Revenue	\$497,286,682	Land, Buildings & Equipment (Net)	\$233,241,614	Unrestricted Fund Balance	\$341,212,868
Less Expenses	\$453,056,887	Other Assets	\$221,661,072	Restricted Fund Balance	\$6,312,206
Non-Operating Gains/Losses	\$13,282,324			Total Liabilities & Fund Balance	\$526,389,856
Net Income	\$57,512,119	Total Assets	\$526,389,856		

150 Aurora West Allis Medical Center
 8901 W Lincoln Avenue
 West Allis, WI 53227
 414-328-6000

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.0%	55.7%	1.20	69.6%	0.96	69.4%	0.97	62.6%	1.07
Obstetrics	52.0%	41.5%	1.25	56.7%	0.50	52.7%	0.99	51.8%	1.00
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	64.4%	57.5%	1.12	72.0%	0.89	67.8%	0.95	62.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	63.0	26.4	2.39	111.4	0.57	101.2	0.62	58.8	1.07
Obstetrics	28.6	5.6	5.08	25.1	1.14	15.7	1.82	28.5	1.00
Pediatrics	0.0	1.4	N/A	16.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	140.3	49.4	2.84	172.5	0.81	195.9	0.72	136.1	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	3.9	1.09	4.8	0.89	4.4	0.98	3.8	1.12
Obstetrics	2.7	2.5	1.08	2.7	1.02	2.6	1.04	2.7	1.01
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.1	4.4	0.93	5.6	0.74	4.8	0.85	3.9	1.07
Surgical Operations									
Inpatient	3,132	1,396	2.24	3,208	0.98	5,208	0.60	3,122	1.00
Outpatient	5,134	4,206	1.22	5,759	0.89	14,763	0.35	5,185	0.99
Inpatient as % of All Surgeries	37.9%	24.9%	1.52	35.8%	1.06	26.1%	1.45	37.6%	1.01
Outpatient Visits									
Non-Emergency Visits	124,127	136,074	0.91	268,757	0.46	473,499	0.26	120,278	1.03
Emergency Visits	38,970	18,688	2.09	47,390	0.82	53,629	0.73	38,749	1.01
Full-Time Equivalents (FTEs)									
Administrators	27.0	19.3	1.40	44.4	0.61	64.0	0.42	29.0	0.93
Nurses, Licensed	532.5	239.2	2.23	740.7	0.72	866.8	0.61	510.2	1.04
Ancillary Nursing Personnel	106.7	40.0	2.66	137.5	0.78	141.9	0.75	105.4	1.01
All Other Personnel	1,398.1	480.4	2.91	1,202.9	1.16	1,693.5	0.83	1,340.1	1.04
Total FTEs	2,064.3	779.0	2.65	2,125.5	0.97	2,766.3	0.75	1,984.7	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.3	14.9	0.63	12.3	0.76	13.7	0.68	10.5	0.88
Nurses, Licensed	183.6	183.7	1.00	205.0	0.90	186.0	0.99	185.1	0.99
Ancillary Nursing Personnel	36.8	30.8	1.20	38.0	0.97	30.4	1.21	38.2	0.96
All Other Personnel	482.1	369.0	1.31	332.9	1.45	363.3	1.33	486.2	0.99
Total FTEs	711.8	598.3	1.19	588.2	1.21	593.5	1.20	720.1	0.99

Total Hospital:
 Beds Set Up & Staffed 218
 Discharges 12,486
 Inpatient Days 51,224

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 37
 Total Births 3,505
 Newborn Days 6,652

150 Aurora West Allis Medical Center
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	94	5,379	23,000	67.0%	63.0	4.3
Orthopedic	1	30	1,917	7,068	64.5%	19.4	3.7
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	55	3,807	10,430	52.0%	28.6	2.7
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	379	3,831	65.6%	10.5	10.1
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	23	413	6,895	82.1%	18.9	16.7
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	0	27.0	Surgical Personnel	23	10	27.6
Physicians & Dentists	80	19	85.3	Radiological Services Personnel	39	28	58.9
Medical & Dental Residents	0	0	0.0	Sonographers	15	19	25.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	4	15.6
Registered Nurses	375	169	498.1	Occupational Therapists	6	17	17.3
Certified Nurse Midwives	4	1	4.6	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	0	4	3.7	Physical Therapists	16	12	22.5
Ancillary Nursing Personnel	58	79	106.7	Physical Therapy Assistants/Aides	2	4	5.7
Medical Assistants	38	12	47.8	Recreational Therapists	0	2	1.0
Physician Assistants	9	1	9.6	Dietitians & Nutritionists	3	3	5.1
Nurse Practitioners	13	4	16.1	Psychologists	6	0	6.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	5	5	7.3
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	349	193	447.4
Health Info Mgmt-Administrators/Technicians	24	8	29.6	All Other Personnel	285	90	350.3
Pharmacy Personnel	34	4	35.7				
Clinical Laboratory Personnel	166	52	198.2				
				Total	1,601	741	2,064.3

150 Aurora West Allis Medical Center

West Allis, WI 53227

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$381,355,618	41.4%	45.7%	0.91	42.9%	0.96	46.0%	0.90	40.2%	1.03
Medical Assistance	\$152,023,567	16.5%	14.0%	1.18	20.9%	0.79	12.8%	1.29	16.7%	0.99
Commercial	\$359,076,671	39.0%	35.8%	1.09	32.3%	1.21	36.0%	1.08	40.3%	0.97
All Other	\$28,995,758	3.1%	4.5%	0.70	3.8%	0.82	5.3%	0.60	2.8%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$314,946,867	34.2%	34.1%	1.00	33.8%	1.01	35.3%	0.97	32.9%	1.04
Medical Assistance	\$119,971,845	13.0%	10.6%	1.23	15.9%	0.82	10.0%	1.30	13.2%	0.99
Commercial	\$173,780,286	18.9%	14.7%	1.28	14.3%	1.32	16.0%	1.18	19.1%	0.99
Charity Care	\$14,678,474	1.6%	1.0%	1.63	1.1%	1.41	1.0%	1.66	1.7%	0.93
Bad Debt	\$10,710,208	1.2%	1.1%	1.09	1.0%	1.13	0.9%	1.24	1.1%	1.05
All Other	\$8,774,905	1.0%	2.0%	0.49	1.2%	0.79	2.2%	0.43	1.0%	0.96
Total Deductions	\$642,862,585	69.8%	63.3%	1.10	67.4%	1.04	65.5%	1.07	69.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	5.5%	0.35	4.0%	0.47	6.8%	0.28	3.1%	0.61
Net Gains/Losses as % of Net Income		0.2%	2.6%	0.09	N/A	N/A	1.9%	0.12	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$91,145,182	43.0%	44.1%	0.97	36.9%	1.16	43.1%	1.00	40.8%	1.05
Supplies & Services	\$107,867,956	50.8%	49.0%	1.04	56.8%	0.89	50.4%	1.01	53.3%	0.95
Capital Component	\$13,153,497	6.2%	6.9%	0.90	6.2%	0.99	6.4%	0.96	5.8%	1.06
Fiscal Statistics										
Operating Margin (%)		25.3%	8.4%	3.02	10.0%	2.53	8.5%	2.98	22.2%	1.14
Total Hospital Net Income (%)		25.3%	8.6%	2.96	9.5%	2.68	8.7%	2.93	22.1%	1.15
Return on Equity (%)		8.3%	6.3%	1.30	6.8%	1.22	6.7%	1.24	7.7%	1.07
Current Ratio		55.2	5.9	9.31	10.4	5.33	6.2	8.89	49.4	1.12
Days in Net Patient Accounts Receivable		54.3	51.6	1.05	48.9	1.11	50.7	1.07	54.4	1.00
Average Payment Period		25.1	38.5	0.65	29.1	0.86	38.6	0.65	24.7	1.02
Equity Financing (%)		98.4%	75.1%	1.31	86.6%	1.14	76.2%	1.29	98.2%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	17.3	N/A	13.7	N/A	0.0	N/A
Total Asset Turnover		0.3	0.7	0.44	0.7	0.45	0.8	0.42	0.4	0.93
Average Age of Plant (Years)		12.1	9.9	1.23	10.0	1.21	10.8	1.13	11.5	1.05
Increase (Decrease) Total Net Patient Revenue		2.6%	5.4%	0.48	4.2%	0.61	6.1%	0.43	-0.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		49.1%	61.9%	0.79	52.1%	0.94	58.0%	0.85	47.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,562	\$15,830	0.79	\$20,637	0.61	\$17,621	0.71	\$11,758	1.07
Inpatient Net Revenue per Day		\$2,909	\$3,538	0.82	\$3,697	0.79	\$3,654	0.80	\$2,883	1.01
Outpatient Net Revenue per Visit		\$812	\$686	1.18	\$783	1.04	\$698	1.16	\$814	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$921,451,614	Cash & Cash Equivalents	\$715,964,926	Current Liabilities	\$13,817,781
Less Deductions	\$642,862,585	Net Patient Receivables	\$41,481,039	Long-Term Debt	\$0
Net Patient Revenue	\$278,589,029	Other Receivables	\$948,146	Other Liabilities	\$513,778
Plus Other Revenue	\$5,401,269			Subtotal	\$14,331,559
Total Revenue	\$283,990,298	Land, Buildings & Equipment (Net)	\$105,412,047	Unrestricted Fund Balance	\$857,653,557
Less Expenses	\$212,166,635	Other Assets	\$8,178,958	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$164,360			Total Liabilities & Fund Balance	\$871,985,116
Net Income	\$71,988,023	Total Assets	\$871,985,116		

151 St Joseph's Community Hospital of West Bend, Inc
 3200 Pleasant Valley Road
 West Bend, WI 53095
 262-334-5533

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.8%	55.7%	1.13	55.0%	1.14	43.4%	1.45	51.7%	1.22
Obstetrics	34.1%	41.5%	0.82	34.6%	0.12	26.7%	1.27	36.9%	0.92
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	56.1%	57.5%	0.98	51.4%	1.09	41.9%	1.34	51.8%	1.08
Average Census (Patients)									
Adult Medical-Surgical	21.4	26.4	0.81	31.4	0.68	13.7	1.55	20.7	1.03
Obstetrics	4.1	5.6	0.73	6.3	0.65	2.3	1.79	4.4	0.92
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	39.2	49.4	0.79	58.3	0.67	26.3	1.49	36.3	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.83	3.6	0.89	3.3	0.97	3.4	0.97
Obstetrics	2.2	2.5	0.88	2.3	0.97	2.3	0.98	2.3	0.95
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.4	0.83	4.0	0.91	3.6	1.02	3.6	1.02
Surgical Operations									
Inpatient	711	1,396	0.51	1,424	0.50	664	1.07	694	1.02
Outpatient	2,199	4,206	0.52	3,674	0.60	2,945	0.75	2,333	0.94
Inpatient as % of All Surgeries	24.4%	24.9%	0.98	27.9%	0.87	18.4%	1.33	22.9%	1.07
Outpatient Visits									
Non-Emergency Visits	71,304	136,074	0.52	147,557	0.48	115,364	0.62	70,222	1.02
Emergency Visits	17,653	18,688	0.94	29,988	0.59	14,511	1.22	17,327	1.02
Full-Time Equivalents (FTEs)									
Administrators	28.8	19.3	1.49	17.6	1.64	13.8	2.08	28.2	1.02
Nurses, Licensed	176.3	239.2	0.74	262.0	0.67	135.2	1.30	173.9	1.01
Ancillary Nursing Personnel	22.6	40.0	0.56	44.8	0.50	20.8	1.08	17.7	1.28
All Other Personnel	297.4	480.4	0.62	509.5	0.58	324.4	0.92	289.8	1.03
Total FTEs	525.1	779.0	0.67	833.9	0.63	494.3	1.06	509.5	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.0	14.9	1.75	10.7	2.44	14.2	1.84	26.9	0.97
Nurses, Licensed	159.3	183.7	0.87	159.4	1.00	138.6	1.15	165.6	0.96
Ancillary Nursing Personnel	20.4	30.8	0.66	27.2	0.75	21.3	0.95	16.8	1.21
All Other Personnel	268.7	369.0	0.73	310.0	0.87	332.6	0.81	276.0	0.97
Total FTEs	474.4	598.3	0.79	507.3	0.94	506.7	0.94	485.2	0.98

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 3,939
 Inpatient Days 14,321

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 21
 Total Births 663
 Newborn Days 1,362

151 St Joseph's Community Hospital of West Bend, Inc
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	34	2,404	7,795	62.8%	21.4	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	666	1,492	34.1%	4.1	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	134	1,329	60.7%	3.6	9.9
Step-Down (Special Care)	1	18	731	3,705	56.4%	10.2	5.1
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	3	28.8	Surgical Personnel	11	4	13.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	25	32	44.2
Medical & Dental Residents	0	0	0.0	Sonographers	3	3	4.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	4	11.9
Registered Nurses	113	108	174.8	Occupational Therapists	0	6	2.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.7
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	4	1.4
Ancillary Nursing Personnel	9	26	22.6	Physical Therapy Assistants/Aides	1	2	1.8
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	0	1	0.5	All Other Health Professionals	59	52	84.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	62	88.8
Pharmacy Personnel	16	13	19.9				
Clinical Laboratory Personnel	14	9	18.8				
				Total	347	333	525.1

151 St Joseph's Community Hospital of West Bend, Inc
West Bend, WI 53095

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$216,354,386	53.3%	45.7%	1.17	50.5%	1.06	50.0%	1.07	50.4%	1.06
Medical Assistance	\$29,445,351	7.3%	14.0%	0.52	10.1%	0.72	11.4%	0.63	8.5%	0.85
Commercial	\$148,233,645	36.6%	35.8%	1.02	36.8%	0.99	34.7%	1.05	38.6%	0.95
All Other	\$11,515,793	2.8%	4.5%	0.63	2.7%	1.07	3.9%	0.73	2.5%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$172,757,419	42.6%	34.1%	1.25	39.8%	1.07	35.4%	1.20	39.7%	1.07
Medical Assistance	\$22,576,627	5.6%	10.6%	0.53	7.8%	0.71	8.4%	0.66	6.3%	0.89
Commercial	\$58,120,448	14.3%	14.7%	0.98	16.3%	0.88	13.7%	1.05	14.7%	0.97
Charity Care	\$2,152,441	0.5%	1.0%	0.54	1.0%	0.56	0.9%	0.58	0.6%	0.88
Bad Debt	\$3,853,217	1.0%	1.1%	0.89	1.1%	0.84	1.1%	0.84	0.6%	1.48
All Other	\$4,377,021	1.1%	2.0%	0.55	1.1%	0.94	2.2%	0.49	0.9%	1.26
Total Deductions	\$263,837,173	65.1%	63.3%	1.03	67.1%	0.97	61.7%	1.05	62.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%	5.5%	0.35	4.8%	0.40	4.3%	0.45	2.3%	0.83	
Net Gains/Losses as % of Net Income	N/A	2.6%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$47,215,248	41.6%	44.1%	0.94	39.0%	1.07	45.3%	0.92	42.1%	0.99
Supplies & Services	\$57,027,577	50.3%	49.0%	1.02	52.6%	0.96	47.8%	1.05	49.2%	1.02
Capital Component	\$9,207,560	8.1%	6.9%	1.18	8.4%	0.97	6.9%	1.18	8.8%	0.92
Fiscal Statistics										
Operating Margin (%)	21.5%	8.4%	2.57	11.9%	1.81	6.9%	3.12	23.9%	0.90	
Total Hospital Net Income (%)	5.7%	8.6%	0.66	10.9%	0.52	5.8%	0.97	9.4%	0.61	
Return on Equity (%)	8.1%	6.3%	1.28	7.6%	1.07	4.3%	1.89	11.4%	0.71	
Current Ratio	3.5	5.9	0.59	9.7	0.36	3.9	0.90	5.2	0.68	
Days in Net Patient Accounts Receivable	40.4	51.6	0.78	48.3	0.84	51.1	0.79	37.9	1.06	
Average Payment Period	17.6	38.5	0.46	30.8	0.57	40.4	0.44	18.3	0.96	
Equity Financing (%)	91.4%	75.1%	1.22	80.8%	1.13	77.0%	1.19	90.1%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	3.7	13.4	0.27	15.9	0.23	12.4	0.30	5.2	0.70	
Total Asset Turnover	1.7	0.7	2.33	0.7	2.45	0.7	2.30	1.5	1.18	
Average Age of Plant (Years)	10.5	9.9	1.06	9.0	1.17	9.9	1.06	9.6	1.09	
Increase (Decrease) Total Net Patient Revenue	4.1%	5.4%	0.75	4.2%	0.98	1.9%	2.15	2.9%	1.44	
Outpatient Gross Revenue (% of Total GPR)	65.1%	61.9%	1.05	63.4%	1.03	72.6%	0.90	65.5%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,982	\$15,830	0.82	\$12,178	1.07	\$10,657	1.22	\$13,309	0.98	
Inpatient Net Revenue per Day	\$3,627	\$3,538	1.03	\$2,958	1.23	\$2,933	1.24	\$3,735	0.97	
Outpatient Net Revenue per Visit	\$1,062	\$686	1.55	\$680	1.56	\$589	1.80	\$1,018	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$405,549,175	Cash & Cash Equivalents	-\$40,298	Current Liabilities	\$5,146,416
Less Deductions	\$263,837,173	Net Patient Receivables	\$15,679,394	Long-Term Debt	\$0
Net Patient Revenue	\$141,712,002	Other Receivables	\$24,376	Other Liabilities	\$2,052,777
Plus Other Revenue	\$2,772,866			Subtotal	\$7,199,193
Total Revenue	\$144,484,868	Land, Buildings & Equipment (Net)	\$65,908,257	Unrestricted Fund Balance	\$76,862,236
Less Expenses	\$113,450,385	Other Assets	\$2,489,700	Restricted Fund Balance	\$163,211
Non-Operating Gains/Losses	-\$24,218,416			Total Liabilities & Fund Balance	\$84,061,429
Net Income	\$6,816,067	Total Assets	\$84,061,429		

308 Ascension St. Clare's Hospital
 3400 Ministry Parkway
 Weston, WI 54476
 715-393-3000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 4

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.1%	55.7%	1.40	65.6%	1.19	39.8%	1.96	91.5%	0.85
Obstetrics	169.2%	41.5%	4.07	46.3%	0.07	28.9%	5.85	75.4%	2.24
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	111.6%	57.5%	1.94	69.2%	1.61	42.4%	2.63	126.2%	0.88
Average Census (Patients)									
Adult Medical-Surgical	30.5	26.4	1.15	22.1	1.38	10.7	2.85	27.4	1.11
Obstetrics	3.4	5.6	0.60	3.6	0.94	2.0	1.70	3.8	0.90
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	53.6	49.4	1.09	39.5	1.36	16.6	3.23	59.3	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	3.9	0.88	3.8	0.90	3.0	1.14	3.3	1.06
Obstetrics	2.2	2.5	0.87	2.5	0.87	2.2	0.99	2.4	0.92
Pediatrics	0.0	3.5	N/A	3.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.85	4.2	0.90	3.3	1.14	3.7	1.00
Surgical Operations									
Inpatient	1,543	1,396	1.10	1,155	1.34	484	3.19	1,909	0.81
Outpatient	1,005	4,206	0.24	1,740	0.58	2,045	0.49	819	1.23
Inpatient as % of All Surgeries	60.6%	24.9%	2.43	39.9%	1.52	19.2%	3.16	70.0%	0.87
Outpatient Visits									
Non-Emergency Visits	10,760	136,074	0.08	68,636	0.16	63,222	0.17	5,589	1.93
Emergency Visits	13,153	18,688	0.70	13,080	1.01	12,717	1.03	13,784	0.95
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.3	0.10	16.3	0.12	10.6	0.19	5.4	0.37
Nurses, Licensed	171.5	239.2	0.72	145.3	1.18	104.8	1.64	167.6	1.02
Ancillary Nursing Personnel	25.9	40.0	0.65	28.4	0.91	22.9	1.13	18.3	1.42
All Other Personnel	113.4	480.4	0.24	245.2	0.46	217.2	0.52	154.1	0.74
Total FTEs	312.8	779.0	0.40	435.2	0.72	355.5	0.88	345.4	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.2	14.9	0.15	16.6	0.13	17.1	0.13	6.2	0.36
Nurses, Licensed	187.7	183.7	1.02	147.7	1.27	169.2	1.11	190.9	0.98
Ancillary Nursing Personnel	28.4	30.8	0.92	28.9	0.98	37.0	0.77	20.8	1.36
All Other Personnel	124.1	369.0	0.34	249.4	0.50	350.8	0.35	175.6	0.71
Total FTEs	342.4	598.3	0.57	442.6	0.77	574.1	0.60	393.5	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	48	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	2
Discharges	5,230	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	522
Inpatient Days	19,558			Inpatient Days	0	Newborn Days	1,021

308 Ascension St. Clare's Hospital
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	39	3,230	11,116	78.1%	30.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	560	1,235	169.2%	3.4	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	252	2,530	99.0%	6.9	10.0
Step-Down (Special Care)	1	0	1,190	4,556	0.0%	12.5	3.8
Neonatal Intensive/Intermediate Care	1	0	48	121	0.0%	0.3	2.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	15	1	15.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	4	13.0
Registered Nurses	146	91	171.5	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	19	34	25.9	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	43	13	45.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	15	11	18.4
Pharmacy Personnel	19	5	20.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	272	159	312.8

308 Ascension St. Clare's Hospital
Weston, WI 54476

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$155,373,631	60.5%	45.7%	1.32	50.9%	1.19	49.2%	1.23	62.5%	0.97
Medical Assistance	\$27,544,729	10.7%	14.0%	0.77	13.8%	0.78	11.3%	0.95	10.2%	1.05
Commercial	\$61,805,469	24.1%	35.8%	0.67	31.0%	0.78	36.3%	0.66	24.0%	1.00
All Other	\$12,041,640	4.7%	4.5%	1.04	4.2%	1.11	3.2%	1.48	3.4%	1.39
Deductions as % of Total Gross Patient Revenue										
Medicare	\$110,064,026	42.9%	34.1%	1.26	35.1%	1.22	35.5%	1.21	41.4%	1.04
Medical Assistance	\$12,853,437	5.0%	10.6%	0.47	10.3%	0.48	8.4%	0.60	5.4%	0.92
Commercial	\$11,135,530	4.3%	14.7%	0.30	7.8%	0.56	13.1%	0.33	4.8%	0.90
Charity Care	\$2,567,481	1.0%	1.0%	1.03	1.3%	0.78	1.3%	0.79	1.1%	0.88
Bad Debt	\$5,084,736	2.0%	1.1%	1.85	1.0%	2.00	1.4%	1.43	1.0%	2.04
All Other	\$6,156,623	2.4%	2.0%	1.22	1.9%	1.30	1.1%	2.27	1.8%	1.31
Total Deductions	\$147,861,833	57.6%	63.3%	0.91	57.3%	1.00	60.7%	0.95	55.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	-1.5%	5.5%	N/A		3.4%	N/A	3.5%	N/A	2.1%	N/A
Net Gains/Losses as % of Net Income	0.0%	2.6%	N/A		22.1%	N/A	18.6%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,855,315	25.1%	44.1%	0.57	41.2%	0.61	44.5%	0.56	37.2%	0.68
Supplies & Services	\$102,980,029	70.3%	49.0%	1.43	52.5%	1.34	46.9%	1.50	52.8%	1.33
Capital Component	\$6,751,742	4.6%	6.9%	0.67	6.3%	0.73	8.5%	0.54	10.0%	0.46
Fiscal Statistics										
Operating Margin (%)	-36.7%	8.4%	N/A		5.1%	N/A	4.8%	N/A	5.5%	N/A
Total Hospital Net Income (%)	-36.7%	8.6%	N/A		6.4%	N/A	5.8%	N/A	5.5%	N/A
Return on Equity (%)	-29.1%	6.3%	N/A		5.1%	N/A	3.7%	N/A	5.0%	N/A
Current Ratio	1.3	5.9	0.22		4.2	0.31	5.5	0.24	1.7	0.76
Days in Net Patient Accounts Receivable	57.1	51.6	1.11		62.5	0.91	49.4	1.16	53.5	1.07
Average Payment Period	49.4	38.5	1.28		37.9	1.30	40.4	1.22	65.6	0.75
Equity Financing (%)	74.0%	75.1%	0.99		51.9%	1.43	75.7%	0.98	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.7	N/A	0.2	N/A	-2.7	N/A
Times Interest Earned	0.0	13.4	N/A		14.9	N/A	6.3	N/A	2.3	N/A
Total Asset Turnover	0.8	0.7	1.08		0.8	1.02	0.6	1.26	0.9	0.87
Average Age of Plant (Years)	4.9	9.9	0.50		7.8	0.63	9.1	0.54	5.8	0.86
Increase (Decrease) Total Net Patient Revenue	-2.7%	5.4%	N/A		4.2%	N/A	7.2%	N/A	-0.6%	4.66
Outpatient Gross Revenue (% of Total GPR)	41.4%	61.9%	0.67		59.8%	0.69	72.7%	0.57	33.1%	1.25
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,879	\$15,830	0.81		\$14,144	0.91	\$11,444	1.13	\$13,546	0.95
Inpatient Net Revenue per Day	\$3,446	\$3,538	0.97		\$3,385	1.02	\$3,344	1.03	\$3,652	0.94
Outpatient Net Revenue per Visit	\$1,950	\$686	2.84		\$932	2.09	\$740	2.63	\$1,859	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$256,765,469	Cash & Cash Equivalents	\$1,901	Current Liabilities	\$19,010,310
Less Deductions	\$147,861,833	Net Patient Receivables	\$17,024,985	Long-Term Debt	\$0
Net Patient Revenue	\$108,903,636	Other Receivables	\$1,898,808	Other Liabilities	\$16,109,540
Plus Other Revenue	-\$1,647,107			Subtotal	\$35,119,850
Total Revenue	\$107,256,529	Land, Buildings & Equipment (Net)	\$100,411,383	Unrestricted Fund Balance	\$100,022,654
Less Expenses	\$146,587,086	Other Assets	\$15,805,427	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$135,142,504	Total Liabilities & Fund Balance	\$135,142,504
Net Income	-\$39,330,557				

152 Gundersen Tri-County Hospital and Clinics
 18601 Lincoln Street
 Whitehall, WI 54773
 715-538-4361

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

County: Trempealeau
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	10.9%	55.7%	0.20	48.0%	0.23	11.4%	0.96	8.8%	1.23
Obstetrics	0.0%	41.5%	N/A	44.3%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	31.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	13.0%	57.5%	0.23	50.9%	0.25	17.7%	0.73	10.1%	1.29
Average Census (Patients)									
Adult Medical-Surgical	1.6	26.4	0.06	17.1	0.10	1.9	0.86	1.3	1.23
Obstetrics	0.0	5.6	N/A	3.7	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.9	49.4	0.04	28.6	0.07	3.1	0.63	1.5	1.29
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.70	3.5	0.78	3.0	0.90	2.6	1.06
Obstetrics	0.0	2.5	N/A	2.5	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.8	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.75	4.3	0.77	4.2	0.78	2.9	1.12
Surgical Operations									
Inpatient	15	1,396	0.01	790	0.02	55	0.27	3	5.00
Outpatient	237	4,206	0.06	2,742	0.09	307	0.77	181	1.31
Inpatient as % of All Surgeries	6.0%	24.9%	0.24	22.4%	0.27	15.1%	0.39	1.6%	3.65
Outpatient Visits									
Non-Emergency Visits	30,096	136,074	0.22	119,520	0.25	22,296	1.35	26,740	1.13
Emergency Visits	3,593	18,688	0.19	13,485	0.27	3,144	1.14	3,724	0.96
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.3	N/A	13.1	N/A	2.6	N/A	0.0	N/A
Nurses, Licensed	29.2	239.2	0.12	167.7	0.17	32.1	0.91	24.9	1.17
Ancillary Nursing Personnel	9.9	40.0	0.25	20.8	0.48	7.8	1.27	5.2	1.90
All Other Personnel	119.8	480.4	0.25	423.0	0.28	75.6	1.59	113.0	1.06
Total FTEs	158.8	779.0	0.20	624.6	0.25	118.0	1.35	143.1	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	14.9	N/A	11.8	N/A	19.1	N/A	0.0	N/A
Nurses, Licensed	336.5	183.7	1.83	151.1	2.23	236.9	1.42	252.6	1.33
Ancillary Nursing Personnel	114.1	30.8	3.71	18.7	6.10	57.6	1.98	52.7	2.17
All Other Personnel	1,381.8	369.0	3.74	381.2	3.62	557.9	2.48	1,145.9	1.21
Total FTEs	1,832.3	598.3	3.06	562.9	3.26	871.5	2.10	1,451.2	1.26

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 216
 Inpatient Days 710

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 4
 Discharges 77
 Inpatient Days 1,358

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

152 Gundersen Tri-County Hospital and Clinics
Whitehall, WI 54773

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	216	595	10.9%	1.6	2.8
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	14	115	0.0%	0.3	8.2
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	1	6	6.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	22	7	26.2	Occupational Therapists	1	1	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.8
Licensed Practical Nurses	2	0	2.0	Physical Therapists	2	2	3.5
Ancillary Nursing Personnel	8	6	9.9	Physical Therapy Assistants/Aides	1	1	1.9
Medical Assistants	5	0	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.9	Dietitians & Nutritionists	0	1	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	4	6.1
Health Info Mgmt-Administrators/Technicians	3	1	3.9	All Other Personnel	47	41	72.0
Pharmacy Personnel	2	1	2.3				
Clinical Laboratory Personnel	1	7	5.8				
				Total	108	81	158.8

152 Gundersen Tri-County Hospital and Clinics

Whitehall, WI 54773

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$17,284,133	52.4%	45.7%	1.15	45.0%	1.16	46.6%	1.12	50.7%	1.03
Medical Assistance	\$3,693,730	11.2%	14.0%	0.80	10.2%	1.10	13.4%	0.83	12.2%	0.91
Commercial	\$9,816,704	29.7%	35.8%	0.83	38.0%	0.78	35.9%	0.83	29.0%	1.03
All Other	\$2,214,832	6.7%	4.5%	1.49	6.8%	0.99	4.0%	1.66	8.1%	0.82
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,401,544	22.4%	34.1%	0.66	32.3%	0.69	21.1%	1.06	16.8%	1.34
Medical Assistance	\$2,484,633	7.5%	10.6%	0.71	8.1%	0.93	8.5%	0.89	6.8%	1.11
Commercial	\$2,622,918	7.9%	14.7%	0.54	15.4%	0.51	9.7%	0.82	6.1%	1.30
Charity Care	\$488,712	1.5%	1.0%	1.52	0.7%	2.15	1.0%	1.45	0.2%	5.96
Bad Debt	\$568,599	1.7%	1.1%	1.61	1.1%	1.61	2.2%	0.79	4.6%	0.37
All Other	\$780,823	2.4%	2.0%	1.21	4.2%	0.56	1.6%	1.50	2.5%	0.94
Total Deductions	\$14,347,229	43.5%	63.3%	0.69	61.9%	0.70	44.0%	0.99	37.0%	1.17
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.7%	5.5%	0.67	20.3%	0.18	3.2%	1.16	5.3%	0.70
Net Gains/Losses as % of Net Income		21.7%	2.6%	8.49	5.3%	4.07	N/A	N/A	12.8%	1.69
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,742,323	51.9%	44.1%	1.18	57.4%	0.90	54.9%	0.95	51.5%	1.01
Supplies & Services	\$8,328,308	44.4%	49.0%	0.90	37.7%	1.18	38.5%	1.15	44.2%	1.00
Capital Component	\$700,876	3.7%	6.9%	0.54	4.9%	0.76	6.7%	0.56	4.3%	0.87
Fiscal Statistics										
Operating Margin (%)		3.1%	8.4%	0.38	6.6%	0.48	1.3%	2.45	1.0%	3.09
Total Hospital Net Income (%)		4.0%	8.6%	0.47	7.0%	0.57	1.0%	4.00	1.2%	3.41
Return on Equity (%)		7.1%	6.3%	1.12	5.7%	1.23	1.2%	5.66	2.1%	3.38
Current Ratio		2.0	5.9	0.34	23.9	0.08	3.5	0.57	1.8	1.13
Days in Net Patient Accounts Receivable		54.4	51.6	1.05	65.5	0.83	53.6	1.01	57.6	0.94
Average Payment Period		59.7	38.5	1.55	13.1	4.57	37.7	1.59	62.8	0.95
Equity Financing (%)		55.1%	75.1%	0.73	87.4%	0.63	52.0%	1.06	44.3%	1.24
Long-Term Debt to Equity Ratio		0.3	0.2	1.78	0.1	4.92	0.6	0.51	0.5	0.61
Times Interest Earned		9.5	13.4	0.71	42.5	0.22	2.0	4.73	2.9	3.25
Total Asset Turnover		1.8	0.7	2.38	0.8	2.14	1.3	1.40	1.8	0.98
Average Age of Plant (Years)		21.4	9.9	2.17	8.8	2.44	10.1	2.12	19.2	1.11
Increase (Decrease) Total Net Patient Revenue		3.5%	5.4%	0.65	8.7%	0.41	6.3%	0.57	-1.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.2%	61.9%	1.31	77.2%	1.05	77.2%	1.05	86.6%	0.94
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,919		\$15,830	0.94	\$14,264	1.05	\$17,237	0.87	\$14,246	1.05
Inpatient Net Revenue per Day	\$2,048		\$3,538	0.58	\$3,497	0.59	\$2,652	0.77	\$2,114	0.97
Outpatient Net Revenue per Visit	\$435		\$686	0.63	\$817	0.53	\$595	0.73	\$518	0.84

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$33,009,399	Cash & Cash Equivalents	\$2,618,226	Current Liabilities	\$2,981,285
Less Deductions	\$14,347,229	Net Patient Receivables	\$2,779,060	Long-Term Debt	\$1,730,263
Net Patient Revenue	\$18,662,170	Other Receivables	\$200,940	Other Liabilities	\$241,596
Plus Other Revenue	\$719,239			Subtotal	\$4,953,144
Total Revenue	\$19,381,409	Land, Buildings & Equipment (Net)	\$4,646,383	Unrestricted Fund Balance	\$6,084,835
Less Expenses	\$18,771,507	Other Assets	\$793,370	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$169,154			Total Liabilities & Fund Balance	\$11,037,979
Net Income	\$779,056	Total Assets	\$11,037,979		

153 ThedaCare Medical Center - Wild Rose
 Box 243, 601 Grove Avenue
 Wild Rose, WI 54984
 920-622-3257

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

County: Waushara
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.6%	55.7%	0.12	44.0%	0.15	11.4%	0.58	6.0%	1.11
Obstetrics	0.0%	41.5%	N/A	31.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	6.6%	57.5%	0.12	46.2%	0.14	17.7%	0.37	6.0%	1.11
Average Census (Patients)									
Adult Medical-Surgical	1.7	26.4	0.06	20.6	0.08	1.9	0.87	1.5	1.11
Obstetrics	0.0	5.6	N/A	4.4	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.7	49.4	0.03	35.5	0.05	3.1	0.54	1.5	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.81	3.5	0.92	3.0	1.04	3.5	0.91
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.8	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.72	3.8	0.83	4.2	0.75	3.5	0.91
Surgical Operations									
Inpatient	0	1,396	N/A	1,243	N/A	55	N/A	0	N/A
Outpatient	62	4,206	0.01	6,046	0.01	307	0.20	71	0.87
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	17.1%	N/A	15.1%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	14,006	136,074	0.10	126,761	0.11	22,296	0.63	10,711	1.31
Emergency Visits	4,049	18,688	0.22	15,547	0.26	3,144	1.29	4,003	1.01
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.3	0.26	17.4	0.29	2.6	1.94	4.0	1.25
Nurses, Licensed	15.0	239.2	0.06	179.4	0.08	32.1	0.47	14.7	1.02
Ancillary Nursing Personnel	9.8	40.0	0.25	31.1	0.32	7.8	1.26	10.1	0.97
All Other Personnel	35.6	480.4	0.07	293.7	0.12	75.6	0.47	44.1	0.81
Total FTEs	65.4	779.0	0.08	521.5	0.13	118.0	0.55	72.9	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	60.9	14.9	4.10	14.8	4.12	19.1	3.19	51.5	1.18
Nurses, Licensed	182.6	183.7	0.99	152.4	1.20	236.9	0.77	188.8	0.97
Ancillary Nursing Personnel	119.6	30.8	3.89	26.4	4.54	57.6	2.08	130.0	0.92
All Other Personnel	433.2	369.0	1.17	249.4	1.74	557.9	0.78	567.8	0.76
Total FTEs	796.3	598.3	1.33	443.0	1.80	871.5	0.91	938.1	0.85

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 191
 Inpatient Days 604

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 82
 Inpatient Days 1,188

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	190	604	6.6%	1.7	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	3	3	3.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	10	10	15.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.4
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	3	0.6
Ancillary Nursing Personnel	7	8	9.8	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	12	8	16.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	6	2	6.8				
				Total	51	37	65.4

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,142,986	60.3%	45.7%	1.32	47.1%	1.28	46.6%	1.29	58.1%	1.04
Medical Assistance	\$2,565,003	13.9%	14.0%	0.99	10.7%	1.30	13.4%	1.03	14.2%	0.98
Commercial	\$3,978,786	21.5%	35.8%	0.60	39.9%	0.54	35.9%	0.60	23.3%	0.92
All Other	\$802,336	4.3%	4.5%	0.96	2.3%	1.91	4.0%	1.07	4.5%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,890,712	26.5%	34.1%	0.78	33.7%	0.79	21.1%	1.26	32.4%	0.82
Medical Assistance	\$1,261,057	6.8%	10.6%	0.65	7.8%	0.87	8.5%	0.81	7.4%	0.92
Commercial	\$661,856	3.6%	14.7%	0.24	13.1%	0.27	9.7%	0.37	16.6%	0.22
Charity Care	\$104,094	0.6%	1.0%	0.58	0.6%	0.90	1.0%	0.55	0.7%	0.80
Bad Debt	\$1,156,731	6.3%	1.1%	5.85	1.3%	4.75	2.2%	2.89	2.8%	2.20
All Other	\$404,610	2.2%	2.0%	1.12	1.4%	1.59	1.6%	1.38	2.6%	0.85
Total Deductions	\$8,479,060	45.9%	63.3%	0.72	57.9%	0.79	44.0%	1.04	62.5%	0.73
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	5.5%	0.07	1.7%	0.23	3.2%	0.12	0.7%	0.54	
Net Gains/Losses as % of Net Income	5.8%	2.6%	2.26	3.3%	1.74	N/A	N/A	3.4%	1.69	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,510,232	72.3%	44.1%	1.64	41.1%	1.76	54.9%	1.32	69.4%	1.04
Supplies & Services	\$1,620,382	18.0%	49.0%	0.37	51.9%	0.35	38.5%	0.47	22.1%	0.81
Capital Component	\$874,225	9.7%	6.9%	1.41	7.0%	1.38	6.7%	1.46	8.4%	1.15
Fiscal Statistics										
Operating Margin (%)	10.4%	8.4%	1.24	11.1%	0.93	1.3%	8.10	-35.6%	N/A	
Total Hospital Net Income (%)	11.0%	8.6%	1.28	11.5%	0.96	1.0%	11.01	-37.3%	N/A	
Return on Equity (%)	18.8%	6.3%	2.97	10.9%	1.72	1.2%	15.05	-53.3%	N/A	
Current Ratio	0.9	5.9	0.15	6.8	0.13	3.5	0.26	0.5	1.67	
Days in Net Patient Accounts Receivable	50.6	51.6	0.98	56.0	0.90	53.6	0.94	95.7	0.53	
Average Payment Period	75.0	38.5	1.95	21.7	3.45	37.7	1.99	147.2	0.51	
Equity Financing (%)	71.3%	75.1%	0.95	78.3%	0.91	52.0%	1.37	26.4%	2.70	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	487.2	13.4	36.43	32.7	14.91	2.0	242.92	-3,974.0	N/A	
Total Asset Turnover	1.7	0.7	2.31	1.0	1.79	1.3	1.35	1.4	1.18	
Average Age of Plant (Years)	6.8	9.9	0.69	10.8	0.63	10.1	0.67	6.4	1.07	
Increase (Decrease) Total Net Patient Revenue	38.5%	5.4%	7.08	6.7%	5.74	6.3%	6.15	-43.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	79.9%	61.9%	1.29	69.3%	1.15	77.2%	1.03	80.7%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,321	\$15,830	0.65	\$12,540	0.82	\$17,237	0.60	\$23,478	0.44	
Inpatient Net Revenue per Day	\$1,542	\$3,538	0.44	\$3,195	0.48	\$2,652	0.58	\$3,241	0.48	
Outpatient Net Revenue per Visit	\$459	\$686	0.67	\$574	0.80	\$595	0.77	\$118	3.88	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$18,489,111	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,697,928
Less Deductions	\$8,479,060	Net Patient Receivables	\$1,386,724	Long-Term Debt	\$0
Net Patient Revenue	\$10,010,051	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$39,382			Subtotal	\$1,697,928
Total Revenue	\$10,049,433	Land, Buildings & Equipment (Net)	\$4,351,129	Unrestricted Fund Balance	\$4,210,033
Less Expenses	\$9,004,839	Other Assets	\$170,108	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$64,036			Total Liabilities & Fund Balance	\$5,907,961
Net Income	\$1,108,630	Total Assets	\$5,907,961		

155 Aspirus Riverview Hospital and Clinics, Inc
 410 Dewey Street, PO Box 8080
 Wisconsin Rapids, WI 54495
 715-423-6060

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.0%	55.7%	0.58	65.6%	0.49	57.4%	0.56	31.3%	1.02
Obstetrics	21.0%	41.5%	0.51	46.3%	0.06	40.0%	0.53	20.5%	1.03
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	31.8%	57.5%	0.55	69.2%	0.46	59.0%	0.54	30.7%	1.04
Average Census (Patients)									
Adult Medical-Surgical	17.3	26.4	0.66	22.1	0.78	36.9	0.47	16.9	1.02
Obstetrics	2.7	5.6	0.49	3.6	0.76	7.9	0.35	2.7	1.03
Pediatrics	0.2	1.4	0.13	1.0	0.17	5.2	0.13	0.2	0.90
Total Hospital	23.9	49.4	0.48	39.5	0.60	78.6	0.30	23.0	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.9	0.72	3.8	0.74	3.8	0.74	2.8	1.02
Obstetrics	2.0	2.5	0.78	2.5	0.78	2.6	0.77	2.0	0.99
Pediatrics	1.9	3.5	0.55	3.3	0.59	3.5	0.55	1.9	1.01
Total Hospital	2.9	4.4	0.66	4.2	0.70	4.4	0.66	2.9	1.03
Surgical Operations									
Inpatient	926	1,396	0.66	1,155	0.80	1,842	0.50	1,006	0.92
Outpatient	1,370	4,206	0.33	1,740	0.79	4,876	0.28	1,865	0.73
Inpatient as % of All Surgeries	40.3%	24.9%	1.62	39.9%	1.01	27.4%	1.47	35.0%	1.15
Outpatient Visits									
Non-Emergency Visits	29,274	136,074	0.22	68,636	0.43	168,131	0.17	28,913	1.01
Emergency Visits	21,731	18,688	1.16	13,080	1.66	31,181	0.70	23,628	0.92
Full-Time Equivalents (FTEs)									
Administrators	21.0	19.3	1.09	16.3	1.29	25.9	0.81	21.0	1.00
Nurses, Licensed	148.3	239.2	0.62	145.3	1.02	358.4	0.41	158.7	0.93
Ancillary Nursing Personnel	14.4	40.0	0.36	28.4	0.51	57.2	0.25	14.9	0.97
All Other Personnel	348.3	480.4	0.72	245.2	1.42	660.2	0.53	398.1	0.87
Total FTEs	532.0	779.0	0.68	435.2	1.22	1,101.6	0.48	592.7	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.0	14.9	1.14	16.6	1.02	12.9	1.32	20.1	0.85
Nurses, Licensed	120.0	183.7	0.65	147.7	0.81	178.3	0.67	151.9	0.79
Ancillary Nursing Personnel	11.7	30.8	0.38	28.9	0.40	28.5	0.41	14.3	0.82
All Other Personnel	281.9	369.0	0.76	249.4	1.13	328.4	0.86	381.0	0.74
Total FTEs	430.6	598.3	0.72	442.6	0.97	548.0	0.79	567.3	0.76

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	75	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	2,976	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	500
Inpatient Days	8,706			Inpatient Days	0	Newborn Days	881

155 Aspirus Riverview Hospital and Clinics, Inc
 Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	54	2,230	6,315	32.0%	17.3	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	32	62	0.0%	0.2	1.9
Obstetrics	1	13	504	998	21.0%	2.7	2.0
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	203	1,331	45.6%	3.6	6.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	0	21.0	Surgical Personnel	5	2	5.8
Physicians & Dentists	0	2	0.8	Radiological Services Personnel	18	19	29.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	6	4.7
Dental Hygienists	0	3	1.2	Respiratory Therapists	3	5	5.7
Registered Nurses	53	123	136.6	Occupational Therapists	2	3	3.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.2
Licensed Practical Nurses	4	1	4.0	Physical Therapists	3	7	6.9
Ancillary Nursing Personnel	1	23	14.4	Physical Therapy Assistants/Aides	2	1	2.8
Medical Assistants	40	21	55.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	3	5.1	Dietitians & Nutritionists	2	2	3.4
Nurse Practitioners	7	2	7.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	39	39	62.1
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	93	64	135.8
Pharmacy Personnel	7	1	7.2				
Clinical Laboratory Personnel	15	3	16.6				
				Total	320	331	532.0

155 Aspirus Riverview Hospital and Clinics, Inc

Wisconsin Rapids, WI 54495

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$146,770,618	47.4%	45.7%	1.04	50.9%	0.93	41.9%	1.13	47.1%	1.01
Medical Assistance	\$43,988,080	14.2%	14.0%	1.02	13.8%	1.03	19.9%	0.71	13.9%	1.02
Commercial	\$107,011,614	34.6%	35.8%	0.96	31.0%	1.11	35.1%	0.99	35.1%	0.99
All Other	\$11,719,756	3.8%	4.5%	0.84	4.2%	0.90	3.2%	1.19	3.9%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$104,437,283	33.7%	34.1%	0.99	35.1%	0.96	31.8%	1.06	33.2%	1.02
Medical Assistance	\$32,547,091	10.5%	10.6%	1.00	10.3%	1.02	14.5%	0.72	10.5%	1.00
Commercial	\$29,821,804	9.6%	14.7%	0.66	7.8%	1.24	12.7%	0.76	9.5%	1.02
Charity Care	\$3,502,822	1.1%	1.0%	1.16	1.3%	0.89	1.0%	1.15	1.2%	0.97
Bad Debt	\$3,351,172	1.1%	1.1%	1.01	1.0%	1.09	1.1%	0.96	0.8%	1.29
All Other	\$1,015,503	0.3%	2.0%	0.17	1.9%	0.18	1.4%	0.23	0.3%	1.14
Total Deductions	\$174,675,675	56.4%	63.3%	0.89	57.3%	0.98	62.6%	0.90	55.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	5.5%	0.21	3.4%	0.34	3.7%	0.31	1.8%	0.64
Net Gains/Losses as % of Net Income		22.1%	2.6%	8.63	22.1%	1.00	5.1%	4.30	36.9%	0.60
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$56,389,468	46.9%	44.1%	1.06	41.2%	1.14	43.3%	1.08	45.8%	1.03
Supplies & Services	\$56,374,422	46.9%	49.0%	0.96	52.5%	0.89	49.6%	0.95	46.9%	1.00
Capital Component	\$7,389,463	6.2%	6.9%	0.89	6.3%	0.98	7.1%	0.86	7.3%	0.84
Fiscal Statistics										
Operating Margin (%)		11.9%	8.4%	1.42	5.1%	2.34	10.1%	1.18	10.6%	1.12
Total Hospital Net Income (%)		14.8%	8.6%	1.73	6.4%	2.30	10.6%	1.40	15.8%	0.93
Return on Equity (%)		10.6%	6.3%	1.67	5.1%	2.08	6.8%	1.56	11.7%	0.90
Current Ratio		3.2	5.9	0.54	4.2	0.77	7.2	0.44	2.1	1.50
Days in Net Patient Accounts Receivable		52.6	51.6	1.02	62.5	0.84	53.7	0.98	56.0	0.94
Average Payment Period		44.4	38.5	1.15	37.9	1.17	35.4	1.25	66.2	0.67
Equity Financing (%)		64.1%	75.1%	0.85	51.9%	1.24	73.3%	0.88	63.5%	1.01
Long-Term Debt to Equity Ratio		0.4	0.2	2.71	0.7	0.65	0.2	1.94	0.4	1.12
Times Interest Earned		13.2	13.4	0.99	14.9	0.88	19.0	0.70	12.6	1.04
Total Asset Turnover		0.7	0.7	0.94	0.8	0.89	0.6	1.08	0.7	0.99
Average Age of Plant (Years)		16.6	9.9	1.69	7.8	2.13	8.4	1.99	15.3	1.09
Increase (Decrease) Total Net Patient Revenue		16.5%	5.4%	3.04	4.2%	3.98	5.3%	3.11	20.2%	0.82
Outpatient Gross Revenue (% of Total GPR)		80.6%	61.9%	1.30	59.8%	1.35	60.4%	1.34	78.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,416	\$15,830	0.59	\$14,144	0.67	\$15,632	0.60	\$9,583	0.98
Inpatient Net Revenue per Day		\$3,211	\$3,538	0.91	\$3,385	0.95	\$3,480	0.92	\$3,357	0.96
Outpatient Net Revenue per Visit		\$2,159	\$686	3.15	\$932	2.32	\$697	3.10	\$1,706	1.27

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$309,490,068	Cash & Cash Equivalents	\$20,453,080	Current Liabilities	\$13,919,846
Less Deductions	\$174,675,675	Net Patient Receivables	\$19,415,480	Long-Term Debt	\$54,538,004
Net Patient Revenue	\$134,814,393	Other Receivables	\$1,471,463	Other Liabilities	\$2,184,527
Plus Other Revenue	\$1,594,970			Subtotal	\$70,642,377
Total Revenue	\$136,409,363	Land, Buildings & Equipment (Net)	\$68,810,294	Unrestricted Fund Balance	\$126,383,134
Less Expenses	\$120,153,353	Other Assets	\$86,875,194	Restricted Fund Balance	\$776,038
Non-Operating Gains/Losses	\$4,604,386			Total Liabilities & Fund Balance	\$197,025,511
Net Income	\$20,860,396	Total Assets	\$197,025,511		

156 Howard Young Medical Center
 240 Maple Street, PO Box 470
 Woodruff, WI 54568
 715-356-8000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2018	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2018 vs. 2017	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.1%	55.7%	0.86	65.6%	0.73	38.3%	1.26	51.9%	0.93
Obstetrics	20.8%	41.5%	0.50	46.3%	0.04	24.8%	0.84	20.2%	1.03
Pediatrics	0.0%	52.8%	N/A	96.9%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	45.1%	57.5%	0.78	69.2%	0.65	37.2%	1.21	48.4%	0.93
Average Census (Patients)									
Adult Medical-Surgical	15.4	26.4	0.58	22.1	0.70	6.5	2.36	16.6	0.93
Obstetrics	1.7	5.6	0.30	3.6	0.46	1.0	1.67	1.6	1.03
Pediatrics	0.0	1.4	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	22.5	49.4	0.46	39.5	0.57	8.5	2.65	24.2	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	3.9	0.88	3.8	0.91	2.9	1.18	3.7	0.95
Obstetrics	2.1	2.5	0.83	2.5	0.83	2.2	0.95	2.2	0.98
Pediatrics	0.0	3.5	N/A	3.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.5	4.4	0.80	4.2	0.85	3.1	1.14	3.7	0.96
Surgical Operations									
Inpatient	668	1,396	0.48	1,155	0.58	273	2.45	825	0.81
Outpatient	892	4,206	0.21	1,740	0.51	1,279	0.70	725	1.23
Inpatient as % of All Surgeries	42.8%	24.9%	1.72	39.9%	1.07	17.6%	2.43	53.2%	0.80
Outpatient Visits									
Non-Emergency Visits	27,868	136,074	0.20	68,636	0.41	57,910	0.48	29,228	0.95
Emergency Visits	10,534	18,688	0.56	13,080	0.81	8,090	1.30	10,752	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	16.3	0.06	9.4	0.11	6.5	0.15
Nurses, Licensed	82.4	239.2	0.34	145.3	0.57	79.9	1.03	86.9	0.95
Ancillary Nursing Personnel	13.4	40.0	0.34	28.4	0.47	13.5	1.00	19.1	0.70
All Other Personnel	91.1	480.4	0.19	245.2	0.37	187.1	0.49	100.6	0.91
Total FTEs	187.9	779.0	0.24	435.2	0.43	289.8	0.65	213.1	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.9	14.9	0.12	16.6	0.11	24.3	0.08	12.0	0.16
Nurses, Licensed	152.8	183.7	0.83	147.7	1.03	207.6	0.74	160.5	0.95
Ancillary Nursing Personnel	24.9	30.8	0.81	28.9	0.86	35.0	0.71	35.3	0.71
All Other Personnel	169.1	369.0	0.46	249.4	0.68	486.3	0.35	185.8	0.91
Total FTEs	348.7	598.3	0.58	442.6	0.79	753.3	0.46	393.6	0.89

Total Hospital:
 Beds Set Up & Staffed 50
 Discharges 2,325
 Inpatient Days 8,226

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 7
 Total Births 268
 Newborn Days 536

156 Howard Young Medical Center
Woodruff, WI 54568

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	1,617	5,619	48.1%	15.4	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	287	608	20.8%	1.7	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	425	1,999	54.8%	5.5	4.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	6	4	6.0
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	6	9	10.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	1.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	7	3.6
Registered Nurses	60	57	75.4	Occupational Therapists	2	2	2.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	4	2	4.0
Ancillary Nursing Personnel	13	9	13.4	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	1	6.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	19	32.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	4	8.6
Pharmacy Personnel	9	5	10.5				
Clinical Laboratory Personnel	7	3	7.5				
				Total	159	127	187.9

156 Howard Young Medical Center
Woodruff, WI 54568

Selected Financial Statistics	FY 2018	All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$69,480,753	56.3%	45.7%	1.23	50.9%	1.11	46.1%	1.22	56.4%	1.00
Medical Assistance	\$19,570,125	15.9%	14.0%	1.14	13.8%	1.15	13.3%	1.19	15.4%	1.03
Commercial	\$29,182,333	23.7%	35.8%	0.66	31.0%	0.76	36.0%	0.66	23.4%	1.01
All Other	\$5,119,721	4.2%	4.5%	0.92	4.2%	0.98	4.6%	0.90	4.8%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$45,450,589	36.8%	34.1%	1.08	35.1%	1.05	29.3%	1.26	38.1%	0.97
Medical Assistance	\$14,284,039	11.6%	10.6%	1.10	10.3%	1.12	9.2%	1.26	11.7%	0.99
Commercial	\$6,214,264	5.0%	14.7%	0.34	7.8%	0.65	11.9%	0.42	4.4%	1.13
Charity Care	\$1,612,341	1.3%	1.0%	1.34	1.3%	1.03	1.0%	1.28	1.0%	1.32
Bad Debt	\$1,509,039	1.2%	1.1%	1.14	1.0%	1.23	1.7%	0.70	1.1%	1.08
All Other	\$2,763,608	2.2%	2.0%	1.14	1.9%	1.21	1.9%	1.18	2.8%	0.80
Total Deductions	\$71,833,880	58.2%	63.3%	0.92	57.3%	1.02	55.1%	1.06	59.1%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	5.5%	0.61	3.4%	0.99	5.9%	0.57	3.2%	1.04
Net Gains/Losses as % of Net Income		28.0%	2.6%	10.96	22.1%	1.27	14.7%	1.91	21.1%	1.33
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,026,302	42.5%	44.1%	0.97	41.2%	1.03	51.5%	0.83	46.7%	0.91
Supplies & Services	\$25,509,328	51.6%	49.0%	1.05	52.5%	0.98	40.5%	1.27	44.4%	1.16
Capital Component	\$2,883,167	5.8%	6.9%	0.85	6.3%	0.93	8.0%	0.73	9.0%	0.65
Fiscal Statistics										
Operating Margin (%)		7.3%	8.4%	0.87	5.1%	1.44	5.3%	1.38	12.6%	0.58
Total Hospital Net Income (%)		9.9%	8.6%	1.15	6.4%	1.54	6.1%	1.61	15.5%	0.64
Return on Equity (%)		5.5%	6.3%	0.87	5.1%	1.08	5.1%	1.08	9.9%	0.56
Current Ratio		5.1	5.9	0.85	4.2	1.21	5.4	0.94	3.6	1.40
Days in Net Patient Accounts Receivable		57.3	51.6	1.11	62.5	0.92	51.7	1.11	45.9	1.25
Average Payment Period		29.1	38.5	0.75	37.9	0.77	34.1	0.85	29.8	0.98
Equity Financing (%)		83.7%	75.1%	1.11	51.9%	1.61	79.8%	1.05	75.1%	1.11
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.7	N/A	0.2	N/A	0.2	N/A
Times Interest Earned		0.0	13.4	N/A	14.9	N/A	8.4	N/A	21.3	N/A
Total Asset Turnover		0.5	0.7	0.73	0.8	0.69	0.8	0.66	0.6	0.88
Average Age of Plant (Years)		5.3	9.9	0.54	7.8	0.68	9.3	0.58	3.6	1.50
Increase (Decrease) Total Net Patient Revenue		-2.1%	5.4%	N/A	4.2%	N/A	4.5%	N/A	-4.2%	0.50
Outpatient Gross Revenue (% of Total GPR)		57.7%	61.9%	0.93	59.8%	0.97	78.1%	0.74	55.0%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,876	\$15,830	0.62	\$14,144	0.70	\$12,599	0.78	\$10,444	0.95
Inpatient Net Revenue per Day		\$2,762	\$3,538	0.78	\$3,385	0.82	\$3,643	0.76	\$2,831	0.98
Outpatient Net Revenue per Visit		\$783	\$686	1.14	\$932	0.84	\$598	1.31	\$723	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$123,352,932	Cash & Cash Equivalents	\$3,990	Current Liabilities	\$3,711,770
Less Deductions	\$71,833,880	Net Patient Receivables	\$8,088,858	Long-Term Debt	\$0
Net Patient Revenue	\$51,519,052	Other Receivables	\$2,685,199	Other Liabilities	\$12,400,833
Plus Other Revenue	\$1,800,979			Subtotal	\$16,112,603
Total Revenue	\$53,320,031	Land, Buildings & Equipment (Net)	\$25,967,871	Unrestricted Fund Balance	\$82,608,607
Less Expenses	\$49,418,797	Other Assets	\$61,975,292	Restricted Fund Balance	\$50,942,861
Non-Operating Gains/Losses	\$1,519,260			Total Liabilities & Fund Balance	\$98,721,210
Net Income	\$5,420,494	Total Assets	\$98,721,210		