

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
 Corporation

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	13.0%	57.9%	0.22	49.7%	0.26	14.2%	0.92	13.3%	0.98
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	13.0%	58.7%	0.22	50.3%	0.26	18.3%	0.71	13.3%	0.98
Average Census (Patients)									
Adult Medical-Surgical	1.7	26.8	0.06	11.9	0.14	2.1	0.82	1.7	0.98
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.7	49.8	0.03	18.8	0.09	2.8	0.61	1.7	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.6	0.62	4.2	0.68	3.6	0.77	2.1	1.37
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.58	4.4	0.64	4.3	0.65	2.1	1.37
Surgical Operations									
Inpatient	220	1,037	0.21	390	0.56	54	4.06	306	0.72
Outpatient	15,643	3,865	4.05	2,637	5.93	1,655	9.45	12,262	1.28
Inpatient as % of All Surgeries	1.4%	21.2%	0.07	12.9%	0.11	3.2%	0.44	2.4%	0.57
Outpatient Visits									
Non-Emergency Visits	15,643	145,246	0.11	85,077	0.18	27,310	0.57	12,262	1.28
Emergency Visits	0	16,058	N/A	8,132	N/A	3,184	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	10.7	0.47	1.7	2.90	5.9	0.85
Nurses, Licensed	95.7	247.5	0.39	127.1	0.75	37.1	2.58	87.3	1.10
Ancillary Nursing Personnel	7.6	40.3	0.19	20.5	0.37	6.4	1.19	7.4	1.03
All Other Personnel	134.3	496.2	0.27	291.6	0.46	71.3	1.88	123.4	1.09
Total FTEs	242.5	803.0	0.30	450.0	0.54	116.6	2.08	223.9	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.7	13.0	2.83	14.3	2.56	11.4	3.20	52.3	0.70
Nurses, Licensed	701.7	168.4	4.17	169.5	4.14	246.5	2.85	780.3	0.90
Ancillary Nursing Personnel	55.8	27.4	2.03	27.3	2.04	42.3	1.32	66.2	0.84
All Other Personnel	984.9	337.6	2.92	388.8	2.53	473.5	2.08	1,103.6	0.89
Total FTEs	1,779.1	546.4	3.26	599.9	2.97	773.8	2.30	2,002.4	0.89

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 219
 Inpatient Days 618

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 12/31/2021	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	219	618	13.0%	1.7	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	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.

* 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	16	6	20.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	9	7.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	35	93	95.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	10	7.6	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	1	1.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	2	4.0	All Other Personnel	70	38	88.7
Pharmacy Personnel	6	4	7.8				
Clinical Laboratory Personnel	1	7	3.0				
				Total	142	172	242.5

198 OakLeaf Surgical Hospital

Altoona, WI 54720

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$67,475,182	35.4%	46.6%	0.76	50.7%	0.70	46.0%	0.77	35.3%	1.00
Medical Assistance	\$13,972,364	7.3%	14.4%	0.51	12.0%	0.61	12.0%	0.61	7.8%	0.94
Commercial	\$101,610,523	53.4%	33.9%	1.58	32.9%	1.62	37.7%	1.41	53.7%	0.99
All Other	\$7,291,145	3.8%	5.1%	0.76	4.5%	0.86	4.2%	0.91	3.2%	1.18
Deductions as % of Total Gross Patient Revenue										
Medicare	\$49,215,155	25.9%	35.2%	0.73	33.4%	0.77	24.4%	1.06	25.9%	1.00
Medical Assistance	\$12,630,359	6.6%	11.1%	0.60	8.6%	0.77	8.3%	0.80	7.0%	0.94
Commercial	\$28,054,782	14.7%	14.9%	0.99	10.0%	1.48	11.4%	1.29	15.1%	0.98
Charity Care	\$0	0.0%	0.7%	N/A	0.6%	N/A	0.7%	N/A	0.0%	N/A
Bad Debt	\$1,044,195	0.5%	1.0%	0.54	1.1%	0.48	1.4%	0.39	0.0%	19.45
All Other	\$4,378,782	2.3%	2.8%	0.82	2.7%	0.87	2.2%	1.03	2.0%	1.17
Total Deductions	\$95,323,273	50.1%	65.8%	0.76	56.4%	0.89	48.5%	1.03	50.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%		6.5%	0.00	5.6%	0.00	5.2%	0.00	0.1%	0.30
Net Gains/Losses as % of Net Income	3.9%		29.4%	0.13	37.6%	0.10	16.4%	0.24	4.0%	0.97
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,717,269	34.9%	42.4%	0.82	50.5%	0.69	49.0%	0.71	34.5%	1.01
Supplies & Services	\$32,818,543	52.7%	51.3%	1.03	44.3%	1.19	44.0%	1.20	53.3%	0.99
Capital Component	\$7,748,393	12.4%	6.2%	2.00	5.1%	2.42	7.0%	1.78	12.3%	1.02
Fiscal Statistics										
Operating Margin (%)		34.5%	10.4%	3.31	9.6%	3.60	12.2%	2.83	31.4%	1.10
Total Hospital Net Income (%)		35.4%	14.1%	2.51	14.5%	2.44	14.2%	2.49	32.3%	1.09
Return on Equity (%)		48.6%	6.3%	7.70	2.4%	20.25	21.6%	2.25	49.9%	0.97
Current Ratio		2.1	4.1	0.51	2.7	0.78	2.1	0.99	2.0	1.04
Days in Net Patient Accounts Receivable		62.4	87.5	0.71	250.3	0.25	53.3	1.17	69.4	0.90
Average Payment Period		67.1	89.9	0.75	256.1	0.26	54.9	1.22	90.2	0.74
Equity Financing (%)		48.5%	64.7%	0.75	51.4%	0.94	43.0%	1.13	66.3%	0.73
Long-Term Debt to Equity Ratio		0.7	0.3	2.27	0.7	1.10	0.7	1.07	0.1	5.35
Times Interest Earned		13.4	21.0	0.64	45.6	0.29	13.9	0.96	104.4	0.13
Total Asset Turnover		1.4	0.4	3.16	0.2	8.67	1.5	0.91	1.5	0.89
Average Age of Plant (Years)		6.3	17.1	0.37	51.5	0.12	8.5	0.75	7.1	0.89
Increase (Decrease) Total Net Patient Revenue		18.1%	12.7%	1.42	13.4%	1.35	15.6%	1.16	2.9%	6.22
Outpatient Gross Revenue (% of Total GPR)		87.6%	64.9%	1.35	75.1%	1.17	82.0%	1.07	84.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$59,450		\$18,658	3.19	\$16,496	3.60	\$21,986	2.70	\$39,199	1.52
Inpatient Net Revenue per Day	\$21,067		\$3,656	5.76	\$3,511	6.00	\$3,295	6.39	\$19,009	1.11
Outpatient Net Revenue per Visit	\$5,309		\$781	6.79	\$874	6.08	\$696	7.63	\$5,587	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$190,349,214	Cash & Cash Equivalents	\$3,319,367	Current Liabilities	\$10,683,968
Less Deductions	\$95,323,273	Net Patient Receivables	\$16,235,363	Long-Term Debt	\$25,372,884
Net Patient Revenue	\$95,025,941	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$21,621			Subtotal	\$36,056,852
Total Revenue	\$95,047,562	Land, Buildings & Equipment (Net)	\$34,210,434	Unrestricted Fund Balance	\$34,014,217
Less Expenses	\$62,284,205	Other Assets	\$16,305,905	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,320,441			Total Liabilities & Fund Balance	\$70,071,069
Net Income	\$34,083,798	Total Assets	\$70,071,069		

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: 3

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.6%	57.9%	0.70	49.7%	0.82	36.8%	1.10	43.1%	0.94
Obstetrics	0.0%	36.8%	N/A	28.0%	0.02	23.3%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	56.8%	58.7%	0.97	50.3%	1.13	42.9%	1.33	71.7%	0.79
Average Census (Patients)									
Adult Medical-Surgical	7.7	26.8	0.29	11.9	0.65	7.2	1.07	5.6	1.38
Obstetrics	0.4	4.8	0.09	2.0	0.22	0.9	0.48	0.5	0.84
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.5	49.8	0.25	18.8	0.66	10.9	1.14	11.5	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.84	4.2	0.93	3.5	1.11	3.2	1.21
Obstetrics	2.0	2.4	0.81	2.2	0.91	2.1	0.96	1.8	1.12
Pediatrics	0.0	3.8	N/A	0.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.87	4.4	0.96	3.8	1.13	3.9	1.08
Surgical Operations									
Inpatient	146	1,037	0.14	390	0.37	234	0.63	125	1.17
Outpatient	1,438	3,865	0.37	2,637	0.55	1,718	0.84	1,244	1.16
Inpatient as % of All Surgeries	9.2%	21.2%	0.44	12.9%	0.72	12.0%	0.77	9.1%	1.01
Outpatient Visits									
Non-Emergency Visits	116,468	145,246	0.80	85,077	1.37	77,301	1.51	94,684	1.23
Emergency Visits	6,988	16,058	0.44	8,132	0.86	9,586	0.73	6,086	1.15
Full-Time Equivalents (FTEs)									
Administrators	7.8	19.0	0.41	10.7	0.73	11.2	0.69	4.0	1.95
Nurses, Licensed	77.1	247.5	0.31	127.1	0.61	81.2	0.95	82.9	0.93
Ancillary Nursing Personnel	11.2	40.3	0.28	20.5	0.55	13.2	0.85	15.4	0.73
All Other Personnel	184.2	496.2	0.37	291.6	0.63	206.7	0.89	175.0	1.05
Total FTEs	280.3	803.0	0.35	450.0	0.62	312.3	0.90	277.3	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.1	13.0	0.86	14.3	0.78	20.5	0.54	6.6	1.69
Nurses, Licensed	110.0	168.4	0.65	169.5	0.65	148.3	0.74	136.6	0.81
Ancillary Nursing Personnel	16.0	27.4	0.58	27.3	0.58	24.2	0.66	25.4	0.63
All Other Personnel	262.5	337.6	0.78	388.8	0.68	377.6	0.70	288.2	0.91
Total FTEs	399.6	546.4	0.73	599.9	0.67	570.6	0.70	456.7	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	22	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	1,075	Preferred Provider Organization (PPO)	Yes	Discharges	73	Total Births	83
Inpatient Days	4,560			Inpatient Days	606	Newborn Days	120

001 Amery Regional Medical Center
Amery, WI 54001

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	728	2,818	40.6%	7.7	3.9
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	0	81	160	0.0%	0.4	2.0
Psychiatric	1	3	266	1,582	144.5%	4.3	5.9
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	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	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	1	7.8	Surgical Personnel	1	2	2.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	3	10.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.2
Registered Nurses	13	77	70.1	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	3	7.0
Licensed Practical Nurses	0	1	1.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	1	16	11.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	2	5.6	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	16	13	25.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	59	36	81.0
Pharmacy Personnel	4	6	8.4				
Clinical Laboratory Personnel	5	4	7.7				
				Total	154	179	280.3

001 Amery Regional Medical Center

Amery, WI 54001

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$69,800,076	50.2%	46.6%	1.08	50.7%	0.99	47.0%	1.07	48.1%	1.04
Medical Assistance	\$20,827,901	15.0%	14.4%	1.04	12.0%	1.25	13.0%	1.15	15.2%	0.99
Commercial	\$44,025,400	31.7%	33.9%	0.94	32.9%	0.96	36.1%	0.88	32.8%	0.97
All Other	\$4,257,834	3.1%	5.1%	0.60	4.5%	0.69	3.8%	0.80	3.8%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$36,476,793	26.3%	35.2%	0.75	33.4%	0.79	32.5%	0.81	24.0%	1.09
Medical Assistance	\$13,207,599	9.5%	11.1%	0.86	8.6%	1.10	9.9%	0.97	8.8%	1.08
Commercial	\$14,004,978	10.1%	14.9%	0.67	10.0%	1.01	14.1%	0.71	10.0%	1.01
Charity Care	\$599,074	0.4%	0.7%	0.60	0.6%	0.74	0.7%	0.65	0.6%	0.77
Bad Debt	\$1,776,867	1.3%	1.0%	1.26	1.1%	1.12	1.5%	0.85	2.0%	0.62
All Other	\$4,330,932	3.1%	2.8%	1.12	2.7%	1.17	1.8%	1.76	3.5%	0.90
Total Deductions	\$70,396,243	50.7%	65.8%	0.77	56.4%	0.90	60.4%	0.84	48.9%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	6.5%	0.22	5.6%	0.25	7.5%	0.19	1.1%	1.27
Net Gains/Losses as % of Net Income		47.6%	29.4%	1.62	37.6%	1.27	42.4%	1.12	168.1%	0.28
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$43,449,501	64.3%	42.4%	1.52	50.5%	1.27	50.4%	1.28	64.7%	0.99
Supplies & Services	\$18,958,411	28.1%	51.3%	0.55	44.3%	0.63	42.2%	0.67	28.2%	1.00
Capital Component	\$5,125,877	7.6%	6.2%	1.22	5.1%	1.47	7.5%	1.02	7.2%	1.06
Fiscal Statistics										
Operating Margin (%)		2.8%	10.4%	0.27	9.6%	0.29	8.9%	0.32	-4.2%	N/A
Total Hospital Net Income (%)		5.2%	14.1%	0.37	14.5%	0.36	14.5%	0.36	5.6%	0.93
Return on Equity (%)		5.2%	6.3%	0.82	2.4%	2.16	11.3%	0.46	5.5%	0.94
Current Ratio		1.9	4.1	0.46	2.7	0.70	5.3	0.36	1.9	0.98
Days in Net Patient Accounts Receivable		43.5	87.5	0.50	250.3	0.17	49.1	0.89	41.4	1.05
Average Payment Period		111.2	89.9	1.24	256.1	0.43	43.7	2.54	105.2	1.06
Equity Financing (%)		43.5%	64.7%	0.67	51.4%	0.85	76.8%	0.57	40.9%	1.06
Long-Term Debt to Equity Ratio		0.6	0.3	1.87	0.7	0.91	0.2	3.30	0.8	0.78
Times Interest Earned		6.6	21.0	0.31	45.6	0.14	19.8	0.33	5.9	1.12
Total Asset Turnover		1.0	0.4	2.26	0.2	6.19	0.7	1.32	0.9	1.09
Average Age of Plant (Years)		12.7	17.1	0.75	51.5	0.25	10.5	1.21	12.0	1.06
Increase (Decrease) Total Net Patient Revenue		16.6%	12.7%	1.31	13.4%	1.24	11.8%	1.41	-4.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.2%	64.9%	1.27	75.1%	1.09	79.7%	1.03	81.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,526		\$18,658	0.72	\$16,496	0.82	\$14,182	0.95	\$11,769	1.15
Inpatient Net Revenue per Day	\$3,006		\$3,656	0.82	\$3,511	0.86	\$3,541	0.85	\$2,843	1.06
Outpatient Net Revenue per Visit	\$444		\$781	0.57	\$874	0.51	\$602	0.74	\$474	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,911,212	Cash & Cash Equivalents	\$27,470,069	Current Liabilities	\$19,540,342
Less Deductions	\$70,396,243	Net Patient Receivables	\$8,162,141	Long-Term Debt	\$19,191,644
Net Patient Revenue	\$68,514,969	Other Receivables	\$215,726	Other Liabilities	\$1,838,555
Plus Other Revenue	\$972,770			Subtotal	\$40,570,541
Total Revenue	\$69,487,738	Land, Buildings & Equipment (Net)	\$18,958,156	Unrestricted Fund Balance	\$31,206,397
Less Expenses	\$67,533,789	Other Assets	\$16,970,845	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,773,359			Total Liabilities & Fund Balance	\$71,776,938
Net Income	\$3,727,308	Total Assets	\$71,776,937		

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 2021	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.5%	57.9%	0.87	58.8%	0.86	54.3%	0.93	47.0%	1.07
Obstetrics	19.8%	36.8%	0.54	39.4%	0.03	31.5%	0.63	25.7%	0.77
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.5%	58.7%	0.72	61.6%	0.69	55.3%	0.77	40.5%	1.05
Average Census (Patients)									
Adult Medical-Surgical	8.1	26.8	0.30	17.6	0.46	18.1	0.45	7.5	1.07
Obstetrics	1.2	4.8	0.25	3.2	0.37	3.1	0.38	1.5	0.77
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.2	49.8	0.20	35.6	0.29	37.4	0.27	9.7	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.4	0.89	4.1	0.96	3.3	1.19
Obstetrics	1.8	2.4	0.75	2.2	0.83	2.3	0.80	2.1	0.88
Pediatrics	0.0	3.8	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.59	4.7	0.61	4.4	0.66	3.1	0.93
Surgical Operations									
Inpatient	198	1,037	0.19	1,116	0.18	612	0.32	244	0.81
Outpatient	2,856	3,865	0.74	3,513	0.81	2,709	1.05	1,722	1.66
Inpatient as % of All Surgeries	6.5%	21.2%	0.31	24.1%	0.27	18.4%	0.35	12.4%	0.52
Outpatient Visits									
Non-Emergency Visits	73,398	145,246	0.51	131,878	0.56	120,713	0.61	94,156	0.78
Emergency Visits	10,026	16,058	0.62	11,093	0.90	16,865	0.59	9,940	1.01
Full-Time Equivalents (FTEs)									
Administrators	33.3	19.0	1.75	20.4	1.63	17.0	1.95	32.3	1.03
Nurses, Licensed	87.9	247.5	0.36	172.5	0.51	164.3	0.53	91.9	0.96
Ancillary Nursing Personnel	13.2	40.3	0.33	24.7	0.53	24.6	0.54	14.4	0.92
All Other Personnel	220.1	496.2	0.44	457.0	0.48	297.6	0.74	217.0	1.01
Total FTEs	354.4	803.0	0.44	674.6	0.53	503.6	0.70	355.5	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	32.8	13.0	2.53	17.1	1.92	14.0	2.35	33.3	0.99
Nurses, Licensed	86.6	168.4	0.51	144.1	0.60	134.7	0.64	94.6	0.92
Ancillary Nursing Personnel	13.0	27.4	0.47	20.6	0.63	20.2	0.65	14.8	0.88
All Other Personnel	216.9	337.6	0.64	381.6	0.57	244.0	0.89	223.4	0.97
Total FTEs	349.4	546.4	0.64	563.4	0.62	412.8	0.85	366.0	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	7	Bassinets	5
Discharges	1,289	Preferred Provider Organization (PPO)	Yes	Discharges	14	Total Births	229
Inpatient Days	3,722			Inpatient Days	67	Newborn Days	434

002 Aspirus Langlade Hospital
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	754	2,950	50.5%	8.1	3.9
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	238	434	19.8%	1.2	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	1	2	70	338	46.3%	0.9	4.8
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	32	2	33.3	Surgical Personnel	2	2	3.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	5	14.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	4.2
Registered Nurses	58	49	83.2	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	3	1.6
Ancillary Nursing Personnel	5	21	13.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	0.8
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	31	30	46.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	54	85.1
Pharmacy Personnel	5	5	7.6				
Clinical Laboratory Personnel	13	3	14.2				
				Total	247	202	354.4

002 Aspirus Langlade Hospital

Antigo, WI 54409

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$124,161,407	52.3%	46.6%	1.12	51.2%	1.02	49.9%	1.05	50.6%	1.03
Medical Assistance	\$35,585,128	15.0%	14.4%	1.04	13.3%	1.13	15.6%	0.96	14.2%	1.05
Commercial	\$64,004,021	26.9%	33.9%	0.80	29.9%	0.90	30.3%	0.89	29.3%	0.92
All Other	\$13,818,696	5.8%	5.1%	1.15	5.7%	1.03	4.2%	1.37	5.9%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$77,717,085	32.7%	35.2%	0.93	36.0%	0.91	36.9%	0.89	31.4%	1.04
Medical Assistance	\$25,342,697	10.7%	11.1%	0.96	10.1%	1.06	11.4%	0.94	10.5%	1.01
Commercial	\$15,221,259	6.4%	14.9%	0.43	9.2%	0.69	11.8%	0.54	7.3%	0.88
Charity Care	\$2,340,483	1.0%	0.7%	1.38	0.8%	1.29	0.9%	1.05	1.5%	0.64
Bad Debt	\$1,177,878	0.5%	1.0%	0.49	0.8%	0.61	1.2%	0.42	0.4%	1.21
All Other	\$8,078,791	3.4%	2.8%	1.22	3.5%	0.97	2.5%	1.38	3.1%	1.08
Total Deductions	\$129,878,193	54.7%	65.8%	0.83	60.4%	0.90	64.7%	0.85	54.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.2%	6.5%	2.03	4.2%	3.13	4.5%	2.94	9.9%	1.33
Net Gains/Losses as % of Net Income		46.1%	29.4%	1.57	32.5%	1.42	43.7%	1.06	15.2%	3.03
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$44,998,600	46.4%	42.4%	1.09	42.4%	1.09	38.8%	1.20	48.2%	0.96
Supplies & Services	\$46,148,403	47.5%	51.3%	0.93	52.7%	0.90	54.3%	0.87	45.5%	1.04
Capital Component	\$5,912,670	6.1%	6.2%	0.98	4.9%	1.23	6.9%	0.89	6.3%	0.96
Fiscal Statistics										
Operating Margin (%)		21.7%	10.4%	2.09	9.6%	2.25	9.6%	2.26	14.3%	1.52
Total Hospital Net Income (%)		34.0%	14.1%	2.41	13.6%	2.49	15.9%	2.14	16.5%	2.07
Return on Equity (%)		16.9%	6.3%	2.67	3.3%	5.11	11.2%	1.51	7.7%	2.18
Current Ratio		7.3	4.1	1.77	2.8	2.57	3.9	1.86	5.0	1.45
Days in Net Patient Accounts Receivable		50.4	87.5	0.58	167.5	0.30	51.2	0.98	46.2	1.09
Average Payment Period		72.1	89.9	0.80	165.5	0.44	62.2	1.16	80.6	0.89
Equity Financing (%)		84.8%	64.7%	1.31	50.9%	1.67	78.3%	1.08	81.9%	1.04
Long-Term Debt to Equity Ratio		0.1	0.3	0.27	0.7	0.13	0.1	0.89	0.1	0.78
Times Interest Earned		53.2	21.0	2.53	48.7	1.09	21.6	2.46	20.3	2.62
Total Asset Turnover		0.4	0.4	0.97	0.2	1.81	0.7	0.64	0.5	0.91
Average Age of Plant (Years)		12.1	17.1	0.71	33.5	0.36	10.5	1.14	10.8	1.11
Increase (Decrease) Total Net Patient Revenue		6.1%	12.7%	0.48	25.1%	0.24	8.7%	0.70	0.6%	9.59
Outpatient Gross Revenue (% of Total GPR)		87.9%	64.9%	1.35	70.5%	1.25	69.3%	1.27	86.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,971	\$18,658	0.75	\$16,540	0.84	\$13,373	1.04	\$15,259	0.92
Inpatient Net Revenue per Day		\$3,848	\$3,656	1.05	\$3,511	1.10	\$3,024	1.27	\$3,671	1.05
Outpatient Net Revenue per Visit		\$1,087	\$781	1.39	\$799	1.36	\$626	1.74	\$815	1.33

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$237,569,253	Cash & Cash Equivalents	\$104,275,935	Current Liabilities	\$18,220,845
Less Deductions	\$129,878,193	Net Patient Receivables	\$14,867,914	Long-Term Debt	\$22,240,490
Net Patient Revenue	\$107,691,060	Other Receivables	\$7,161,470	Other Liabilities	\$4,710,974
Plus Other Revenue	\$16,322,210			Subtotal	\$45,172,309
Total Revenue	\$124,013,270	Land, Buildings & Equipment (Net)	\$45,639,413	Unrestricted Fund Balance	\$251,727,288
Less Expenses	\$97,059,673	Other Assets	\$124,954,864	Restricted Fund Balance	\$478,901
Non-Operating Gains/Losses	\$23,091,759			Total Liabilities & Fund Balance	\$296,899,597
Net Income	\$50,045,356	Total Assets	\$296,899,596		

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: 7

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.1%	57.9%	1.09	50.0%	1.26	72.0%	0.88	54.9%	1.15
Obstetrics	34.4%	36.8%	0.94	28.9%	0.26	46.8%	0.73	35.4%	0.97
Pediatrics	10.0%	59.6%	0.17	23.2%	0.43	51.3%	0.20	4.2%	2.41
Total Hospital	59.3%	58.7%	1.01	50.4%	1.18	68.8%	0.86	47.8%	1.24
Average Census (Patients)									
Adult Medical-Surgical	37.8	26.8	1.41	23.2	1.63	108.1	0.35	33.0	1.15
Obstetrics	7.6	4.8	1.56	4.6	1.64	14.4	0.53	7.8	0.97
Pediatrics	0.9	1.5	0.59	0.3	2.93	5.0	0.59	0.8	1.20
Total Hospital	97.2	49.8	1.95	37.4	2.60	209.1	0.46	91.3	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.6	0.98	4.2	1.08	5.0	0.89	3.9	1.16
Obstetrics	2.3	2.4	0.94	2.3	1.01	2.6	0.89	2.5	0.93
Pediatrics	2.6	3.8	0.69	2.6	1.02	4.1	0.64	2.3	1.14
Total Hospital	4.6	4.9	0.94	4.4	1.05	5.3	0.86	4.3	1.07
Surgical Operations									
Inpatient	1,826	1,037	1.76	1,060	1.72	3,842	0.48	1,937	0.94
Outpatient	11,735	3,865	3.04	5,859	2.00	11,153	1.05	10,220	1.15
Inpatient as % of All Surgeries	13.5%	21.2%	0.64	15.3%	0.88	25.6%	0.53	15.9%	0.85
Outpatient Visits									
Non-Emergency Visits	295,655	145,246	2.04	100,098	2.95	450,554	0.66	246,116	1.20
Emergency Visits	27,595	16,058	1.72	15,000	1.84	40,709	0.68	29,257	0.94
Full-Time Equivalents (FTEs)									
Administrators	31.6	19.0	1.66	14.2	2.23	63.3	0.50	27.5	1.15
Nurses, Licensed	357.4	247.5	1.44	181.5	1.97	921.1	0.39	346.8	1.03
Ancillary Nursing Personnel	3.8	40.3	0.09	13.1	0.29	153.6	0.02	5.7	0.67
All Other Personnel	413.9	496.2	0.83	298.4	1.39	1,865.1	0.22	402.4	1.03
Total FTEs	806.7	803.0	1.00	507.2	1.59	3,003.0	0.27	782.5	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.1	13.0	0.86	11.3	0.98	11.7	0.94	11.5	0.97
Nurses, Licensed	125.4	168.4	0.74	144.6	0.87	170.7	0.73	144.6	0.87
Ancillary Nursing Personnel	1.3	27.4	0.05	10.4	0.13	28.5	0.05	2.4	0.56
All Other Personnel	145.2	337.6	0.43	237.6	0.61	345.6	0.42	167.8	0.87
Total FTEs	283.0	546.4	0.52	403.9	0.70	556.5	0.51	326.2	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	164	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	25
Discharges	7,756	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,184
Inpatient Days	35,468			Inpatient Days	0	Newborn Days	1,920

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	60	3,065	13,810	63.1%	37.8	4.5
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	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	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	125	330	10.0%	0.9	2.6
Obstetrics	1	22	1,202	2,765	34.4%	7.6	2.3
Psychiatric	1	28	1,968	7,971	78.0%	21.8	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	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	30	1,213	7,917	72.3%	21.7	6.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	183	2,675	48.9%	7.3	14.6
Other Intensive Care	2	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	29	6	31.6	Surgical Personnel	35	16	42.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	25	37	37.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	5	12.3
Dental Hygienists	0	0	0.0	Occupational Therapists	3	17	7.9
Registered Nurses	258	218	354.8	Occupational Therapy Assistants/Aides	3	5	3.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	23	11	27.1
Licensed Practical Nurses	2	1	2.5	Physical Therapy Assistants/Aides	2	1	2.0
Ancillary Nursing Personnel	1	7	3.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	112	147	161.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	24	17	31.1
Pharmacy Personnel	25	11	29.6				
Clinical Laboratory Personnel	39	10	43.6				
				Total	603	521	806.7

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$336,300,954	50.0%	46.6%	1.07	48.5%	1.03	46.9%	1.07	50.3%	0.99
Medical Assistance	\$82,442,166	12.3%	14.4%	0.85	11.1%	1.10	13.3%	0.92	11.7%	1.05
Commercial	\$225,323,585	33.5%	33.9%	0.99	37.0%	0.91	34.1%	0.98	33.3%	1.01
All Other	\$28,460,060	4.2%	5.1%	0.83	3.4%	1.24	5.7%	0.74	4.7%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$234,219,715	34.8%	35.2%	0.99	34.4%	1.01	36.2%	0.96	35.4%	0.98
Medical Assistance	\$49,531,449	7.4%	11.1%	0.67	8.5%	0.87	10.3%	0.71	6.8%	1.08
Commercial	\$80,219,768	11.9%	14.9%	0.80	14.3%	0.83	16.2%	0.74	11.5%	1.04
Charity Care	\$6,439,535	1.0%	0.7%	1.34	0.6%	1.49	0.7%	1.37	1.2%	0.80
Bad Debt	\$7,863,502	1.2%	1.0%	1.15	1.4%	0.84	0.8%	1.41	1.1%	1.03
All Other	\$22,989,536	3.4%	2.8%	1.22	2.5%	1.38	3.0%	1.12	3.8%	0.89
Total Deductions	\$401,263,505	59.7%	65.8%	0.91	61.6%	0.97	67.3%	0.89	59.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	6.5%	0.09	2.9%	0.19	6.7%	0.08	2.0%	0.29	
Net Gains/Losses as % of Net Income	10.4%	29.4%	0.35	25.8%	0.40	30.5%	0.34	0.1%	149.22	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$75,325,111	32.2%	42.4%	0.76	39.7%	0.81	41.3%	0.78	34.0%	0.95
Supplies & Services	\$146,339,696	62.5%	51.3%	1.22	53.8%	1.16	53.3%	1.17	59.4%	1.05
Capital Component	\$12,524,467	5.3%	6.2%	0.86	6.5%	0.82	5.4%	0.98	6.6%	0.81
Fiscal Statistics										
Operating Margin (%)	14.1%	10.4%	1.36	14.3%	0.99	9.3%	1.52	12.2%	1.16	
Total Hospital Net Income (%)	15.5%	14.1%	1.10	18.3%	0.85	12.9%	1.21	12.2%	1.27	
Return on Equity (%)	20.1%	6.3%	3.19	17.0%	1.19	8.9%	2.27	15.2%	1.32	
Current Ratio	1.6	4.1	0.38	9.1	0.17	4.8	0.33	1.2	1.34	
Days in Net Patient Accounts Receivable	51.1	87.5	0.58	53.2	0.96	61.8	0.83	46.9	1.09	
Average Payment Period	65.8	89.9	0.73	32.2	2.04	62.8	1.05	61.4	1.07	
Equity Financing (%)	65.1%	64.7%	1.01	109.2%	0.60	69.5%	0.94	68.0%	0.96	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	-0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	32.4	N/A	24.3	N/A	2,844.8	N/A	
Total Asset Turnover	1.3	0.4	2.98	0.9	1.44	0.7	1.92	1.2	1.02	
Average Age of Plant (Years)	8.8	17.1	0.51	7.7	1.15	13.3	0.66	6.6	1.33	
Increase (Decrease) Total Net Patient Revenue	14.2%	12.7%	1.11	13.9%	1.02	11.2%	1.26	4.6%	3.11	
Outpatient Gross Revenue (% of Total GPR)	66.0%	64.9%	1.02	70.3%	0.94	59.3%	1.11	64.8%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,175	\$18,658	0.76	\$13,612	1.04	\$21,058	0.67	\$12,006	1.18	
Inpatient Net Revenue per Day	\$3,103	\$3,656	0.85	\$3,085	1.01	\$3,785	0.82	\$3,038	1.02	
Outpatient Net Revenue per Visit	\$523	\$781	0.67	\$815	0.64	\$881	0.59	\$546	0.96	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$672,526,765	Cash & Cash Equivalents	\$4,843	Current Liabilities	\$40,318,505
Less Deductions	\$401,263,505	Net Patient Receivables	\$38,002,456	Long-Term Debt	\$0
Net Patient Revenue	\$271,263,260	Other Receivables	\$616,525	Other Liabilities	\$34,356,880
Plus Other Revenue	\$1,521,601			Subtotal	\$74,675,385
Total Revenue	\$272,784,862	Land, Buildings & Equipment (Net)	\$143,136,680	Unrestricted Fund Balance	\$139,127,362
Less Expenses	\$234,189,274	Other Assets	\$32,042,243	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,460,197			Total Liabilities & Fund Balance	\$213,802,747
Net Income	\$43,055,785	Total Assets	\$213,802,747		

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.1%	57.9%	1.11	50.0%	1.28	72.0%	0.89	62.2%	1.03
Obstetrics	20.7%	36.8%	0.56	28.9%	0.16	46.8%	0.44	20.8%	1.00
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	55.0%	58.7%	0.94	50.4%	1.09	68.8%	0.80	53.2%	1.03
Average Census (Patients)									
Adult Medical-Surgical	71.2	26.8	2.65	23.2	3.06	108.1	0.66	69.0	1.03
Obstetrics	4.8	4.8	0.98	4.6	1.03	14.4	0.33	4.8	1.00
Pediatrics	0.0	1.5	N/A	0.3	N/A	5.0	N/A	0.0	N/A
Total Hospital	85.8	49.8	1.72	37.4	2.29	209.1	0.41	83.0	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.2	0.99	5.0	0.82	4.0	1.04
Obstetrics	2.0	2.4	0.81	2.3	0.87	2.6	0.77	1.9	1.07
Pediatrics	0.0	3.8	N/A	2.6	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	4.4	0.94	5.3	0.78	4.0	1.03
Surgical Operations									
Inpatient	2,909	1,037	2.81	1,060	2.74	3,842	0.76	2,872	1.01
Outpatient	20,029	3,865	5.18	5,859	3.42	11,153	1.80	16,098	1.24
Inpatient as % of All Surgeries	12.7%	21.2%	0.60	15.3%	0.83	25.6%	0.49	15.1%	0.84
Outpatient Visits									
Non-Emergency Visits	162,953	145,246	1.12	100,098	1.63	450,554	0.36	100,505	1.62
Emergency Visits	31,738	16,058	1.98	15,000	2.12	40,709	0.78	28,129	1.13
Full-Time Equivalents (FTEs)									
Administrators	48.0	19.0	2.52	14.2	3.39	63.3	0.76	65.0	0.74
Nurses, Licensed	414.1	247.5	1.67	181.5	2.28	921.1	0.45	401.4	1.03
Ancillary Nursing Personnel	22.7	40.3	0.56	13.1	1.73	153.6	0.15	24.1	0.94
All Other Personnel	611.4	496.2	1.23	298.4	2.05	1,865.1	0.33	636.9	0.96
Total FTEs	1,096.1	803.0	1.36	507.2	2.16	3,003.0	0.37	1,127.3	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.8	13.0	1.29	11.3	1.49	11.7	1.43	24.8	0.68
Nurses, Licensed	144.6	168.4	0.86	144.6	1.00	170.7	0.85	153.2	0.94
Ancillary Nursing Personnel	7.9	27.4	0.29	10.4	0.76	28.5	0.28	9.2	0.86
All Other Personnel	213.6	337.6	0.63	237.6	0.90	345.6	0.62	243.1	0.88
Total FTEs	382.9	546.4	0.70	403.9	0.95	556.5	0.69	430.4	0.89

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	7,605	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	857
Inpatient Days	31,304			Inpatient Days	0	Newborn Days	1,489

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	6,321	25,984	64.1%	71.2	4.1
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	203	337	0.0%	0.9	1.7
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	876	1,736	20.7%	4.8	2.0
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	337	3,247	40.4%	8.9	9.6
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	48	0	48.0	Surgical Personnel	37	11	40.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	59	21	66.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	8	19.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	6	5.9
Registered Nurses	328	194	397.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	1	10.1
Licensed Practical Nurses	12	11	17.1	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	9	60	22.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	10	9	15.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	0	9.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	57	35	67.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	291	76	317.1
Pharmacy Personnel	27	8	30.7				
Clinical Laboratory Personnel	24	4	26.4				
				Total	943	449	1,096.1

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$434,476,625	50.8%	46.6%	1.09	48.5%	1.05	46.9%	1.08	52.3%	0.97
Medical Assistance	\$64,889,035	7.6%	14.4%	0.53	11.1%	0.68	13.3%	0.57	7.2%	1.05
Commercial	\$342,349,395	40.0%	33.9%	1.18	37.0%	1.08	34.1%	1.17	39.1%	1.02
All Other	\$13,482,734	1.6%	5.1%	0.31	3.4%	0.46	5.7%	0.27	1.4%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$303,457,455	35.5%	35.2%	1.01	34.4%	1.03	36.2%	0.98	36.1%	0.98
Medical Assistance	\$49,097,927	5.7%	11.1%	0.52	8.5%	0.68	10.3%	0.56	5.5%	1.05
Commercial	\$145,091,016	17.0%	14.9%	1.14	14.3%	1.19	16.2%	1.05	16.1%	1.06
Charity Care	\$4,089,701	0.5%	0.7%	0.67	0.6%	0.75	0.7%	0.68	0.4%	1.16
Bad Debt	\$7,618,592	0.9%	1.0%	0.87	1.4%	0.64	0.8%	1.08	1.1%	0.78
All Other	\$5,714,115	0.7%	2.8%	0.24	2.5%	0.27	3.0%	0.22	0.6%	1.15
Total Deductions	\$515,068,806	60.2%	65.8%	0.92	61.6%	0.98	67.3%	0.90	59.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.5%	0.44	2.9%	1.00	6.7%	0.43	4.7%	0.61
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	25.8%	N/A	30.5%	N/A	0.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$107,764,738	36.2%	42.4%	0.85	39.7%	0.91	41.3%	0.88	36.9%	0.98
Supplies & Services	\$174,013,055	58.5%	51.3%	1.14	53.8%	1.09	53.3%	1.10	57.3%	1.02
Capital Component	\$15,884,356	5.3%	6.2%	0.86	6.5%	0.82	5.4%	0.98	5.8%	0.92
Fiscal Statistics										
Operating Margin (%)		15.0%	10.4%	1.44	14.3%	1.05	9.3%	1.61	17.8%	0.84
Total Hospital Net Income (%)		15.0%	14.1%	1.06	18.3%	0.82	12.9%	1.17	17.8%	0.84
Return on Equity (%)		18.8%	6.3%	2.98	17.0%	1.11	8.9%	2.12	26.0%	0.72
Current Ratio		26.6	4.1	6.44	9.1	2.93	4.8	5.57	101.8	0.26
Days in Net Patient Accounts Receivable		48.8	87.5	0.56	53.2	0.92	61.8	0.79	51.5	0.95
Average Payment Period		8.8	89.9	0.10	32.2	0.27	62.8	0.14	1.8	5.00
Equity Financing (%)		94.7%	64.7%	1.46	109.2%	0.87	69.5%	1.36	99.4%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	0.09	-0.1	N/A	0.2	0.16	0.0	39.62
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	24.3	N/A	3,370.6	N/A
Total Asset Turnover		1.3	0.4	2.93	0.9	1.42	0.7	1.89	1.5	0.86
Average Age of Plant (Years)		7.6	17.1	0.45	7.7	0.99	13.3	0.57	8.3	0.92
Increase (Decrease) Total Net Patient Revenue		13.0%	12.7%	1.02	13.9%	0.94	11.2%	1.16	-4.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.0%	64.9%	1.08	70.3%	1.00	59.3%	1.18	68.3%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,684	\$18,658	0.68	\$13,612	0.93	\$21,058	0.60	\$11,830	1.07	
Inpatient Net Revenue per Day	\$3,081	\$3,656	0.84	\$3,085	1.00	\$3,785	0.81	\$2,955	1.04	
Outpatient Net Revenue per Visit	\$1,291	\$781	1.65	\$815	1.58	\$881	1.47	\$1,707	0.76	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$855,197,789	Cash & Cash Equivalents	\$129,917,391	Current Liabilities	\$6,825,269
Less Deductions	\$515,068,806	Net Patient Receivables	\$45,434,092	Long-Term Debt	\$7,851,622
Net Patient Revenue	\$340,128,983	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$10,030,250			Subtotal	\$14,676,891
Total Revenue	\$350,159,235	Land, Buildings & Equipment (Net)	\$95,486,339	Unrestricted Fund Balance	\$263,929,173
Less Expenses	\$297,662,149	Other Assets	\$7,768,242	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,899	Total Assets	\$278,606,064	Total Liabilities & Fund Balance	\$278,606,064
Net Income	\$52,494,187				

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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.4%	57.9%	1.16	25.1%	2.68	54.3%	1.24	53.0%	1.27
Obstetrics	29.7%	36.8%	0.81	24.3%	0.06	31.5%	0.94	29.2%	1.02
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	65.3%	58.7%	1.11	28.2%	2.32	55.3%	1.18	57.5%	1.14
Average Census (Patients)									
Adult Medical-Surgical	13.5	26.8	0.50	5.0	2.72	18.1	0.75	10.6	1.27
Obstetrics	1.5	4.8	0.31	1.1	1.36	3.1	0.48	1.5	1.02
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	22.9	49.8	0.46	6.5	3.53	37.4	0.61	20.1	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.6	0.70	3.6	0.90	4.1	0.79	2.6	1.26
Obstetrics	2.3	2.4	0.94	2.3	1.02	2.3	1.01	2.6	0.89
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	3.9	1.07	4.4	0.94	3.7	1.13
Surgical Operations									
Inpatient	305	1,037	0.29	70	4.38	612	0.50	462	0.66
Outpatient	1,875	3,865	0.49	1,013	1.85	2,709	0.69	1,386	1.35
Inpatient as % of All Surgeries	14.0%	21.2%	0.66	6.4%	2.17	18.4%	0.76	25.0%	0.56
Outpatient Visits									
Non-Emergency Visits	79,182	145,246	0.55	40,762	1.94	120,713	0.66	81,320	0.97
Emergency Visits	9,287	16,058	0.58	6,148	1.51	16,865	0.55	8,819	1.05
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	2.8	1.44	17.0	0.23	3.0	1.33
Nurses, Licensed	121.6	247.5	0.49	61.3	1.98	164.3	0.74	123.4	0.99
Ancillary Nursing Personnel	22.0	40.3	0.55	8.9	2.47	24.6	0.89	19.5	1.13
All Other Personnel	364.5	496.2	0.73	146.9	2.48	297.6	1.22	328.4	1.11
Total FTEs	512.1	803.0	0.64	219.9	2.33	503.6	1.02	474.2	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.4	13.0	0.26	5.7	0.59	14.0	0.24	3.6	0.95
Nurses, Licensed	102.2	168.4	0.61	125.8	0.81	134.7	0.76	146.1	0.70
Ancillary Nursing Personnel	18.5	27.4	0.67	18.3	1.01	20.2	0.92	23.1	0.80
All Other Personnel	306.2	337.6	0.91	301.1	1.02	244.0	1.26	388.9	0.79
Total FTEs	430.3	546.4	0.79	450.8	0.95	412.8	1.04	561.6	0.77

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	No	Average Beds Used	0	Bassinets	8
Discharges	2,016	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	212
Inpatient Days	8,345			Inpatient Days	0	Newborn Days	429

006 Memorial Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	1,531	4,921	67.4%	13.5	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	5	235	542	29.7%	1.5	2.3
Psychiatric	1	10	485	2,882	79.0%	7.9	5.9
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	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	9	1	9.2
Physicians & Dentists	9	6	13.2	Radiological Services Personnel	18	1	18.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	2	9.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.8
Registered Nurses	88	38	103.6	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	5	4	6.2
Ancillary Nursing Personnel	17	10	22.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.2	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	9	0	9.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	6	2	7.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	53	14	60.3
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	179	28	189.6
Pharmacy Personnel	7	0	7.0				
Clinical Laboratory Personnel	9	2	9.4				
				Total	463	117	512.1

006 Memorial Medical Center

Ashland, WI 54806

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,287,863	50.9%	46.6%	1.09	50.8%	1.00	49.9%	1.02	47.7%	1.07
Medical Assistance	\$41,944,946	17.5%	14.4%	1.21	16.7%	1.05	15.6%	1.12	19.1%	0.91
Commercial	\$61,450,972	25.6%	33.9%	0.76	26.9%	0.95	30.3%	0.84	27.1%	0.95
All Other	\$14,487,930	6.0%	5.1%	1.19	5.6%	1.08	4.2%	1.43	6.1%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$69,075,905	28.8%	35.2%	0.82	27.0%	1.06	36.9%	0.78	27.0%	1.06
Medical Assistance	\$26,728,669	11.1%	11.1%	1.01	11.1%	1.00	11.4%	0.98	11.7%	0.95
Commercial	\$9,461,831	3.9%	14.9%	0.26	5.5%	0.72	11.8%	0.33	3.0%	1.31
Charity Care	\$681,418	0.3%	0.7%	0.40	0.7%	0.42	0.9%	0.30	0.6%	0.50
Bad Debt	\$3,200,336	1.3%	1.0%	1.31	1.5%	0.89	1.2%	1.13	1.9%	0.70
All Other	\$8,483,694	3.5%	2.8%	1.26	2.7%	1.31	2.5%	1.43	3.3%	1.06
Total Deductions	\$117,631,853	49.0%	65.8%	0.74	48.5%	1.01	64.7%	0.76	47.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.0%		6.5%	0.15	3.4%	0.28	4.5%	0.21	5.1%	0.19
Net Gains/Losses as % of Net Income	65.7%		29.4%	2.24	46.4%	1.41	43.7%	1.50	18.1%	3.64
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,067,970	48.4%	42.4%	1.14	52.8%	0.92	38.8%	1.25	49.8%	0.97
Supplies & Services	\$50,162,524	44.0%	51.3%	0.86	40.1%	1.10	54.3%	0.81	43.2%	1.02
Capital Component	\$8,650,395	7.6%	6.2%	1.22	7.1%	1.07	6.9%	1.11	7.0%	1.08
Fiscal Statistics										
Operating Margin (%)	8.0%		10.4%	0.77	12.3%	0.65	9.6%	0.83	8.4%	0.94
Total Hospital Net Income (%)	20.1%		14.1%	1.43	20.8%	0.97	15.9%	1.27	10.1%	1.99
Return on Equity (%)	12.4%		6.3%	1.96	2.3%	5.47	11.2%	1.11	5.6%	2.23
Current Ratio	5.5		4.1	1.35	3.1	1.77	3.9	1.42	4.9	1.12
Days in Net Patient Accounts Receivable	59.3		87.5	0.68	372.2	0.16	51.2	1.16	49.0	1.21
Average Payment Period	70.2		89.9	0.78	407.2	0.17	62.2	1.13	76.3	0.92
Equity Financing (%)	74.2%		64.7%	1.15	51.8%	1.43	78.3%	0.95	71.9%	1.03
Long-Term Debt to Equity Ratio	0.2		0.3	0.61	0.7	0.29	0.1	2.02	0.2	1.22
Times Interest Earned	92.4		21.0	4.39	56.7	1.63	21.6	4.28	173.7	0.53
Total Asset Turnover	0.5		0.4	1.24	0.1	5.42	0.7	0.81	0.5	0.99
Average Age of Plant (Years)	6.3		17.1	0.37	55.6	0.11	10.5	0.60	7.7	0.82
Increase (Decrease) Total Net Patient Revenue	19.9%		12.7%	1.56	17.4%	1.14	8.7%	2.28	2.4%	8.36
Outpatient Gross Revenue (% of Total GPR)	82.1%		64.9%	1.26	86.8%	0.95	69.3%	1.19	78.5%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,028		\$18,658	0.81	\$14,908	1.01	\$13,373	1.12	\$13,220	1.14
Inpatient Net Revenue per Day	\$3,891		\$3,656	1.06	\$3,393	1.15	\$3,024	1.29	\$4,015	0.97
Outpatient Net Revenue per Visit	\$1,079		\$781	1.38	\$924	1.17	\$626	1.72	\$879	1.23

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$240,171,710	Cash & Cash Equivalents	\$87,266,790	Current Liabilities	\$20,348,071
Less Deductions	\$117,631,853	Net Patient Receivables	\$19,907,411	Long-Term Debt	\$34,395,057
Net Patient Revenue	\$122,539,857	Other Receivables	\$954,788	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,191,839			Subtotal	\$59,893,128
Total Revenue	\$123,731,697	Land, Buildings & Equipment (Net)	\$87,550,975	Unrestricted Fund Balance	\$172,054,696
Less Expenses	\$113,880,889	Other Assets	\$36,267,860	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$18,863,850			Total Liabilities & Fund Balance	\$231,947,824
Net Income	\$28,714,658	Total Assets	\$231,947,824		

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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.6%	57.9%	0.63	49.7%	0.74	36.8%	1.00	25.1%	1.46
Obstetrics	30.5%	36.8%	0.83	28.0%	0.04	23.3%	1.31	26.6%	1.14
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.0%	58.7%	0.60	50.3%	0.70	42.9%	0.82	25.5%	1.37
Average Census (Patients)									
Adult Medical-Surgical	4.0	26.8	0.15	11.9	0.34	7.2	0.56	2.8	1.46
Obstetrics	1.2	4.8	0.25	2.0	0.62	0.9	1.32	1.1	1.14
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.2	49.8	0.11	18.8	0.28	10.9	0.48	3.8	1.37
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.91	4.2	1.00	3.5	1.21	2.1	2.01
Obstetrics	2.0	2.4	0.82	2.2	0.92	2.1	0.97	1.8	1.12
Pediatrics	0.0	3.8	N/A	0.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	4.4	0.81	3.8	0.95	2.9	1.24
Surgical Operations									
Inpatient	66	1,037	0.06	390	0.17	234	0.28	73	0.90
Outpatient	522	3,865	0.14	2,637	0.20	1,718	0.30	483	1.08
Inpatient as % of All Surgeries	11.2%	21.2%	0.53	12.9%	0.87	12.0%	0.94	13.1%	0.85
Outpatient Visits									
Non-Emergency Visits	69,637	145,246	0.48	85,077	0.82	77,301	0.90	60,821	1.14
Emergency Visits	4,203	16,058	0.26	8,132	0.52	9,586	0.44	4,360	0.96
Full-Time Equivalents (FTEs)									
Administrators	11.8	19.0	0.62	10.7	1.10	11.2	1.05	12.8	0.92
Nurses, Licensed	71.6	247.5	0.29	127.1	0.56	81.2	0.88	56.4	1.27
Ancillary Nursing Personnel	17.7	40.3	0.44	20.5	0.86	13.2	1.34	10.9	1.63
All Other Personnel	199.6	496.2	0.40	291.6	0.68	206.7	0.97	192.4	1.04
Total FTEs	300.7	803.0	0.37	450.0	0.67	312.3	0.96	272.6	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.5	13.0	2.28	14.3	2.06	20.5	1.44	61.8	0.48
Nurses, Licensed	178.2	168.4	1.06	169.5	1.05	148.3	1.20	271.8	0.66
Ancillary Nursing Personnel	44.1	27.4	1.61	27.3	1.61	24.2	1.82	52.3	0.84
All Other Personnel	496.9	337.6	1.47	388.8	1.28	377.6	1.32	926.6	0.54
Total FTEs	748.6	546.4	1.37	599.9	1.25	570.6	1.31	1,312.6	0.57

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	535	Preferred Provider Organization (PPO)	No	Discharges	29	Total Births	226
Inpatient Days	1,916			Inpatient Days	501	Newborn Days	358

007 Western Wisconsin Health
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	351	1,471	36.6%	4.0	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	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	222	445	30.5%	1.2	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	11	1	11.8	Surgical Personnel	3	2	4.4
Physicians & Dentists	15	7	19.7	Radiological Services Personnel	6	2	6.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	24	65	61.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	3	2.4	Physical Therapists	3	1	3.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	9	18	17.7	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.8	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	6	2	7.6	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	7	9	11.1
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	68	41	84.5
Pharmacy Personnel	2	1	2.7				
Clinical Laboratory Personnel	9	8	12.2				
				Total	210	178	300.7

007 Western Wisconsin Health
Baldwin, WI 54002

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$33,683,737	38.1%	46.6%	0.82	50.7%	0.75	47.0%	0.81	39.7%	0.96
Medical Assistance	\$14,170,610	16.0%	14.4%	1.11	12.0%	1.34	13.0%	1.23	14.1%	1.13
Commercial	\$39,061,629	44.2%	33.9%	1.31	32.9%	1.35	36.1%	1.23	44.4%	1.00
All Other	\$1,392,332	1.6%	5.1%	0.31	4.5%	0.35	3.8%	0.41	1.7%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,365,292	12.9%	35.2%	0.37	33.4%	0.38	32.5%	0.40	13.6%	0.95
Medical Assistance	\$8,544,826	9.7%	11.1%	0.87	8.6%	1.12	9.9%	0.98	5.1%	1.90
Commercial	\$11,010,789	12.5%	14.9%	0.83	10.0%	1.25	14.1%	0.88	13.6%	0.91
Charity Care	\$512,841	0.6%	0.7%	0.81	0.6%	1.00	0.7%	0.88	0.8%	0.74
Bad Debt	\$898,166	1.0%	1.0%	1.00	1.1%	0.89	1.5%	0.68	1.2%	0.88
All Other	-\$329,700	-0.4%	2.8%	N/A	2.7%	N/A	1.8%	N/A	0.6%	N/A
Total Deductions	\$32,002,214	36.2%	65.8%	0.55	56.4%	0.64	60.4%	0.60	34.9%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	6.5%	0.71	5.6%	0.82	7.5%	0.61	7.4%	0.62
Net Gains/Losses as % of Net Income		71.7%	29.4%	2.44	37.6%	1.91	42.4%	1.69	22.9%	3.13
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,220,218	54.8%	42.4%	1.29	50.5%	1.09	50.4%	1.09	53.7%	1.02
Supplies & Services	\$21,560,261	37.9%	51.3%	0.74	44.3%	0.85	42.2%	0.90	37.7%	1.00
Capital Component	\$4,171,345	7.3%	6.2%	1.18	5.1%	1.42	7.5%	0.98	8.6%	0.85
Fiscal Statistics										
Operating Margin (%)		3.5%	10.4%	0.34	9.6%	0.37	8.9%	0.39	3.7%	0.95
Total Hospital Net Income (%)		11.4%	14.1%	0.81	14.5%	0.78	14.5%	0.79	4.7%	2.41
Return on Equity (%)		10.0%	6.3%	1.58	2.4%	4.14	11.3%	0.88	3.5%	2.87
Current Ratio		4.2	4.1	1.02	2.7	1.55	5.3	0.79	2.7	1.56
Days in Net Patient Accounts Receivable		52.8	87.5	0.60	250.3	0.21	49.1	1.07	37.7	1.40
Average Payment Period		40.4	89.9	0.45	256.1	0.16	43.7	0.92	66.3	0.61
Equity Financing (%)		44.0%	64.7%	0.68	51.4%	0.86	76.8%	0.57	35.0%	1.26
Long-Term Debt to Equity Ratio		0.9	0.3	2.88	0.7	1.40	0.2	5.09	1.3	0.71
Times Interest Earned		9.4	21.0	0.45	45.6	0.21	19.8	0.47	3.8	2.48
Total Asset Turnover		0.8	0.4	1.87	0.2	5.14	0.7	1.10	0.7	1.11
Average Age of Plant (Years)		7.3	17.1	0.43	51.5	0.14	10.5	0.69	8.6	0.84
Increase (Decrease) Total Net Patient Revenue		17.3%	12.7%	1.36	13.4%	1.29	11.8%	1.46	12.1%	1.44
Outpatient Gross Revenue (% of Total GPR)		86.9%	64.9%	1.34	75.1%	1.16	79.7%	1.09	83.3%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,152	\$18,658	0.70	\$16,496	0.80	\$14,182	0.93	\$15,179	0.87
Inpatient Net Revenue per Day		\$3,025	\$3,656	0.83	\$3,511	0.86	\$3,541	0.85	\$4,589	0.66
Outpatient Net Revenue per Visit		\$674	\$781	0.86	\$874	0.77	\$602	1.12	\$625	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$88,308,308	Cash & Cash Equivalents	\$12,514,371	Current Liabilities	\$5,956,548
Less Deductions	\$32,002,214	Net Patient Receivables	\$8,138,347	Long-Term Debt	\$30,620,618
Net Patient Revenue	\$56,306,094	Other Receivables	\$822,205	Other Liabilities	\$4,595,090
Plus Other Revenue	\$2,712,102			Subtotal	\$41,172,256
Total Revenue	\$59,018,196	Land, Buildings & Equipment (Net)	\$35,870,806	Unrestricted Fund Balance	\$32,308,794
Less Expenses	\$56,951,824	Other Assets	\$16,135,321	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,247,732			Total Liabilities & Fund Balance	\$73,481,050
Net Income	\$7,314,104	Total Assets	\$73,481,050		

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: 3

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	57.9%	N/A	58.2%	N/A	36.8%	N/A	44.3%	0.00
Obstetrics	0.0%	36.8%	N/A	41.0%	0.02	23.3%	N/A	9.8%	0.00
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	258.2%	58.7%	4.40	62.3%	4.14	42.9%	6.03	29.2%	8.84
Average Census (Patients)									
Adult Medical-Surgical	11.5	26.8	0.43	25.0	0.46	7.2	1.60	11.5	1.00
Obstetrics	1.0	4.8	0.21	4.5	0.22	0.9	1.10	1.1	0.93
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.5	49.8	0.31	53.8	0.29	10.9	1.42	15.8	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.77	4.5	0.78	3.5	1.02	3.3	1.08
Obstetrics	2.1	2.4	0.86	2.5	0.83	2.1	1.02	2.1	1.01
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.73	4.5	0.79	3.8	0.95	3.7	0.97
Surgical Operations									
Inpatient	180	1,037	0.17	947	0.19	234	0.77	199	0.90
Outpatient	1,570	3,865	0.41	3,798	0.41	1,718	0.91	1,144	1.37
Inpatient as % of All Surgeries	10.3%	21.2%	0.49	20.0%	0.52	12.0%	0.86	14.8%	0.69
Outpatient Visits									
Non-Emergency Visits	83,308	145,246	0.57	172,458	0.48	77,301	1.08	49,571	1.68
Emergency Visits	21,188	16,058	1.32	16,037	1.32	9,586	2.21	18,381	1.15
Full-Time Equivalents (FTEs)									
Administrators	9.3	19.0	0.49	20.3	0.46	11.2	0.83	16.6	0.56
Nurses, Licensed	66.0	247.5	0.27	270.6	0.24	81.2	0.81	90.6	0.73
Ancillary Nursing Personnel	0.0	40.3	N/A	38.3	N/A	13.2	N/A	8.0	0.00
All Other Personnel	131.4	496.2	0.26	620.2	0.21	206.7	0.64	160.4	0.82
Total FTEs	206.7	803.0	0.26	949.5	0.22	312.3	0.66	275.6	0.75
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.9	13.0	1.07	12.6	1.10	20.5	0.68	29.6	0.47
Nurses, Licensed	98.6	168.4	0.59	168.2	0.59	148.3	0.66	161.7	0.61
Ancillary Nursing Personnel	0.0	27.4	N/A	23.8	N/A	24.2	N/A	14.3	0.00
All Other Personnel	196.4	337.6	0.58	385.4	0.51	377.6	0.52	286.3	0.69
Total FTEs	308.9	546.4	0.57	590.0	0.52	570.6	0.54	492.0	0.63

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	6	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,594	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	149
Inpatient Days	5,655			Inpatient Days	0	Newborn Days	283

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	0	1,192	4,210	0.0%	11.5	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	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	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	175	368	0.0%	1.0	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	6	186	1,077	49.2%	3.0	5.8
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	9	3	9.3	Surgical Personnel	5	1	5.2
Physicians & Dentists	4	1	4.1	Radiological Services Personnel	6	5	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.1
Registered Nurses	57	50	59.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	4	3.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	1	3.1
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	7	5.3
Nurse Practitioners	1	3	1.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	2	5.2	Social Workers	0	2	0.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	29	39.7
Health Info Mgmt-Administrators/Technicians	6	3	6.2	All Other Personnel	24	20	25.1
Pharmacy Personnel	4	2	4.2				
Clinical Laboratory Personnel	27	12	28.0				
				Total	198	149	206.7

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$121,756,126	51.9%	46.6%	1.11	42.1%	1.23	47.0%	1.10	53.5%	0.97
Medical Assistance	\$36,656,734	15.6%	14.4%	1.08	12.0%	1.30	13.0%	1.20	13.3%	1.17
Commercial	\$64,938,531	27.7%	33.9%	0.82	37.4%	0.74	36.1%	0.77	27.8%	1.00
All Other	\$11,032,179	4.7%	5.1%	0.93	8.4%	0.56	3.8%	1.23	5.3%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$98,855,146	42.2%	35.2%	1.20	31.8%	1.33	32.5%	1.30	41.9%	1.01
Medical Assistance	\$29,289,598	12.5%	11.1%	1.13	9.3%	1.35	9.9%	1.27	10.0%	1.25
Commercial	\$22,406,688	9.6%	14.9%	0.64	19.0%	0.50	14.1%	0.68	10.7%	0.89
Charity Care	\$1,820,539	0.8%	0.7%	1.09	0.5%	1.46	0.7%	1.17	0.6%	1.33
Bad Debt	\$5,223,819	2.2%	1.0%	2.19	1.0%	2.16	1.5%	1.48	3.1%	0.71
All Other	\$6,036,761	2.6%	2.8%	0.92	4.5%	0.57	1.8%	1.45	1.8%	1.40
Total Deductions	\$163,632,551	69.8%	65.8%	1.06	66.2%	1.06	60.4%	1.16	68.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	6.5%	0.71	6.8%	0.68	7.5%	0.61	10.4%	0.44
Net Gains/Losses as % of Net Income		38.2%	29.4%	1.30	49.6%	0.77	42.4%	0.90	52.0%	0.73
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,783,233	46.2%	42.4%	1.09	44.5%	1.04	50.4%	0.92	47.8%	0.97
Supplies & Services	\$29,349,285	47.1%	51.3%	0.92	48.9%	0.96	42.2%	1.12	45.4%	1.04
Capital Component	\$4,162,795	6.7%	6.2%	1.07	6.6%	1.01	7.5%	0.90	6.8%	0.98
Fiscal Statistics										
Operating Margin (%)		16.0%	10.4%	1.54	8.0%	1.99	8.9%	1.80	9.5%	1.68
Total Hospital Net Income (%)		23.5%	14.1%	1.67	14.8%	1.59	14.5%	1.63	17.9%	1.31
Return on Equity (%)		13.9%	6.3%	2.20	10.2%	1.37	11.3%	1.23	11.5%	1.21
Current Ratio		-2.0	4.1	N/A	2.7	N/A	5.3	N/A	-1.0	2.05
Days in Net Patient Accounts Receivable		43.6	87.5	0.50	50.7	0.86	49.1	0.89	42.0	1.04
Average Payment Period		-31.7	89.9	N/A	78.2	N/A	43.7	N/A	-58.6	0.54
Equity Financing (%)		109.5%	64.7%	1.69	59.6%	1.84	76.8%	1.43	120.7%	0.91
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	19.8	N/A	0.0	N/A
Total Asset Turnover		0.5	0.4	1.26	0.6	0.85	0.7	0.74	0.6	0.93
Average Age of Plant (Years)		13.3	17.1	0.78	12.6	1.06	10.5	1.26	13.1	1.01
Increase (Decrease) Total Net Patient Revenue		18.2%	12.7%	1.43	11.3%	1.62	11.8%	1.54	-8.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.8%	64.9%	1.18	61.9%	1.24	79.7%	0.96	73.3%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,454	\$18,658	0.72	\$18,949	0.71	\$14,182	0.95	\$13,611	0.99
Inpatient Net Revenue per Day		\$3,792	\$3,656	1.04	\$3,664	1.03	\$3,541	1.07	\$3,928	0.97
Outpatient Net Revenue per Visit		\$522	\$781	0.67	\$753	0.69	\$602	0.87	\$651	0.80

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$234,383,571	Cash & Cash Equivalents	\$6,150	Current Liabilities	-\$5,092,761
Less Deductions	\$163,632,551	Net Patient Receivables	\$8,452,202	Long-Term Debt	\$0
Net Patient Revenue	\$70,751,020	Other Receivables	\$59,421	Other Liabilities	-\$7,965,067
Plus Other Revenue	\$3,395,180			Subtotal	-\$13,057,828
Total Revenue	\$74,146,201	Land, Buildings & Equipment (Net)	\$32,552,960	Unrestricted Fund Balance	\$150,849,385
Less Expenses	\$62,295,312	Other Assets	\$96,720,824	Restricted Fund Balance	\$2,252,907
Non-Operating Gains/Losses	\$7,316,718			Total Liabilities & Fund Balance	\$137,791,557
Net Income	\$19,167,607	Total Assets	\$137,791,557		

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: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.4%	57.9%	0.73	49.7%	0.85	42.2%	1.00	33.1%	1.28
Obstetrics	20.1%	36.8%	0.55	28.0%	0.03	19.9%	1.01	15.4%	1.31
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.1%	58.7%	0.65	50.3%	0.76	42.0%	0.91	30.1%	1.27
Average Census (Patients)									
Adult Medical-Surgical	7.2	26.8	0.27	11.9	0.61	12.3	0.59	6.6	1.09
Obstetrics	0.8	4.8	0.17	2.0	0.41	1.4	0.58	0.6	1.31
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.0	49.8	0.16	18.8	0.43	19.1	0.42	7.2	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.75	4.2	0.82	3.8	0.91	3.5	0.99
Obstetrics	1.9	2.4	0.78	2.2	0.87	2.1	0.92	1.9	1.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.65	4.4	0.72	4.0	0.79	3.3	0.98
Surgical Operations									
Inpatient	70	1,037	0.07	390	0.18	334	0.21	89	0.79
Outpatient	685	3,865	0.18	2,637	0.26	2,451	0.28	515	1.33
Inpatient as % of All Surgeries	9.3%	21.2%	0.44	12.9%	0.72	12.0%	0.77	14.7%	0.63
Outpatient Visits									
Non-Emergency Visits	61,150	145,246	0.42	85,077	0.72	76,359	0.80	55,122	1.11
Emergency Visits	10,346	16,058	0.64	8,132	1.27	11,733	0.88	8,204	1.26
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	10.7	0.09	12.6	0.08	1.0	1.00
Nurses, Licensed	97.7	247.5	0.39	127.1	0.77	121.7	0.80	95.3	1.03
Ancillary Nursing Personnel	11.1	40.3	0.27	20.5	0.54	21.5	0.52	8.6	1.28
All Other Personnel	140.1	496.2	0.28	291.6	0.48	244.0	0.57	150.7	0.93
Total FTEs	249.9	803.0	0.31	450.0	0.56	399.8	0.62	255.6	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.9	13.0	0.15	14.3	0.13	14.8	0.13	2.5	0.77
Nurses, Licensed	186.1	168.4	1.10	169.5	1.10	143.7	1.30	236.7	0.79
Ancillary Nursing Personnel	21.1	27.4	0.77	27.3	0.77	25.4	0.83	21.4	0.98
All Other Personnel	266.6	337.6	0.79	388.8	0.69	288.0	0.93	374.6	0.71
Total FTEs	475.7	546.4	0.87	599.9	0.79	471.8	1.01	635.3	0.75

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	21	Health Maintenance Organization (HMO)	Yes	Average Beds Used	7	Bassinets	4
Discharges	919	Preferred Provider Organization (PPO)	Yes	Discharges	212	Total Births	148
Inpatient Days	2,923			Inpatient Days	2,445	Newborn Days	222

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	765	2,630	42.4%	7.2	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	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	4	154	293	20.1%	0.8	1.9
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	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	2	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	1	4	3.5
Physicians & Dentists	17	4	19.0	Radiological Services Personnel	10	8	16.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	5.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.6
Registered Nurses	25	80	84.2	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	3	9.1
Licensed Practical Nurses	1	5	4.9	Physical Therapy Assistants/Aides	3	2	4.2
Ancillary Nursing Personnel	1	16	11.1	Recreational Therapists	0	0	0.0
Physician Assistants	11	2	12.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	1	5.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	3	14.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	11	4	13.7
Pharmacy Personnel	6	1	6.8				
Clinical Laboratory Personnel	8	5	12.0				
				Total	134	163	249.9

009 Mayo Clinic Health System - Northland in Barron

Barron, WI 54812

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$104,864,331	53.8%	46.6%	1.15	50.7%	1.06	49.5%	1.09	53.8%	1.00
Medical Assistance	\$25,331,527	13.0%	14.4%	0.90	12.0%	1.08	13.2%	0.99	13.6%	0.96
Commercial	\$56,348,598	28.9%	33.9%	0.85	32.9%	0.88	33.6%	0.86	29.8%	0.97
All Other	\$8,365,629	4.3%	5.1%	0.85	4.5%	0.96	3.7%	1.15	2.8%	1.51
Deductions as % of Total Gross Patient Revenue										
Medicare	\$62,498,324	32.1%	35.2%	0.91	33.4%	0.96	35.9%	0.89	31.8%	1.01
Medical Assistance	\$17,830,506	9.1%	11.1%	0.83	8.6%	1.06	10.4%	0.88	9.4%	0.97
Commercial	\$14,638,499	7.5%	14.9%	0.50	10.0%	0.75	13.9%	0.54	7.1%	1.06
Charity Care	\$1,861,938	1.0%	0.7%	1.34	0.6%	1.64	0.8%	1.26	1.6%	0.61
Bad Debt	\$3,982,083	2.0%	1.0%	2.01	1.1%	1.79	1.3%	1.58	1.7%	1.19
All Other	\$3,828,162	2.0%	2.8%	0.70	2.7%	0.74	2.3%	0.85	1.0%	2.05
Total Deductions	\$104,639,512	53.7%	65.8%	0.82	56.4%	0.95	64.5%	0.83	52.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.7%	6.5%	0.26	5.6%	0.30	7.3%	0.23	2.7%	0.63
Net Gains/Losses as % of Net Income		0.0%	29.4%	0.00	37.6%	0.00	21.5%	0.00	0.0%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,470,014	46.8%	42.4%	1.10	50.5%	0.93	44.5%	1.05	48.6%	0.96
Supplies & Services	\$38,122,756	47.7%	51.3%	0.93	44.3%	1.07	48.6%	0.98	45.0%	1.06
Capital Component	\$4,393,702	5.5%	6.2%	0.88	5.1%	1.07	6.9%	0.80	6.4%	0.86
Fiscal Statistics										
Operating Margin (%)		12.9%	10.4%	1.24	9.6%	1.35	13.9%	0.93	6.3%	2.06
Total Hospital Net Income (%)		12.9%	14.1%	0.91	14.5%	0.89	17.0%	0.76	6.3%	2.06
Return on Equity (%)		20.4%	6.3%	3.22	2.4%	8.48	13.1%	1.55	8.5%	2.38
Current Ratio		6.1	4.1	1.48	2.7	2.25	4.4	1.37	11.1	0.55
Days in Net Patient Accounts Receivable		46.0	87.5	0.53	250.3	0.18	43.9	1.05	47.8	0.96
Average Payment Period		26.6	89.9	0.30	256.1	0.10	61.1	0.43	15.4	1.73
Equity Financing (%)		74.0%	64.7%	1.14	51.4%	1.44	78.9%	0.94	69.0%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		3,036.9	21.0	144.43	45.6	66.55	25.9	117.14	813.9	3.73
Total Asset Turnover		1.6	0.4	3.68	0.2	10.09	0.7	2.12	1.4	1.16
Average Age of Plant (Years)		9.6	17.1	0.56	51.5	0.19	10.3	0.93	8.8	1.09
Increase (Decrease) Total Net Patient Revenue		25.7%	12.7%	2.01	13.4%	1.91	14.2%	1.81	-2.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.6%	64.9%	1.30	75.1%	1.13	76.7%	1.10	81.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,121		\$18,658	0.97	\$16,496	1.10	\$12,297	1.47	\$17,653	1.03
Inpatient Net Revenue per Day	\$3,642		\$3,656	1.00	\$3,511	1.04	\$2,830	1.29	\$3,344	1.09
Outpatient Net Revenue per Visit	\$1,023		\$781	1.31	\$874	1.17	\$806	1.27	\$879	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$194,910,085	Cash & Cash Equivalents	\$38,218	Current Liabilities	\$5,575,750
Less Deductions	\$104,639,512	Net Patient Receivables	\$11,364,340	Long-Term Debt	\$0
Net Patient Revenue	\$90,270,573	Other Receivables	\$38,293	Other Liabilities	\$9,549,360
Plus Other Revenue	\$1,562,101			Subtotal	\$15,125,110
Total Revenue	\$91,832,674	Land, Buildings & Equipment (Net)	\$20,050,766	Unrestricted Fund Balance	\$43,052,292
Less Expenses	\$79,986,474	Other Assets	\$26,685,785	Restricted Fund Balance	\$55,478
Non-Operating Gains/Losses	\$4	Total Assets	\$58,177,402	Total Liabilities & Fund Balance	\$58,177,402
Net Income	\$11,846,204				

010 Marshfield Medical Center – Beaver Dam
 707 South University Avenue
 Beaver Dam, WI 53916
 920-887-7181

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.5%	57.9%	0.46	58.2%	0.46	36.8%	0.72	23.8%	1.11
Obstetrics	25.1%	36.8%	0.68	41.0%	0.04	23.3%	1.08	29.3%	0.86
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.7%	58.7%	0.44	62.3%	0.41	42.9%	0.60	23.3%	1.10
Average Census (Patients)									
Adult Medical-Surgical	9.6	26.8	0.36	25.0	0.38	7.2	1.32	8.6	1.11
Obstetrics	1.5	4.8	0.31	4.5	0.33	0.9	1.64	1.8	0.86
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.3	49.8	0.25	53.8	0.23	10.9	1.13	11.2	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	4.5	0.75	3.5	0.98	2.9	1.16
Obstetrics	2.4	2.4	0.96	2.5	0.92	2.1	1.14	2.4	0.97
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.5	0.78	3.8	0.94	3.1	1.14
Surgical Operations									
Inpatient	303	1,037	0.29	947	0.32	234	1.30	321	0.94
Outpatient	1,453	3,865	0.38	3,798	0.38	1,718	0.85	1,439	1.01
Inpatient as % of All Surgeries	17.3%	21.2%	0.82	20.0%	0.86	12.0%	1.44	18.2%	0.95
Outpatient Visits									
Non-Emergency Visits	65,454	145,246	0.45	172,458	0.38	77,301	0.85	64,951	1.01
Emergency Visits	12,781	16,058	0.80	16,037	0.80	9,586	1.33	13,978	0.91
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	20.3	0.25	11.2	0.44	0.9	5.88
Nurses, Licensed	88.9	247.5	0.36	270.6	0.33	81.2	1.10	99.1	0.90
Ancillary Nursing Personnel	18.8	40.3	0.47	38.3	0.49	13.2	1.42	31.4	0.60
All Other Personnel	381.7	496.2	0.77	620.2	0.62	206.7	1.85	345.9	1.10
Total FTEs	494.4	803.0	0.62	949.5	0.52	312.3	1.58	477.3	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.6	13.0	0.66	12.6	0.68	20.5	0.42	1.4	6.05
Nurses, Licensed	153.2	168.4	0.91	168.2	0.91	148.3	1.03	165.9	0.92
Ancillary Nursing Personnel	32.4	27.4	1.18	23.8	1.36	24.2	1.34	52.6	0.62
All Other Personnel	657.4	337.6	1.95	385.4	1.71	377.6	1.74	579.1	1.14
Total FTEs	851.6	546.4	1.56	590.0	1.44	570.6	1.49	799.0	1.07

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	8
Discharges	1,280	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	231
Inpatient Days	4,502			Inpatient Days	0	Newborn Days	425

010 Marshfield Medical Center – Beaver Dam
 Beaver Dam, WI 53916

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,023	3,486	26.5%	9.6	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	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	234	550	25.1%	1.5	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	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	6	75	466	21.3%	1.3	6.2
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	5	0	5.0	Surgical Personnel	3	2	3.7
Physicians & Dentists	11	4	11.8	Radiological Services Personnel	11	14	17.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	6.2
Dental Hygienists	0	0	0.0	Occupational Therapists	1	4	3.3
Registered Nurses	44	71	76.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	1	1	1.8	Physical Therapists	8	6	9.8
Licensed Practical Nurses	3	2	4.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	14	10	18.8	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.6	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	5	2	6.1	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	74	34	88.9
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	158	71	190.7
Pharmacy Personnel	8	1	8.6				
Clinical Laboratory Personnel	14	3	16.0				
				Total	386	238	494.4

010 Marshfield Medical Center – Beaver Dam

Beaver Dam, WI 53916

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$111,154,077	45.5%	46.6%	0.98	42.1%	1.08	47.0%	0.97	43.2%	1.05
Medical Assistance	\$34,660,029	14.2%	14.4%	0.98	12.0%	1.18	13.0%	1.09	12.1%	1.18
Commercial	\$86,571,197	35.4%	33.9%	1.05	37.4%	0.95	36.1%	0.98	39.6%	0.90
All Other	\$11,822,530	4.8%	5.1%	0.96	8.4%	0.57	3.8%	1.27	5.1%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$87,179,204	35.7%	35.2%	1.01	31.8%	1.12	32.5%	1.10	34.1%	1.05
Medical Assistance	\$29,909,667	12.2%	11.1%	1.11	9.3%	1.32	9.9%	1.24	10.1%	1.21
Commercial	\$44,387,036	18.2%	14.9%	1.22	19.0%	0.96	14.1%	1.29	18.0%	1.01
Charity Care	\$1,380,662	0.6%	0.7%	0.79	0.5%	1.06	0.7%	0.85	1.3%	0.43
Bad Debt	\$4,109,136	1.7%	1.0%	1.65	1.0%	1.63	1.5%	1.12	1.7%	0.98
All Other	\$621,648	0.3%	2.8%	0.09	4.5%	0.06	1.8%	0.14	0.6%	0.42
Total Deductions	\$167,587,353	68.6%	65.8%	1.04	66.2%	1.04	60.4%	1.14	65.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.8%	6.5%	1.67	6.8%	1.60	7.5%	1.44	14.8%	0.73	
Net Gains/Losses as % of Net Income	259.2%	29.4%	8.83	49.6%	5.22	42.4%	6.12	220.5%	1.18	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$40,557,048	44.9%	42.4%	1.06	44.5%	1.01	50.4%	0.89	47.6%	0.94
Supplies & Services	\$40,791,597	45.2%	51.3%	0.88	48.9%	0.92	42.2%	1.07	41.4%	1.09
Capital Component	\$8,959,816	9.9%	6.2%	1.59	6.6%	1.49	7.5%	1.33	11.0%	0.90
Fiscal Statistics										
Operating Margin (%)	-5.1%	10.4%	N/A	8.0%	N/A	8.9%	N/A	-3.2%	1.60	
Total Hospital Net Income (%)	3.0%	14.1%	0.21	14.8%	0.20	14.5%	0.20	2.5%	1.19	
Return on Equity (%)	1.5%	6.3%	0.25	10.2%	0.15	11.3%	0.14	1.4%	1.13	
Current Ratio	3.1	4.1	0.76	2.7	1.18	5.3	0.59	2.3	1.35	
Days in Net Patient Accounts Receivable	58.5	87.5	0.67	50.7	1.15	49.1	1.19	50.5	1.16	
Average Payment Period	36.2	89.9	0.40	78.2	0.46	43.7	0.83	54.0	0.67	
Equity Financing (%)	66.4%	64.7%	1.03	59.6%	1.11	76.8%	0.86	57.6%	1.15	
Long-Term Debt to Equity Ratio	0.4	0.3	1.23	0.3	1.59	0.2	2.17	0.5	0.82	
Times Interest Earned	4.0	21.0	0.19	18.0	0.22	19.8	0.20	3.6	1.10	
Total Asset Turnover	0.5	0.4	1.13	0.6	0.76	0.7	0.66	0.5	0.93	
Average Age of Plant (Years)	18.4	17.1	1.08	12.6	1.47	10.5	1.75	14.1	1.31	
Increase (Decrease) Total Net Patient Revenue	0.0%	12.7%	0.00	11.3%	0.00	11.8%	0.00	-6.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	79.2%	64.9%	1.22	61.9%	1.28	79.7%	0.99	81.3%	0.97	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,303	\$18,658	0.77	\$18,949	0.75	\$14,182	1.01	\$11,732	1.22	
Inpatient Net Revenue per Day	\$4,159	\$3,656	1.14	\$3,664	1.13	\$3,541	1.17	\$3,790	1.10	
Outpatient Net Revenue per Visit	\$798	\$781	1.02	\$753	1.06	\$602	1.33	\$823	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$244,207,831	Cash & Cash Equivalents	\$9,219,152	Current Liabilities	\$8,283,894
Less Deductions	\$167,587,353	Net Patient Receivables	\$12,274,822	Long-Term Debt	\$47,684,047
Net Patient Revenue	\$76,620,478	Other Receivables	\$1,137,047	Other Liabilities	\$3,793,056
Plus Other Revenue	\$9,304,156			Subtotal	\$59,760,997
Total Revenue	\$85,924,634	Land, Buildings & Equipment (Net)	\$53,556,711	Unrestricted Fund Balance	\$118,175,714
Less Expenses	\$90,308,461	Other Assets	\$101,748,980	Restricted Fund Balance	\$4,160,199
Non-Operating Gains/Losses	\$7,137,123			Total Liabilities & Fund Balance	\$177,936,711
Net Income	\$2,753,296	Total Assets	\$177,936,712		

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.1%	57.9%	1.04	58.2%	1.03	58.1%	1.03	55.3%	1.09
Obstetrics	19.2%	36.8%	0.52	41.0%	0.07	31.4%	0.61	19.5%	0.98
Pediatrics	4.2%	59.6%	0.07	55.7%	0.08	77.0%	0.06	6.1%	0.69
Total Hospital	48.6%	58.7%	0.83	62.3%	0.78	55.7%	0.87	46.0%	1.06
Average Census (Patients)									
Adult Medical-Surgical	14.4	26.8	0.54	25.0	0.58	31.3	0.46	13.3	1.09
Obstetrics	2.9	4.8	0.59	4.5	0.63	4.8	0.59	2.9	0.98
Pediatrics	0.1	1.5	0.06	2.2	0.04	4.0	0.06	0.1	0.69
Total Hospital	47.2	49.8	0.95	53.8	0.88	61.6	0.77	44.7	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	4.6	1.02	4.5	1.03	4.4	1.06	4.4	1.06
Obstetrics	2.2	2.4	0.92	2.5	0.88	2.4	0.95	2.3	0.97
Pediatrics	1.6	3.8	0.43	4.5	0.36	3.5	0.47	2.0	0.80
Total Hospital	4.4	4.9	0.90	4.5	0.97	4.6	0.94	4.3	1.02
Surgical Operations									
Inpatient	991	1,037	0.96	947	1.05	1,302	0.76	979	1.01
Outpatient	3,666	3,865	0.95	3,798	0.97	5,418	0.68	3,613	1.01
Inpatient as % of All Surgeries	21.3%	21.2%	1.01	20.0%	1.07	19.4%	1.10	21.3%	1.00
Outpatient Visits									
Non-Emergency Visits	364,325	145,246	2.51	172,458	2.11	219,131	1.66	281,669	1.29
Emergency Visits	27,534	16,058	1.71	16,037	1.72	24,739	1.11	25,977	1.06
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	20.3	0.20	20.7	0.19	5.0	0.80
Nurses, Licensed	319.5	247.5	1.29	270.6	1.18	342.9	0.93	383.1	0.83
Ancillary Nursing Personnel	38.8	40.3	0.96	38.3	1.01	54.5	0.71	43.5	0.89
All Other Personnel	859.6	496.2	1.73	620.2	1.39	656.1	1.31	863.7	1.00
Total FTEs	1,221.8	803.0	1.52	949.5	1.29	1,074.1	1.14	1,295.3	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.1	13.0	0.16	12.6	0.16	10.1	0.20	2.8	0.74
Nurses, Licensed	164.6	168.4	0.98	168.2	0.98	168.5	0.98	212.2	0.78
Ancillary Nursing Personnel	20.0	27.4	0.73	23.8	0.84	26.8	0.75	24.1	0.83
All Other Personnel	442.9	337.6	1.31	385.4	1.15	322.3	1.37	478.4	0.93
Total FTEs	629.6	546.4	1.15	590.0	1.07	527.7	1.19	717.4	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	97	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	3,931	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	361
Inpatient Days	17,217			Inpatient Days	0	Newborn Days	695

011 Beloit Health System
Beloit, WI 53511

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	24	1,125	5,265	60.1%	14.4	4.7
Orthopedic	1	8	164	649	22.2%	1.8	4.0
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	1	7	356	1,753	0.0%	4.8	4.9
Pediatric, acute	2	2	19	31	4.2%	0.1	1.6
Obstetrics	1	15	468	1,050	19.2%	2.9	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	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	8	224	957	32.8%	2.6	4.3
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	10	227	1,614	44.2%	4.4	7.1
Step-Down (Special Care)	1	23	1,348	5,898	70.3%	16.2	4.4
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	4	0	4.0	Surgical Personnel	6	4	8.3
Physicians & Dentists	80	11	87.0	Radiological Services Personnel	33	37	47.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	13	10.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	4.8
Registered Nurses	204	150	297.8	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	4	14.0
Licensed Practical Nurses	5	3	6.2	Physical Therapy Assistants/Aides	11	3	13.1
Ancillary Nursing Personnel	17	84	38.8	Recreational Therapists	0	0	0.0
Physician Assistants	9	0	9.0	Dietitians & Nutritionists	2	6	2.6
Nurse Practitioners	15	1	15.5	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	10	5	13.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	63	39	81.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	406	128	477.0
Pharmacy Personnel	12	8	14.5				
Clinical Laboratory Personnel	18	18	27.9				
				Total	958	542	1,221.8

011 Beloit Health System

Beloit, WI 53511

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$529,707,248	50.4%	46.6%	1.08	42.1%	1.20	43.4%	1.16	52.2%	0.97
Medical Assistance	\$192,138,938	18.3%	14.4%	1.27	12.0%	1.52	18.4%	0.99	17.1%	1.07
Commercial	\$312,948,737	29.8%	33.9%	0.88	37.4%	0.80	33.8%	0.88	29.0%	1.03
All Other	\$15,940,634	1.5%	5.1%	0.30	8.4%	0.18	4.3%	0.35	1.7%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$436,264,780	41.5%	35.2%	1.18	31.8%	1.30	33.7%	1.23	43.7%	0.95
Medical Assistance	\$165,543,662	15.8%	11.1%	1.42	9.3%	1.70	14.1%	1.12	14.2%	1.11
Commercial	\$166,338,881	15.8%	14.9%	1.06	19.0%	0.84	13.7%	1.16	15.0%	1.06
Charity Care	\$260,204	0.0%	0.7%	0.03	0.5%	0.05	0.7%	0.04	0.0%	1.70
Bad Debt	\$20,381,123	1.9%	1.0%	1.90	1.0%	1.88	1.3%	1.55	2.2%	0.90
All Other	\$11,158,444	1.1%	2.8%	0.38	4.5%	0.23	2.7%	0.40	1.2%	0.91
Total Deductions	\$799,947,094	76.1%	65.8%	1.16	66.2%	1.15	66.0%	1.15	76.2%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	6.5%	0.42	6.8%	0.40	6.7%	0.40	2.9%	0.94
Net Gains/Losses as % of Net Income		83.6%	29.4%	2.85	49.6%	1.68	20.9%	4.00	213.4%	0.39
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$137,028,580	53.6%	42.4%	1.26	44.5%	1.21	43.3%	1.24	54.4%	0.99
Supplies & Services	\$100,842,423	39.5%	51.3%	0.77	48.9%	0.81	49.2%	0.80	38.2%	1.03
Capital Component	\$17,612,235	6.9%	6.2%	1.11	6.6%	1.04	7.4%	0.93	7.4%	0.93
Fiscal Statistics										
Operating Margin (%)		0.9%	10.4%	0.09	8.0%	0.11	12.2%	0.07	-4.5%	N/A
Total Hospital Net Income (%)		5.3%	14.1%	0.37	14.8%	0.35	15.0%	0.35	3.7%	1.43
Return on Equity (%)		4.5%	6.3%	0.71	10.2%	0.44	3.8%	1.19	2.9%	1.55
Current Ratio		1.8	4.1	0.43	2.7	0.66	4.0	0.44	1.7	1.05
Days in Net Patient Accounts Receivable		60.2	87.5	0.69	50.7	1.19	139.1	0.43	63.8	0.94
Average Payment Period		84.7	89.9	0.94	78.2	1.08	140.8	0.60	104.8	0.81
Equity Financing (%)		54.7%	64.7%	0.85	59.6%	0.92	62.1%	0.88	47.5%	1.15
Long-Term Debt to Equity Ratio		0.4	0.3	1.20	0.3	1.55	0.4	0.94	0.5	0.83
Times Interest Earned		5.4	21.0	0.26	18.0	0.30	15.1	0.36	3.4	1.58
Total Asset Turnover		0.8	0.4	1.89	0.6	1.28	0.2	3.35	0.7	1.13
Average Age of Plant (Years)		14.0	17.1	0.82	12.6	1.11	23.5	0.59	12.8	1.09
Increase (Decrease) Total Net Patient Revenue		11.7%	12.7%	0.92	11.3%	1.04	18.6%	0.63	-7.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.7%	64.9%	1.17	61.9%	1.22	69.2%	1.09	75.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,442		\$18,658	0.83	\$18,949	0.81	\$18,023	0.86	\$14,327	1.08
Inpatient Net Revenue per Day	\$3,526		\$3,656	0.96	\$3,664	0.96	\$3,813	0.92	\$3,334	1.06
Outpatient Net Revenue per Visit	\$537		\$781	0.69	\$753	0.71	\$729	0.74	\$619	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,050,735,557	Cash & Cash Equivalents	\$48,128,501	Current Liabilities	\$56,524,986
Less Deductions	\$799,947,094	Net Patient Receivables	\$41,345,261	Long-Term Debt	\$68,462,339
Net Patient Revenue	\$250,788,463	Other Receivables	\$1,544,758	Other Liabilities	\$18,742,308
Plus Other Revenue	\$7,017,727			Subtotal	\$143,729,633
Total Revenue	\$257,806,190	Land, Buildings & Equipment (Net)	\$120,599,025	Unrestricted Fund Balance	\$173,877,819
Less Expenses	\$255,483,238	Other Assets	\$105,989,907	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$11,843,121			Total Liabilities & Fund Balance	\$317,607,452
Net Income	\$14,166,073	Total Assets	\$317,607,452		

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.8%	57.9%	0.57	50.0%	0.66	36.8%	0.89	35.0%	0.94
Obstetrics	17.9%	36.8%	0.49	28.9%	0.02	23.3%	0.77	21.2%	0.84
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.1%	58.7%	0.65	50.4%	0.76	42.9%	0.89	37.2%	1.02
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.8	0.21	23.2	0.24	7.2	0.77	5.9	0.94
Obstetrics	0.5	4.8	0.11	4.6	0.12	0.9	0.58	0.6	0.84
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.5	49.8	0.19	37.4	0.25	10.9	0.87	9.3	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.93	4.2	1.02	3.5	1.22	3.7	1.13
Obstetrics	1.9	2.4	0.79	2.3	0.85	2.1	0.94	2.0	0.95
Pediatrics	0.0	3.8	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.4	0.93	3.8	1.08	3.7	1.10
Surgical Operations									
Inpatient	373	1,037	0.36	1,060	0.35	234	1.60	397	0.94
Outpatient	3,469	3,865	0.90	5,859	0.59	1,718	2.02	2,926	1.19
Inpatient as % of All Surgeries	9.7%	21.2%	0.46	15.3%	0.63	12.0%	0.81	11.9%	0.81
Outpatient Visits									
Non-Emergency Visits	42,832	145,246	0.29	100,098	0.43	77,301	0.55	28,467	1.50
Emergency Visits	8,336	16,058	0.52	15,000	0.56	9,586	0.87	7,153	1.17
Full-Time Equivalents (FTEs)									
Administrators	7.0	19.0	0.37	14.2	0.49	11.2	0.62	12.0	0.58
Nurses, Licensed	62.2	247.5	0.25	181.5	0.34	81.2	0.77	74.8	0.83
Ancillary Nursing Personnel	4.3	40.3	0.11	13.1	0.33	13.2	0.32	5.7	0.75
All Other Personnel	151.7	496.2	0.31	298.4	0.51	206.7	0.73	168.5	0.90
Total FTEs	225.2	803.0	0.28	507.2	0.44	312.3	0.72	261.0	0.86
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.1	13.0	1.01	11.3	1.17	20.5	0.64	26.9	0.49
Nurses, Licensed	116.6	168.4	0.69	144.6	0.81	148.3	0.79	167.7	0.70
Ancillary Nursing Personnel	8.1	27.4	0.29	10.4	0.77	24.2	0.33	12.8	0.63
All Other Personnel	284.7	337.6	0.84	237.6	1.20	377.6	0.75	377.6	0.75
Total FTEs	422.6	546.4	0.77	403.9	1.05	570.6	0.74	584.9	0.72

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	859	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	95
Inpatient Days	3,476			Inpatient Days	0	Newborn Days	158

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	480	2,036	32.8%	5.6	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	19	48	0.0%	0.1	2.5
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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	101	196	17.9%	0.5	1.9
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	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	269	1,196	65.5%	3.3	4.4
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	7	0	7.0	Surgical Personnel	8	1	8.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	15	2	16.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	5.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	49	35	62.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	4.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	7	0	7.0
Ancillary Nursing Personnel	3	4	4.3	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	14	3	15.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	66	28	76.8
Pharmacy Personnel	4	1	4.5				
Clinical Laboratory Personnel	10	0	10.0				
				Total	195	81	225.2

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$81,734,238	54.1%	46.6%	1.16	48.5%	1.12	47.0%	1.15	52.0%	1.04
Medical Assistance	\$17,981,567	11.9%	14.4%	0.83	11.1%	1.07	13.0%	0.91	10.8%	1.11
Commercial	\$48,318,144	32.0%	33.9%	0.94	37.0%	0.87	36.1%	0.89	35.3%	0.91
All Other	\$2,998,297	2.0%	5.1%	0.39	3.4%	0.58	3.8%	0.52	1.9%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$56,834,005	37.6%	35.2%	1.07	34.4%	1.09	32.5%	1.16	37.0%	1.02
Medical Assistance	\$14,380,100	9.5%	11.1%	0.86	8.5%	1.13	9.9%	0.97	8.2%	1.16
Commercial	\$18,870,812	12.5%	14.9%	0.84	14.3%	0.87	14.1%	0.88	14.2%	0.88
Charity Care	\$905,822	0.6%	0.7%	0.84	0.6%	0.94	0.7%	0.91	0.5%	1.23
Bad Debt	\$3,608,052	2.4%	1.0%	2.35	1.4%	1.71	1.5%	1.59	1.6%	1.47
All Other	\$1,170,996	0.8%	2.8%	0.28	2.5%	0.31	1.8%	0.44	0.8%	1.00
Total Deductions	\$95,769,787	63.4%	65.8%	0.96	61.6%	1.03	60.4%	1.05	62.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	6.5%	0.12	2.9%	0.28	7.5%	0.11	10.9%	0.07	
Net Gains/Losses as % of Net Income	13.2%	29.4%	0.45	25.8%	0.51	42.4%	0.31	0.1%	169.72	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,396,900	47.9%	42.4%	1.13	39.7%	1.21	50.4%	0.95	44.9%	1.07
Supplies & Services	\$22,462,769	44.1%	51.3%	0.86	53.8%	0.82	42.2%	1.05	47.8%	0.92
Capital Component	\$4,070,880	8.0%	6.2%	1.28	6.5%	1.22	7.5%	1.07	7.3%	1.09
Fiscal Statistics										
Operating Margin (%)	8.6%	10.4%	0.82	14.3%	0.60	8.9%	0.96	15.6%	0.55	
Total Hospital Net Income (%)	9.7%	14.1%	0.69	18.3%	0.53	14.5%	0.67	15.6%	0.62	
Return on Equity (%)	9.7%	6.3%	1.53	17.0%	0.57	11.3%	0.86	16.3%	0.59	
Current Ratio	3.0	4.1	0.73	9.1	0.33	5.3	0.57	11.0	0.27	
Days in Net Patient Accounts Receivable	57.3	87.5	0.66	53.2	1.08	49.1	1.17	49.9	1.15	
Average Payment Period	26.8	89.9	0.30	32.2	0.83	43.7	0.61	11.1	2.42	
Equity Financing (%)	93.9%	64.7%	1.45	109.2%	0.86	76.8%	1.22	97.5%	0.96	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	-0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	32.4	N/A	19.8	N/A	0.0	N/A	
Total Asset Turnover	1.0	0.4	2.29	0.9	1.11	0.7	1.34	1.0	0.94	
Average Age of Plant (Years)	7.6	17.1	0.45	7.7	0.99	10.5	0.72	8.4	0.90	
Increase (Decrease) Total Net Patient Revenue	12.5%	12.7%	0.98	13.9%	0.90	11.8%	1.06	-9.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.1%	64.9%	1.27	70.3%	1.17	79.7%	1.03	79.2%	1.04	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,245	\$18,658	0.60	\$13,612	0.83	\$14,182	0.79	\$10,424	1.08	
Inpatient Net Revenue per Day	\$2,779	\$3,656	0.76	\$3,085	0.90	\$3,541	0.78	\$2,836	0.98	
Outpatient Net Revenue per Visit	\$962	\$781	1.23	\$815	1.18	\$602	1.60	\$1,167	0.82	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$151,032,245	Cash & Cash Equivalents	-\$89,494	Current Liabilities	\$3,452,071
Less Deductions	\$95,769,787	Net Patient Receivables	\$8,679,790	Long-Term Debt	\$0
Net Patient Revenue	\$55,262,458	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$446,007			Subtotal	\$3,452,071
Total Revenue	\$55,708,463	Land, Buildings & Equipment (Net)	\$46,345,946	Unrestricted Fund Balance	\$53,343,435
Less Expenses	\$50,930,549	Other Assets	\$1,859,263	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$724,196			Total Liabilities & Fund Balance	\$56,795,506
Net Income	\$5,502,110	Total Assets	\$56,795,505		

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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.8%	57.9%	0.46	44.6%	0.60	36.8%	0.73	26.6%	1.01
Obstetrics	17.1%	36.8%	0.47	52.1%	0.01	23.3%	0.73	14.1%	1.22
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.6%	58.7%	0.44	48.8%	0.53	42.9%	0.60	24.9%	1.03
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.8	0.21	17.0	0.33	7.2	0.78	5.6	1.01
Obstetrics	0.7	4.8	0.14	4.5	0.15	0.9	0.74	0.6	1.22
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.4	49.8	0.13	28.6	0.22	10.9	0.59	6.2	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.6	0.82	4.1	0.92	3.5	1.09	3.1	1.23
Obstetrics	2.0	2.4	0.80	3.2	0.61	2.1	0.95	1.9	1.01
Pediatrics	0.0	3.8	N/A	2.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.59	4.9	0.58	3.8	0.77	3.6	0.81
Surgical Operations									
Inpatient	101	1,037	0.10	828	0.12	234	0.43	64	1.58
Outpatient	1,982	3,865	0.51	2,810	0.71	1,718	1.15	969	2.05
Inpatient as % of All Surgeries	4.8%	21.2%	0.23	22.8%	0.21	12.0%	0.41	6.2%	0.78
Outpatient Visits									
Non-Emergency Visits	10,783	145,246	0.07	141,645	0.08	77,301	0.14	3,873	2.78
Emergency Visits	9,471	16,058	0.59	14,182	0.67	9,586	0.99	6,039	1.57
Full-Time Equivalents (FTEs)									
Administrators	26.7	19.0	1.40	11.3	2.36	11.2	2.37	27.0	0.99
Nurses, Licensed	71.3	247.5	0.29	150.4	0.47	81.2	0.88	75.2	0.95
Ancillary Nursing Personnel	27.5	40.3	0.68	22.0	1.25	13.2	2.08	28.4	0.97
All Other Personnel	188.3	496.2	0.38	396.9	0.47	206.7	0.91	194.8	0.97
Total FTEs	313.8	803.0	0.39	580.7	0.54	312.3	1.00	325.5	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	48.9	13.0	3.77	8.5	5.73	20.5	2.38	74.0	0.66
Nurses, Licensed	130.7	168.4	0.78	113.4	1.15	148.3	0.88	206.1	0.63
Ancillary Nursing Personnel	50.4	27.4	1.84	16.6	3.04	24.2	2.09	77.9	0.65
All Other Personnel	345.1	337.6	1.02	299.2	1.15	377.6	0.91	534.1	0.65
Total FTEs	575.2	546.4	1.05	437.7	1.31	570.6	1.01	892.1	0.64

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	813	Preferred Provider Organization (PPO)	Yes	Discharges	53	Total Births	123
Inpatient Days	2,340			Inpatient Days	893	Newborn Days	217

014 Black River Memorial Hospital
Black River Falls, WI 54615

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	544	2,054	26.8%	5.6	3.8
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	2	0	11	36	0.0%	0.1	3.3
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	128	250	17.1%	0.7	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	26	1	26.7	Surgical Personnel	4	0	4.0
Physicians & Dentists	3	5	6.2	Radiological Services Personnel	8	3	10.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	3	9.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	60	16	67.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	6.4
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	26	4	27.5	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	3.3	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	2	2	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	6	16.1
Health Info Mgmt-Administrators/Technicians	6	1	6.7	All Other Personnel	88	16	98.8
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	1	8.7				
				Total	275	68	313.8

014 Black River Memorial Hospital

Black River Falls, WI 54615

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,770,808	43.6%	46.6%	0.94	45.7%	0.95	47.0%	0.93	35.6%	1.23
Medical Assistance	\$16,279,320	18.8%	14.4%	1.30	10.5%	1.79	13.0%	1.44	14.4%	1.31
Commercial	\$30,853,128	35.6%	33.9%	1.05	35.7%	1.00	36.1%	0.99	48.3%	0.74
All Other	\$1,688,809	2.0%	5.1%	0.38	8.1%	0.24	3.8%	0.51	1.8%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,863,250	17.2%	35.2%	0.49	32.9%	0.52	32.5%	0.53	12.0%	1.43
Medical Assistance	\$9,866,255	11.4%	11.1%	1.03	8.2%	1.39	9.9%	1.16	9.0%	1.27
Commercial	\$4,508,194	5.2%	14.9%	0.35	16.1%	0.32	14.1%	0.37	7.7%	0.67
Charity Care	\$1,392,776	1.6%	0.7%	2.25	0.4%	3.65	0.7%	2.43	5.6%	0.29
Bad Debt	\$2,917,952	3.4%	1.0%	3.31	0.9%	3.72	1.5%	2.24	2.0%	1.71
All Other	\$970,846	1.1%	2.8%	0.40	5.9%	0.19	1.8%	0.63	0.6%	1.77
Total Deductions	\$34,519,273	39.9%	65.8%	0.61	64.5%	0.62	60.4%	0.66	36.9%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%	6.5%	0.29	19.4%	0.10	7.5%	0.25	10.3%	0.18	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	94.5%	N/A	42.4%	N/A	21.9%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,983,245	61.3%	42.4%	1.45	55.8%	1.10	50.4%	1.22	61.0%	1.00
Supplies & Services	\$18,440,468	30.6%	51.3%	0.60	39.5%	0.77	42.2%	0.73	31.8%	0.96
Capital Component	\$4,882,938	8.1%	6.2%	1.30	4.7%	1.71	7.5%	1.08	7.2%	1.13
Fiscal Statistics										
Operating Margin (%)	-13.6%	10.4%	N/A	0.2%	N/A	8.9%	N/A	12.7%	N/A	
Total Hospital Net Income (%)	-0.5%	14.1%	N/A	4.3%	N/A	14.5%	N/A	15.7%	N/A	
Return on Equity (%)	-0.3%	6.3%	N/A	3.3%	N/A	11.3%	N/A	11.3%	N/A	
Current Ratio	6.5	4.1	1.57	21.9	0.30	5.3	1.22	4.3	1.52	
Days in Net Patient Accounts Receivable	74.4	87.5	0.85	56.7	1.31	49.1	1.52	47.7	1.56	
Average Payment Period	46.9	89.9	0.52	17.0	2.76	43.7	1.07	71.1	0.66	
Equity Financing (%)	68.1%	64.7%	1.05	87.4%	0.78	76.8%	0.89	63.2%	1.08	
Long-Term Debt to Equity Ratio	0.3	0.3	0.97	0.1	5.94	0.2	1.71	0.4	0.86	
Times Interest Earned	0.6	21.0	0.03	10.7	0.05	19.8	0.03	34.9	0.02	
Total Asset Turnover	0.6	0.4	1.29	0.7	0.75	0.7	0.75	0.7	0.79	
Average Age of Plant (Years)	10.6	17.1	0.62	9.0	1.18	10.5	1.00	10.3	1.03	
Increase (Decrease) Total Net Patient Revenue	-13.7%	12.7%	N/A	15.9%	N/A	11.8%	N/A	-8.9%	1.53	
Outpatient Gross Revenue (% of Total GPR)	83.0%	64.9%	1.28	80.2%	1.03	79.7%	1.04	82.9%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,071	\$18,658	0.97	\$17,806	1.01	\$14,182	1.27	\$25,260	0.72	
Inpatient Net Revenue per Day	\$3,604	\$3,656	0.99	\$3,646	0.99	\$3,541	1.02	\$5,854	0.62	
Outpatient Net Revenue per Visit	\$1,936	\$781	2.48	\$806	2.40	\$602	3.22	\$4,480	0.43	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$86,592,066	Cash & Cash Equivalents	\$20,208,810	Current Liabilities	\$7,271,773
Less Deductions	\$34,519,273	Net Patient Receivables	\$10,619,005	Long-Term Debt	\$20,831,591
Net Patient Revenue	\$52,072,793	Other Receivables	\$527,722	Other Liabilities	\$2,605,277
Plus Other Revenue	\$996,032			Subtotal	\$30,708,641
Total Revenue	\$53,068,825	Land, Buildings & Equipment (Net)	\$31,349,192	Unrestricted Fund Balance	\$65,496,999
Less Expenses	\$60,306,651	Other Assets	\$33,500,910	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,924,776			Total Liabilities & Fund Balance	\$96,205,640
Net Income	-\$313,050	Total Assets	\$96,205,639		

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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.9%	57.9%	0.31	49.7%	0.36	14.2%	1.26	10.3%	1.73
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	17.9%	58.7%	0.30	50.3%	0.36	18.3%	0.97	10.3%	1.73
Average Census (Patients)									
Adult Medical-Surgical	2.7	26.8	0.10	11.9	0.23	2.1	1.30	2.0	1.36
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.7	49.8	0.05	18.8	0.14	2.8	0.97	2.0	1.36
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.6	0.84	4.2	0.92	3.6	1.05	4.0	0.95
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.79	4.4	0.87	4.3	0.89	4.0	0.95
Surgical Operations									
Inpatient	0	1,037	N/A	390	N/A	54	N/A	0	N/A
Outpatient	0	3,865	N/A	2,637	N/A	1,655	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	12.9%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	40,796	145,246	0.28	85,077	0.48	27,310	1.49	36,246	1.13
Emergency Visits	3,146	16,058	0.20	8,132	0.39	3,184	0.99	2,324	1.35
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	10.7	N/A	1.7	N/A	0.0	N/A
Nurses, Licensed	64.1	247.5	0.26	127.1	0.50	37.1	1.73	61.6	1.04
Ancillary Nursing Personnel	15.4	40.3	0.38	20.5	0.75	6.4	2.42	12.4	1.24
All Other Personnel	94.7	496.2	0.19	291.6	0.32	71.3	1.33	110.1	0.86
Total FTEs	174.2	803.0	0.22	450.0	0.39	116.6	1.49	184.1	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	14.3	N/A	11.4	N/A	0.0	N/A
Nurses, Licensed	557.2	168.4	3.31	169.5	3.29	246.5	2.26	803.0	0.69
Ancillary Nursing Personnel	133.9	27.4	4.89	27.3	4.90	42.3	3.17	161.7	0.83
All Other Personnel	823.5	337.6	2.44	388.8	2.12	473.5	1.74	1,435.6	0.57
Total FTEs	1,514.6	546.4	2.77	599.9	2.52	773.8	1.96	2,400.3	0.63

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	11	Bassinets	0
Discharges	255	Preferred Provider Organization (PPO)	Yes	Discharges	273	Total Births	0
Inpatient Days	978			Inpatient Days	4,096	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	255	978	17.9%	2.7	3.8
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	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	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	2	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	0	0	0.0	Surgical Personnel	0	1	0.3
Physicians & Dentists	9	5	11.5	Radiological Services Personnel	0	9	6.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	7	6.3
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.4
Registered Nurses	20	50	55.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	3	7.3
Licensed Practical Nurses	3	3	5.2	Physical Therapy Assistants/Aides	1	8	6.1
Ancillary Nursing Personnel	5	16	15.4	Recreational Therapists	0	0	0.0
Physician Assistants	5	3	5.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.9	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	7	14.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	2	10.4
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	10	1	10.9				
				Total	94	120	174.2

015 Mayo Clinic Health System - Chippewa Valley in Bloomer

Bloomer, WI 54724

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$39,530,820	57.5%	46.6%	1.23	50.7%	1.13	46.0%	1.25	59.5%	0.97
Medical Assistance	\$5,832,072	8.5%	14.4%	0.59	12.0%	0.71	12.0%	0.71	8.0%	1.06
Commercial	\$21,477,938	31.2%	33.9%	0.92	32.9%	0.95	37.7%	0.83	30.0%	1.04
All Other	\$1,960,550	2.8%	5.1%	0.56	4.5%	0.64	4.2%	0.68	2.5%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,476,165	21.0%	35.2%	0.60	33.4%	0.63	24.4%	0.86	24.8%	0.85
Medical Assistance	\$3,987,254	5.8%	11.1%	0.52	8.6%	0.67	8.3%	0.70	4.6%	1.25
Commercial	\$5,686,962	8.3%	14.9%	0.55	10.0%	0.83	11.4%	0.73	8.0%	1.04
Charity Care	\$849,774	1.2%	0.7%	1.73	0.6%	2.12	0.7%	1.74	2.4%	0.52
Bad Debt	\$1,222,295	1.8%	1.0%	1.74	1.1%	1.56	1.4%	1.27	1.6%	1.11
All Other	\$643,531	0.9%	2.8%	0.33	2.7%	0.35	2.2%	0.42	0.6%	1.68
Total Deductions	\$26,865,981	39.0%	65.8%	0.59	56.4%	0.69	48.5%	0.81	41.9%	0.93
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.2%	6.5%	0.03	5.6%	0.04	5.2%	0.04	2.4%	0.09
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	37.6%	N/A	16.4%	N/A	0.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,088,044	58.5%	42.4%	1.38	50.5%	1.16	49.0%	1.19	59.0%	0.99
Supplies & Services	\$15,145,233	38.3%	51.3%	0.75	44.3%	0.86	44.0%	0.87	37.5%	1.02
Capital Component	\$1,263,362	3.2%	6.2%	0.51	5.1%	0.62	7.0%	0.46	3.5%	0.90
Fiscal Statistics										
Operating Margin (%)		6.0%	10.4%	0.58	9.6%	0.63	12.2%	0.49	-1.2%	N/A
Total Hospital Net Income (%)		6.0%	14.1%	0.43	14.5%	0.41	14.2%	0.42	-1.2%	N/A
Return on Equity (%)		13.2%	6.3%	2.09	2.4%	5.48	21.6%	0.61	-1.9%	N/A
Current Ratio		6.0	4.1	1.47	2.7	2.24	2.1	2.84	7.5	0.81
Days in Net Patient Accounts Receivable		43.8	87.5	0.50	250.3	0.18	53.3	0.82	43.3	1.01
Average Payment Period		19.1	89.9	0.21	256.1	0.07	54.9	0.35	21.1	0.90
Equity Financing (%)		62.6%	64.7%	0.97	51.4%	1.22	43.0%	1.46	50.1%	1.25
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		1,522.2	21.0	72.39	45.6	33.36	13.9	109.58	-179.4	N/A
Total Asset Turnover		2.2	0.4	5.10	0.2	13.99	1.5	1.47	1.6	1.37
Average Age of Plant (Years)		14.2	17.1	0.83	51.5	0.28	8.5	1.68	13.9	1.03
Increase (Decrease) Total Net Patient Revenue		15.9%	12.7%	1.24	13.4%	1.18	15.6%	1.02	-4.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.6%	64.9%	1.18	75.1%	1.02	82.0%	0.93	74.1%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$28,004		\$18,658	1.50	\$16,496	1.70	\$21,986	1.27	\$29,642	0.94
Inpatient Net Revenue per Day	\$2,700		\$3,656	0.74	\$3,511	0.77	\$3,295	0.82	\$2,408	1.12
Outpatient Net Revenue per Visit	\$611		\$781	0.78	\$874	0.70	\$696	0.88	\$598	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,801,380	Cash & Cash Equivalents	\$7	Current Liabilities	\$1,998,969
Less Deductions	\$26,865,981	Net Patient Receivables	\$5,036,450	Long-Term Debt	\$0
Net Patient Revenue	\$41,935,399	Other Receivables	\$829	Other Liabilities	\$5,189,456
Plus Other Revenue	\$92,475			Subtotal	\$7,188,425
Total Revenue	\$42,027,874	Land, Buildings & Equipment (Net)	\$7,043,223		
Less Expenses	\$39,496,638	Other Assets	\$7,132,968	Unrestricted Fund Balance	\$12,025,052
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$57,340
Net Income	\$2,531,236	Total Assets	\$19,213,477	Total Liabilities & Fund Balance	\$19,213,477

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: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.3%	57.9%	0.45	58.2%	0.45	19.3%	1.37	25.9%	1.02
Obstetrics	0.0%	36.8%	N/A	41.0%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.9%	58.7%	0.25	62.3%	0.24	20.9%	0.71	14.7%	1.02
Average Census (Patients)									
Adult Medical-Surgical	1.1	26.8	0.04	25.0	0.04	3.3	0.32	1.0	1.02
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	49.8	0.02	53.8	0.02	4.2	0.28	1.2	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.6	0.57	4.5	0.57	3.6	0.72	2.7	0.97
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.67	4.5	0.72	3.1	1.06	2.9	1.12
Surgical Operations									
Inpatient	5	1,037	0.00	947	0.01	202	0.02	2	2.50
Outpatient	128	3,865	0.03	3,798	0.03	1,213	0.11	111	1.15
Inpatient as % of All Surgeries	3.8%	21.2%	0.18	20.0%	0.19	14.3%	0.26	1.8%	2.12
Outpatient Visits									
Non-Emergency Visits	32,996	145,246	0.23	172,458	0.19	37,326	0.88	25,816	1.28
Emergency Visits	4,540	16,058	0.28	16,037	0.28	4,868	0.93	4,052	1.12
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	20.3	0.15	5.6	0.54	3.0	1.00
Nurses, Licensed	32.9	247.5	0.13	270.6	0.12	48.0	0.69	24.2	1.36
Ancillary Nursing Personnel	4.8	40.3	0.12	38.3	0.13	5.7	0.85	3.2	1.50
All Other Personnel	87.4	496.2	0.18	620.2	0.14	98.5	0.89	71.5	1.22
Total FTEs	128.1	803.0	0.16	949.5	0.13	157.8	0.81	101.9	1.26
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.5	13.0	1.20	12.6	1.23	26.2	0.59	15.5	1.00
Nurses, Licensed	169.9	168.4	1.01	168.2	1.01	225.1	0.75	124.4	1.37
Ancillary Nursing Personnel	25.0	27.4	0.91	23.8	1.05	26.6	0.94	16.6	1.50
All Other Personnel	451.6	337.6	1.34	385.4	1.17	461.9	0.98	368.4	1.23
Total FTEs	661.9	546.4	1.21	590.0	1.12	739.8	0.89	524.9	1.26

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	134	Preferred Provider Organization (PPO)	Yes	Discharges	42	Total Births	0
Inpatient Days	436			Inpatient Days	517	Newborn Days	0

016 Gundersen Boscobel Area Hospital and Clinics
Boscobel, WI 53805

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	148	384	26.3%	1.1	2.6
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	28	3.8%	0.1	14.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	2	4	24	0.0%	0.1	6.0
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	3	0	3.0	Surgical Personnel	0	2	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	4	5.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	9	23	29.3	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.9
Licensed Practical Nurses	1	1	1.6	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	4	4.8	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	1	0	1.0
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	4	1	4.3
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	36	33	44.2
Pharmacy Personnel	1	3	3.8				
Clinical Laboratory Personnel	6	3	8.5				
				Total	86	80	128.1

016 Gundersen Boscobel Area Hospital and Clinics

Boscobel, WI 53805

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,788,750	44.8%	46.6%	0.96	42.1%	1.06	47.7%	0.94	46.6%	0.96
Medical Assistance	\$8,703,072	15.7%	14.4%	1.09	12.0%	1.31	12.6%	1.25	14.2%	1.11
Commercial	\$18,823,235	34.0%	33.9%	1.00	37.4%	0.91	35.5%	0.96	33.7%	1.01
All Other	\$3,013,993	5.4%	5.1%	1.07	8.4%	0.65	4.2%	1.30	5.5%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,841,286	21.4%	35.2%	0.61	31.8%	0.67	27.4%	0.78	20.0%	1.07
Medical Assistance	\$6,261,657	11.3%	11.1%	1.02	9.3%	1.22	8.8%	1.28	10.4%	1.09
Commercial	\$7,951,578	14.4%	14.9%	0.96	19.0%	0.76	12.2%	1.18	14.5%	0.99
Charity Care	\$244,616	0.4%	0.7%	0.62	0.5%	0.83	0.7%	0.63	0.8%	0.54
Bad Debt	\$478,756	0.9%	1.0%	0.85	1.0%	0.84	1.3%	0.69	0.9%	0.94
All Other	\$2,862,386	5.2%	2.8%	1.85	4.5%	1.14	2.4%	2.14	2.9%	1.79
Total Deductions	\$29,640,279	53.6%	65.8%	0.81	66.2%	0.81	52.8%	1.01	49.6%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.0%	6.5%	0.77	6.8%	0.74	4.2%	1.20	8.6%	0.58
Net Gains/Losses as % of Net Income		5.4%	29.4%	0.18	49.6%	0.11	27.5%	0.19	6.1%	0.87
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,127,644	52.0%	42.4%	1.23	44.5%	1.17	46.9%	1.11	40.9%	1.27
Supplies & Services	\$9,953,608	42.7%	51.3%	0.83	48.9%	0.87	45.9%	0.93	53.4%	0.80
Capital Component	\$1,231,379	5.3%	6.2%	0.85	6.6%	0.80	7.1%	0.74	5.7%	0.93
Fiscal Statistics										
Operating Margin (%)		13.8%	10.4%	1.32	8.0%	1.71	14.1%	0.98	12.8%	1.07
Total Hospital Net Income (%)		14.4%	14.1%	1.02	14.8%	0.98	18.4%	0.78	13.6%	1.07
Return on Equity (%)		11.9%	6.3%	1.88	10.2%	1.17	1.6%	7.46	10.4%	1.14
Current Ratio		4.8	4.1	1.17	2.7	1.81	2.8	1.72	3.7	1.31
Days in Net Patient Accounts Receivable		32.6	87.5	0.37	50.7	0.64	469.6	0.07	40.7	0.80
Average Payment Period		86.0	89.9	0.96	78.2	1.10	503.0	0.17	121.9	0.71
Equity Financing (%)		84.0%	64.7%	1.30	59.6%	1.41	50.7%	1.66	62.1%	1.35
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.7	N/A	0.3	N/A
Times Interest Earned		59.5	21.0	2.83	18.0	3.30	28.6	2.08	22.7	2.63
Total Asset Turnover		0.8	0.4	1.91	0.6	1.29	0.1	9.94	0.8	1.07
Average Age of Plant (Years)		16.6	17.1	0.97	12.6	1.32	72.9	0.23	17.1	0.97
Increase (Decrease) Total Net Patient Revenue		13.8%	12.7%	1.08	11.3%	1.22	13.5%	1.02	7.7%	1.79
Outpatient Gross Revenue (% of Total GPR)		95.0%	64.9%	1.46	61.9%	1.53	80.3%	1.18	94.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,412	\$18,658	1.09	\$18,949	1.08	\$17,504	1.17	\$22,348	0.91	
Inpatient Net Revenue per Day	\$3,939	\$3,656	1.08	\$3,664	1.08	\$4,490	0.88	\$4,608	0.85	
Outpatient Net Revenue per Visit	\$601	\$781	0.77	\$753	0.80	\$784	0.77	\$630	0.95	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,329,050	Cash & Cash Equivalents	\$17,719,121	Current Liabilities	\$5,277,501
Less Deductions	\$29,640,279	Net Patient Receivables	\$2,291,326	Long-Term Debt	\$0
Net Patient Revenue	\$25,688,771	Other Receivables	\$122,941	Other Liabilities	\$14,299
Plus Other Revenue	\$1,348,385			Subtotal	\$5,291,800
Total Revenue	\$27,037,155	Land, Buildings & Equipment (Net)	\$6,640,073		
Less Expenses	\$23,312,631	Other Assets	\$6,289,524	Unrestricted Fund Balance	\$27,771,185
Non-Operating Gains/Losses	\$210,628			Restricted Fund Balance	\$0
Net Income	\$3,935,152	Total Assets	\$33,062,985	Total Liabilities & Fund Balance	\$33,062,985

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	57.9%	N/A	61.6%	N/A	54.3%	N/A	0.0%	N/A
Obstetrics	152.3%	36.8%	4.14	32.8%	0.09	31.5%	4.84	108.7%	1.40
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	109.8%	58.7%	1.87	56.8%	1.93	55.3%	1.98	104.6%	1.05
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.8	N/A	34.1	N/A	18.1	N/A	0.0	N/A
Obstetrics	3.0	4.8	0.63	5.4	0.56	3.1	0.98	3.3	0.93
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	46.1	49.8	0.93	64.9	0.71	37.4	1.23	42.9	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.6	N/A	4.3	N/A	4.1	N/A	0.0	N/A
Obstetrics	2.3	2.4	0.95	2.3	1.01	2.3	1.02	2.6	0.90
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	4.9	0.97	4.5	1.04	4.4	1.08	4.4	1.07
Surgical Operations									
Inpatient	1,348	1,037	1.30	1,167	1.16	612	2.20	1,257	1.07
Outpatient	3,602	3,865	0.93	4,137	0.87	2,709	1.33	5,114	0.70
Inpatient as % of All Surgeries	27.2%	21.2%	1.29	22.0%	1.24	18.4%	1.48	19.7%	1.38
Outpatient Visits									
Non-Emergency Visits	160,695	145,246	1.11	170,630	0.94	120,713	1.33	134,391	1.20
Emergency Visits	10,593	16,058	0.66	21,970	0.48	16,865	0.63	10,927	0.97
Full-Time Equivalents (FTEs)									
Administrators	25.1	19.0	1.32	22.0	1.14	17.0	1.47	25.7	0.97
Nurses, Licensed	203.3	247.5	0.82	286.1	0.71	164.3	1.24	203.6	1.00
Ancillary Nursing Personnel	29.9	40.3	0.74	52.9	0.57	24.6	1.22	22.6	1.32
All Other Personnel	234.6	496.2	0.47	515.7	0.45	297.6	0.79	256.9	0.91
Total FTEs	492.9	803.0	0.61	876.8	0.56	503.6	0.98	508.8	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.8	13.0	1.29	11.5	1.47	14.0	1.20	18.3	0.91
Nurses, Licensed	136.1	168.4	0.81	148.8	0.91	134.7	1.01	145.1	0.94
Ancillary Nursing Personnel	20.1	27.4	0.73	27.5	0.73	20.2	0.99	16.1	1.24
All Other Personnel	157.1	337.6	0.47	268.3	0.59	244.0	0.64	183.1	0.86
Total FTEs	330.1	546.4	0.60	456.1	0.72	412.8	0.80	362.7	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	42	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	3
Discharges	3,562	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	328
Inpatient Days	16,831			Inpatient Days	0	Newborn Days	577

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	1	7	126	2,328	91.1%	6.4	18.5
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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	478	1,112	152.3%	3.0	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	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	100	1,607	73.4%	4.4	16.1
Step-Down (Special Care)	1	27	2,858	11,784	119.6%	32.3	4.1
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	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	22	4	25.1	Surgical Personnel	34	17	42.0
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	27	24	38.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	10	11.6
Dental Hygienists	0	0	0.0	Occupational Therapists	6	14	11.4
Registered Nurses	144	111	201.4	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	15	19	22.7
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	2	1	2.6
Ancillary Nursing Personnel	17	45	29.9	Recreational Therapists	0	1	0.7
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	3	1.9
Clinical Nurse Specialists	1	1	1.8	All Other Health Professionals	20	26	26.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	26	11	32.2
Pharmacy Personnel	10	9	15.5				
Clinical Laboratory Personnel	7	25	17.9				
				Total	345	329	492.9

017 Ascension SE Wisconsin - Elmbrook Campus

Brookfield, WI 53045

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$275,924,016	52.9%	46.6%	1.13	51.5%	1.03	49.9%	1.06	52.4%	1.01
Medical Assistance	\$48,451,348	9.3%	14.4%	0.64	11.3%	0.82	15.6%	0.60	8.8%	1.06
Commercial	\$178,392,452	34.2%	33.9%	1.01	34.7%	0.98	30.3%	1.13	35.5%	0.96
All Other	\$19,071,617	3.7%	5.1%	0.72	2.5%	1.49	4.2%	0.86	3.4%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$210,214,874	40.3%	35.2%	1.14	41.5%	0.97	36.9%	1.09	39.3%	1.02
Medical Assistance	\$43,257,928	8.3%	11.1%	0.75	9.1%	0.91	11.4%	0.73	7.9%	1.05
Commercial	\$80,314,864	15.4%	14.9%	1.03	16.0%	0.96	11.8%	1.31	14.9%	1.03
Charity Care	\$2,674,873	0.5%	0.7%	0.72	0.9%	0.57	0.9%	0.55	1.1%	0.46
Bad Debt	\$3,567,873	0.7%	1.0%	0.67	1.0%	0.67	1.2%	0.58	1.0%	0.68
All Other	\$15,270,559	2.9%	2.8%	1.05	1.2%	2.41	2.5%	1.19	2.2%	1.33
Total Deductions	\$355,300,971	68.1%	65.8%	1.04	69.8%	0.98	64.7%	1.05	66.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	6.5%	0.09	5.3%	0.11	4.5%	0.14	2.4%	0.25
Net Gains/Losses as % of Net Income		58.1%	29.4%	1.98	13.2%	4.39	43.7%	1.33	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,238,165	32.9%	42.4%	0.77	38.6%	0.85	38.8%	0.85	33.9%	0.97
Supplies & Services	\$94,419,037	60.6%	51.3%	1.18	53.1%	1.14	54.3%	1.11	59.3%	1.02
Capital Component	\$10,223,320	6.6%	6.2%	1.05	8.4%	0.79	6.9%	0.95	6.8%	0.97
Fiscal Statistics										
Operating Margin (%)		7.0%	10.4%	0.67	13.6%	0.51	9.6%	0.72	4.9%	1.42
Total Hospital Net Income (%)		15.2%	14.1%	1.07	15.4%	0.99	15.9%	0.95	4.8%	3.15
Return on Equity (%)		17.0%	6.3%	2.70	9.8%	1.74	11.2%	1.52	5.5%	3.10
Current Ratio		6.7	4.1	1.62	7.4	0.90	3.9	1.70	3.0	2.25
Days in Net Patient Accounts Receivable		52.4	87.5	0.60	51.6	1.02	51.2	1.02	41.2	1.27
Average Payment Period		23.3	89.9	0.26	51.5	0.45	62.2	0.38	29.2	0.80
Equity Financing (%)		83.4%	64.7%	1.29	80.1%	1.04	78.3%	1.06	79.2%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	21.6	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.39	0.6	1.64	0.7	1.56	1.1	0.90
Average Age of Plant (Years)		5.5	17.1	0.32	11.1	0.50	10.5	0.52	4.5	1.23
Increase (Decrease) Total Net Patient Revenue		6.5%	12.7%	0.51	7.7%	0.84	8.7%	0.75	-12.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		69.2%	64.9%	1.07	65.6%	1.06	69.3%	1.00	68.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,184		\$18,658	0.81	\$14,982	1.01	\$13,373	1.14	\$15,312	0.99
Inpatient Net Revenue per Day	\$3,225		\$3,656	0.88	\$3,228	1.00	\$3,024	1.07	\$3,385	0.95
Outpatient Net Revenue per Visit	\$677		\$781	0.87	\$697	0.97	\$626	1.08	\$734	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$521,839,431	Cash & Cash Equivalents	\$153,290	Current Liabilities	\$9,435,587
Less Deductions	\$355,300,971	Net Patient Receivables	\$23,909,945	Long-Term Debt	\$0
Net Patient Revenue	\$166,538,460	Other Receivables	\$7	Other Liabilities	\$17,811,592
Plus Other Revenue	\$1,020,125			Subtotal	\$27,247,179
Total Revenue	\$167,558,584	Land, Buildings & Equipment (Net)	\$98,635,564	Unrestricted Fund Balance	\$136,505,686
Less Expenses	\$155,880,522	Other Assets	\$41,054,059	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$16,188,651			Total Liabilities & Fund Balance	\$163,752,865
Net Income	\$27,866,712	Total Assets	\$163,752,865		

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	53.1%	57.9%	0.92	61.6%	0.86	42.2%	1.26	57.6%	0.92	
Obstetrics	0.0%	36.8%	N/A	32.8%	N/A	19.9%	N/A	0.0%	N/A	
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	57.9%	58.7%	0.99	56.8%	1.02	42.0%	1.38	57.4%	1.01	
Average Census (Patients)										
Adult Medical-Surgical	16.5	26.8	0.61	34.1	0.48	12.3	1.34	15.6	1.06	
Obstetrics	0.0	4.8	N/A	5.4	N/A	1.4	N/A	0.0	N/A	
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	24.3	49.8	0.49	64.9	0.38	19.1	1.27	21.8	1.12	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.9	4.6	0.85	4.3	0.91	3.8	1.04	3.5	1.12	
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A	
Total Hospital	4.6	4.9	0.94	4.5	1.01	4.0	1.13	3.9	1.16	
Surgical Operations										
Inpatient	399	1,037	0.38	1,167	0.34	334	1.20	447	0.89	
Outpatient	3,921	3,865	1.01	4,137	0.95	2,451	1.60	3,436	1.14	
Inpatient as % of All Surgeries	9.2%	21.2%	0.44	22.0%	0.42	12.0%	0.77	11.5%	0.80	
Outpatient Visits										
Non-Emergency Visits	86,960	145,246	0.60	170,630	0.51	76,359	1.14	70,300	1.24	
Emergency Visits	14,048	16,058	0.87	21,970	0.64	11,733	1.20	13,127	1.07	
Full-Time Equivalents (FTEs)										
Administrators	10.0	19.0	0.52	22.0	0.45	12.6	0.80	12.0	0.83	
Nurses, Licensed	168.4	247.5	0.68	286.1	0.59	121.7	1.38	160.0	1.05	
Ancillary Nursing Personnel	41.3	40.3	1.02	52.9	0.78	21.5	1.92	37.7	1.09	
All Other Personnel	318.2	496.2	0.64	515.7	0.62	244.0	1.30	328.6	0.97	
Total FTEs	537.9	803.0	0.67	876.8	0.61	399.8	1.35	538.3	1.00	
FTEs per 100 Patient Census (Adjusted)										
Administrators	8.8	13.0	0.68	11.5	0.77	14.8	0.60	12.7	0.69	
Nurses, Licensed	148.6	168.4	0.88	148.8	1.00	143.7	1.03	170.0	0.87	
Ancillary Nursing Personnel	36.4	27.4	1.33	27.5	1.32	25.4	1.44	40.1	0.91	
All Other Personnel	280.8	337.6	0.83	268.3	1.05	288.0	0.98	349.1	0.80	
Total FTEs	474.6	546.4	0.87	456.1	1.04	471.8	1.01	572.0	0.83	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	42	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,939	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	8,883			Inpatient Days	0	Newborn Days	0

018 Aurora Medical Center Burlington
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,535	6,006	53.1%	16.5	3.9
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	61	151	41.4%	0.4	2.5
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	311	2,508	68.7%	6.9	8.1
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	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	55	218	0.0%	0.6	4.0

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	18	7	23.5
Physicians & Dentists	13	19	14.7	Radiological Services Personnel	18	25	34.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	7.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	5.5
Registered Nurses	104	80	154.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	14	4	15.8
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	4	5	7.2
Ancillary Nursing Personnel	21	42	41.3	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.4	Dietitians & Nutritionists	0	2	1.7
Nurse Practitioners	4	2	5.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	6.0	Social Workers	0	2	1.4
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	30	18	39.7
Health Info Mgmt-Administrators/Technicians	6	1	6.8	All Other Personnel	86	47	112.3
Pharmacy Personnel	5	7	7.9				
Clinical Laboratory Personnel	18	11	25.5				
				Total	376	292	537.9

018 Aurora Medical Center Burlington

Burlington, WI 53105

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2A Value	Ratio	4 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$227,833,858	55.0%	46.6%	1.18	51.5%	1.07	49.5%	1.11	55.6%	0.99
Medical Assistance	\$41,835,675	10.1%	14.4%	0.70	11.3%	0.89	13.2%	0.77	9.6%	1.06
Commercial	\$131,214,118	31.7%	33.9%	0.94	34.7%	0.91	33.6%	0.94	31.7%	1.00
All Other	\$13,329,253	3.2%	5.1%	0.63	2.5%	1.31	3.7%	0.86	3.1%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$188,583,362	45.5%	35.2%	1.29	41.5%	1.10	35.9%	1.27	45.6%	1.00
Medical Assistance	\$36,523,090	8.8%	11.1%	0.80	9.1%	0.97	10.4%	0.85	8.2%	1.07
Commercial	\$58,350,329	14.1%	14.9%	0.94	16.0%	0.88	13.9%	1.02	13.6%	1.03
Charity Care	\$4,539,008	1.1%	0.7%	1.54	0.9%	1.23	0.8%	1.45	1.3%	0.83
Bad Debt	\$4,488,038	1.1%	1.0%	1.06	1.0%	1.06	1.3%	0.84	1.1%	0.99
All Other	\$6,211,828	1.5%	2.8%	0.54	1.2%	1.23	2.3%	0.65	1.2%	1.20
Total Deductions	\$298,695,655	72.1%	65.8%	1.10	69.8%	1.03	64.5%	1.12	71.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.3%	6.5%	0.36	5.3%	0.43	7.3%	0.32	9.3%	0.25
Net Gains/Losses as % of Net Income		0.0%	29.4%	0.00	13.2%	0.00	21.5%	0.00	0.3%	0.17
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,838,887	37.3%	42.4%	0.88	38.6%	0.97	44.5%	0.84	37.1%	1.01
Supplies & Services	\$48,260,205	51.7%	51.3%	1.01	53.1%	0.97	48.6%	1.06	50.7%	1.02
Capital Component	\$10,197,618	10.9%	6.2%	1.75	8.4%	1.31	6.9%	1.58	12.2%	0.90
Fiscal Statistics										
Operating Margin (%)		21.1%	10.4%	2.03	13.6%	1.55	13.9%	1.52	16.2%	1.30
Total Hospital Net Income (%)		21.1%	14.1%	1.49	15.4%	1.37	17.0%	1.24	16.2%	1.30
Return on Equity (%)		7.6%	6.3%	1.21	9.8%	0.78	13.1%	0.58	5.6%	1.35
Current Ratio		16.8	4.1	4.09	7.4	2.28	4.4	3.79	20.9	0.80
Days in Net Patient Accounts Receivable		54.7	87.5	0.63	51.6	1.06	43.9	1.25	55.0	1.00
Average Payment Period		59.2	89.9	0.66	51.5	1.15	61.1	0.97	44.5	1.33
Equity Financing (%)		95.7%	64.7%	1.48	80.1%	1.19	78.9%	1.21	94.9%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		11.0	21.0	0.53	14.8	0.75	25.9	0.43	8.3	1.33
Total Asset Turnover		0.4	0.4	0.84	0.6	0.58	0.7	0.49	0.3	1.04
Average Age of Plant (Years)		8.2	17.1	0.48	11.1	0.74	10.3	0.80	6.9	1.19
Increase (Decrease) Total Net Patient Revenue		19.5%	12.7%	1.53	7.7%	2.51	14.2%	1.37	-6.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		77.9%	64.9%	1.20	65.6%	1.19	76.7%	1.01	75.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,614		\$18,658	0.73	\$14,982	0.91	\$12,297	1.11	\$12,815	1.06
Inpatient Net Revenue per Day	\$2,882		\$3,656	0.79	\$3,228	0.89	\$2,830	1.02	\$3,098	0.93
Outpatient Net Revenue per Visit	\$927		\$781	1.19	\$697	1.33	\$806	1.15	\$892	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$414,212,904	Cash & Cash Equivalents	\$214,763,437	Current Liabilities	\$13,928,638
Less Deductions	\$298,695,655	Net Patient Receivables	\$17,323,084	Long-Term Debt	\$0
Net Patient Revenue	\$115,517,249	Other Receivables	\$115,953	Other Liabilities	\$78,699
Plus Other Revenue	\$2,723,653			Subtotal	\$14,007,337
Total Revenue	\$118,240,902	Land, Buildings & Equipment (Net)	\$93,118,437	Unrestricted Fund Balance	\$313,806,399
Less Expenses	\$93,296,710	Other Assets	\$2,492,826	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$10,854	Total Assets	\$327,813,737	Total Liabilities & Fund Balance	\$327,813,736
Net Income	\$24,955,046				

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

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	14.3%	57.9%	0.25	50.0%	0.29	19.3%	0.74	9.0%	1.59	
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	21.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	14.3%	58.7%	0.24	50.4%	0.28	20.9%	0.68	9.0%	1.59	
Average Census (Patients)										
Adult Medical-Surgical	2.1	26.8	0.08	23.2	0.09	3.3	0.64	1.3	1.59	
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.9	N/A	0.0	N/A	
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.1	49.8	0.04	37.4	0.06	4.2	0.51	1.3	1.59	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.5	4.6	0.77	4.2	0.85	3.6	0.98	2.0	1.80	
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.2	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	2.6	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.6	4.9	0.53	4.4	0.59	3.1	0.85	2.0	1.33	
Surgical Operations										
Inpatient	41	1,037	0.04	1,060	0.04	202	0.20	84	0.49	
Outpatient	1,038	3,865	0.27	5,859	0.18	1,213	0.86	1,128	0.92	
Inpatient as % of All Surgeries	3.8%	21.2%	0.18	15.3%	0.25	14.3%	0.27	6.9%	0.55	
Outpatient Visits										
Non-Emergency Visits	64,346	145,246	0.44	100,098	0.64	37,326	1.72	56,325	1.14	
Emergency Visits	4,032	16,058	0.25	15,000	0.27	4,868	0.83	4,537	0.89	
Full-Time Equivalents (FTEs)										
Administrators	4.0	19.0	0.21	14.2	0.28	5.6	0.71	5.0	0.80	
Nurses, Licensed	29.5	247.5	0.12	181.5	0.16	48.0	0.61	29.6	0.99	
Ancillary Nursing Personnel	1.0	40.3	0.02	13.1	0.08	5.7	0.18	1.3	0.79	
All Other Personnel	63.4	496.2	0.13	298.4	0.21	98.5	0.64	63.7	1.00	
Total FTEs	97.9	803.0	0.12	507.2	0.19	157.8	0.62	99.6	0.98	
FTEs per 100 Patient Census (Adjusted)										
Administrators	15.4	13.0	1.19	11.3	1.37	26.2	0.59	34.7	0.44	
Nurses, Licensed	113.6	168.4	0.67	144.6	0.79	225.1	0.50	205.8	0.55	
Ancillary Nursing Personnel	3.9	27.4	0.14	10.4	0.37	26.6	0.14	8.8	0.44	
All Other Personnel	244.6	337.6	0.72	237.6	1.03	461.9	0.53	442.3	0.55	
Total FTEs	377.5	546.4	0.69	403.9	0.93	739.8	0.51	691.6	0.55	

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	301	Preferred Provider Organization (PPO)	Yes	Discharges	66	Total Births	0
Inpatient Days	781			Inpatient Days	597	Newborn Days	0

019 Ascension Calumet Hospital
Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	222	781	14.3%	2.1	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	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	2	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	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	4	0	4.0	Surgical Personnel	2	2	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	5	6.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	19	17	26.5	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.0
Licensed Practical Nurses	3	1	3.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	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	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	10	11.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	4	11.5
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	9	1	9.6				
				Total	82	48	97.9

019 Ascension Calumet Hospital

Chilton, WI 53014

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$35,339,131	57.2%	46.6%	1.23	48.5%	1.18	47.7%	1.20	56.1%	1.02
Medical Assistance	\$4,755,068	7.7%	14.4%	0.53	11.1%	0.69	12.6%	0.61	9.1%	0.84
Commercial	\$19,534,954	31.6%	33.9%	0.93	37.0%	0.86	35.5%	0.89	31.3%	1.01
All Other	\$2,171,235	3.5%	5.1%	0.69	3.4%	1.03	4.2%	0.84	3.5%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,407,073	26.5%	35.2%	0.75	34.4%	0.77	27.4%	0.97	28.3%	0.94
Medical Assistance	\$3,557,925	5.8%	11.1%	0.52	8.5%	0.68	8.8%	0.65	6.6%	0.88
Commercial	\$5,117,386	8.3%	14.9%	0.55	14.3%	0.58	12.2%	0.68	8.1%	1.03
Charity Care	\$734,170	1.2%	0.7%	1.67	0.6%	1.85	0.7%	1.69	1.0%	1.18
Bad Debt	\$1,118,577	1.8%	1.0%	1.78	1.4%	1.29	1.3%	1.44	1.5%	1.19
All Other	\$2,027,548	3.3%	2.8%	1.17	2.5%	1.33	2.4%	1.36	3.7%	0.88
Total Deductions	\$28,962,679	46.9%	65.8%	0.71	61.6%	0.76	52.8%	0.89	49.1%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	6.5%	0.24	2.9%	0.53	4.2%	0.37	12.7%	0.12	
Net Gains/Losses as % of Net Income	32.7%	29.4%	1.11	25.8%	1.27	27.5%	1.19	0.0%	1,026.56	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,450,258	30.7%	42.4%	0.72	39.7%	0.77	46.9%	0.65	31.3%	0.98
Supplies & Services	\$19,737,373	64.1%	51.3%	1.25	53.8%	1.19	45.9%	1.40	62.7%	1.02
Capital Component	\$1,603,308	5.2%	6.2%	0.84	6.5%	0.80	7.1%	0.73	6.0%	0.87
Fiscal Statistics										
Operating Margin (%)	7.7%	10.4%	0.74	14.3%	0.54	14.1%	0.54	16.8%	0.46	
Total Hospital Net Income (%)	11.0%	14.1%	0.78	18.3%	0.60	18.4%	0.60	16.8%	0.66	
Return on Equity (%)	17.7%	6.3%	2.80	17.0%	1.04	1.6%	11.07	29.1%	0.61	
Current Ratio	3.3	4.1	0.79	9.1	0.36	2.8	1.17	2.3	1.44	
Days in Net Patient Accounts Receivable	48.8	87.5	0.56	53.2	0.92	469.6	0.10	52.8	0.92	
Average Payment Period	27.2	89.9	0.30	32.2	0.84	503.0	0.05	29.7	0.92	
Equity Financing (%)	75.2%	64.7%	1.16	109.2%	0.69	50.7%	1.48	74.7%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	-0.1	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	32.4	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover	1.6	0.4	3.62	0.9	1.75	0.1	18.85	1.7	0.89	
Average Age of Plant (Years)	7.4	17.1	0.43	7.7	0.96	72.9	0.10	5.8	1.28	
Increase (Decrease) Total Net Patient Revenue	6.6%	12.7%	0.52	13.9%	0.48	13.5%	0.49	-6.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	92.3%	64.9%	1.42	70.3%	1.31	80.3%	1.15	90.3%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,731	\$18,658	0.68	\$13,612	0.94	\$17,504	0.73	\$17,059	0.75	
Inpatient Net Revenue per Day	\$3,383	\$3,656	0.93	\$3,085	1.10	\$4,490	0.75	\$4,099	0.83	
Outpatient Net Revenue per Visit	\$426	\$781	0.55	\$815	0.52	\$784	0.54	\$431	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$61,800,388	Cash & Cash Equivalents	\$1,524	Current Liabilities	\$2,191,017
Less Deductions	\$28,962,679	Net Patient Receivables	\$4,394,453	Long-Term Debt	\$0
Net Patient Revenue	\$32,837,709	Other Receivables	\$20,466	Other Liabilities	\$3,140,020
Plus Other Revenue	\$509,766			Subtotal	\$5,331,037
Total Revenue	\$33,347,474	Land, Buildings & Equipment (Net)	\$14,311,811	Unrestricted Fund Balance	\$16,175,321
Less Expenses	\$30,790,939	Other Assets	\$2,778,104	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,240,643			Total Liabilities & Fund Balance	\$21,506,358
Net Income	\$3,797,178	Total Assets	\$21,506,358		

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: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	28.2%	57.9%	0.49	49.7%	0.57	42.2%	0.67	17.5%	1.61
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	19.9%	N/A	8.6%	0.00
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	51.2%	58.7%	0.87	50.3%	1.02	42.0%	1.22	33.3%	1.54
Average Census (Patients)									
Adult Medical-Surgical	5.4	26.8	0.20	11.9	0.45	12.3	0.43	7.0	0.76
Obstetrics	0.0	4.8	N/A	2.0	N/A	1.4	N/A	0.9	0.00
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	29.2	49.8	0.59	18.8	1.55	19.1	1.52	34.0	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.71	4.2	0.78	3.8	0.86	4.1	0.79
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.1	N/A	2.3	0.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	5.0	4.9	1.03	4.4	1.14	4.0	1.24	4.7	1.07
Surgical Operations									
Inpatient	58	1,037	0.06	390	0.15	334	0.17	210	0.28
Outpatient	598	3,865	0.15	2,637	0.23	2,451	0.24	840	0.71
Inpatient as % of All Surgeries	8.8%	21.2%	0.42	12.9%	0.69	12.0%	0.74	20.0%	0.44
Outpatient Visits									
Non-Emergency Visits	23,955	145,246	0.16	85,077	0.28	76,359	0.31	19,740	1.21
Emergency Visits	8,655	16,058	0.54	8,132	1.06	11,733	0.74	10,263	0.84
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	10.7	0.28	12.6	0.24	2.0	1.50
Nurses, Licensed	88.6	247.5	0.36	127.1	0.70	121.7	0.73	89.7	0.99
Ancillary Nursing Personnel	14.0	40.3	0.35	20.5	0.68	21.5	0.65	14.5	0.97
All Other Personnel	120.8	496.2	0.24	291.6	0.41	244.0	0.49	128.4	0.94
Total FTEs	226.4	803.0	0.28	450.0	0.50	399.8	0.57	234.6	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.7	13.0	0.21	14.3	0.19	14.8	0.18	2.0	1.36
Nurses, Licensed	80.7	168.4	0.48	169.5	0.48	143.7	0.56	90.0	0.90
Ancillary Nursing Personnel	12.7	27.4	0.46	27.3	0.47	25.4	0.50	14.5	0.88
All Other Personnel	109.9	337.6	0.33	388.8	0.28	288.0	0.38	128.8	0.85
Total FTEs	206.1	546.4	0.38	599.9	0.34	471.8	0.44	235.4	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	57	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,128	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	10,651			Inpatient Days	0	Newborn Days	0

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	601	1,955	28.2%	5.4	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	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	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	38	1,527	8,696	62.7%	23.8	5.7
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	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	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	3	1	3.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	6	8.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	1	5.5
Registered Nurses	44	57	87.0	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	10.8
Licensed Practical Nurses	1	1	1.6	Physical Therapy Assistants/Aides	1	3	3.8
Ancillary Nursing Personnel	5	12	14.0	Recreational Therapists	0	1	0.9
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	6	1	6.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	6	11.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	27	15	40.7
Pharmacy Personnel	9	2	10.9				
Clinical Laboratory Personnel	7	5	10.1				
				Total	133	119	226.4

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$47,434,264	46.0%	46.6%	0.99	50.7%	0.91	49.5%	0.93	37.6%	1.22
Medical Assistance	\$19,396,212	18.8%	14.4%	1.31	12.0%	1.57	13.2%	1.43	19.1%	0.99
Commercial	\$26,966,125	26.2%	33.9%	0.77	32.9%	0.80	33.6%	0.78	25.2%	1.04
All Other	\$9,274,828	9.0%	5.1%	1.78	4.5%	2.01	3.7%	2.41	18.1%	0.50
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,728,812	29.8%	35.2%	0.85	33.4%	0.89	35.9%	0.83	26.8%	1.11
Medical Assistance	\$11,700,343	11.4%	11.1%	1.03	8.6%	1.31	10.4%	1.10	12.6%	0.90
Commercial	\$8,535,732	8.3%	14.9%	0.55	10.0%	0.83	13.9%	0.60	6.9%	1.19
Charity Care	\$647,528	0.6%	0.7%	0.88	0.6%	1.08	0.8%	0.83	0.3%	2.19
Bad Debt	\$1,348,366	1.3%	1.0%	1.28	1.1%	1.15	1.3%	1.01	3.1%	0.43
All Other	\$6,415,614	6.2%	2.8%	2.23	2.7%	2.34	2.3%	2.70	8.1%	0.77
Total Deductions	\$59,376,395	57.6%	65.8%	0.88	56.4%	1.02	64.5%	0.89	57.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		31.5%	6.5%	4.87	5.6%	5.64	7.3%	4.34	3.7%	8.62
Net Gains/Losses as % of Net Income		37.9%	29.4%	1.29	37.6%	1.01	21.5%	1.76	18.5%	2.05
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,055,742	31.8%	42.4%	0.75	50.5%	0.63	44.5%	0.71	54.8%	0.58
Supplies & Services	\$22,203,100	58.5%	51.3%	1.14	44.3%	1.32	48.6%	1.20	37.9%	1.54
Capital Component	\$3,709,378	9.8%	6.2%	1.57	5.1%	1.90	6.9%	1.42	7.3%	1.34
Fiscal Statistics										
Operating Margin (%)		40.5%	10.4%	3.89	9.6%	4.22	13.9%	2.92	-13.0%	N/A
Total Hospital Net Income (%)		52.3%	14.1%	3.70	14.5%	3.60	17.0%	3.07	-16.4%	N/A
Return on Equity (%)		26.1%	6.3%	4.13	2.4%	10.85	13.1%	1.98	-6.0%	N/A
Current Ratio		1.6	4.1	0.39	2.7	0.60	4.4	0.36	0.8	1.99
Days in Net Patient Accounts Receivable		45.2	87.5	0.52	250.3	0.18	43.9	1.03	46.0	0.98
Average Payment Period		151.1	89.9	1.68	256.1	0.59	61.1	2.47	129.3	1.17
Equity Financing (%)		82.7%	64.7%	1.28	51.4%	1.61	78.9%	1.05	68.9%	1.20
Long-Term Debt to Equity Ratio		0.1	0.3	0.27	0.7	0.13	0.1	0.68	0.1	0.65
Times Interest Earned		373.5	21.0	17.76	45.6	8.18	25.9	14.41	-52.4	N/A
Total Asset Turnover		0.4	0.4	0.93	0.2	2.56	0.7	0.54	0.4	1.06
Average Age of Plant (Years)		20.1	17.1	1.18	51.5	0.39	10.3	1.94	16.1	1.25
Increase (Decrease) Total Net Patient Revenue		-14.4%	12.7%	N/A	13.4%	N/A	14.2%	N/A	-6.6%	2.19
Outpatient Gross Revenue (% of Total GPR)		73.4%	64.9%	1.13	75.1%	0.98	76.7%	0.96	65.9%	1.11
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,713	\$18,658	0.36	\$16,496	0.41	\$12,297	0.55	\$7,872	0.85
Inpatient Net Revenue per Day		\$1,341	\$3,656	0.37	\$3,511	0.38	\$2,830	0.47	\$1,677	0.80
Outpatient Net Revenue per Visit		\$943	\$781	1.21	\$874	1.08	\$806	1.17	\$1,130	0.83

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$103,071,429	Cash & Cash Equivalents	\$78,866	Current Liabilities	\$14,704,721
Less Deductions	\$59,376,395	Net Patient Receivables	\$5,407,074	Long-Term Debt	\$11,569,936
Net Patient Revenue	\$43,695,034	Other Receivables	\$15,687,682	Other Liabilities	\$1,359,321
Plus Other Revenue	\$20,103,938			Subtotal	\$27,633,978
Total Revenue	\$63,798,972	Land, Buildings & Equipment (Net)	\$22,722,877	Unrestricted Fund Balance	\$132,025,123
Less Expenses	\$37,968,220	Other Assets	\$115,762,602	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$15,762,664			Total Liabilities & Fund Balance	\$159,659,101
Net Income	\$41,593,416	Total Assets	\$159,659,101		

022 Prairie Ridge Health
 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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.4%	57.9%	0.84	58.2%	0.83	19.3%	2.51	34.9%	1.39
Obstetrics	18.6%	36.8%	0.50	41.0%	0.02	21.6%	0.86	12.8%	1.45
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.4%	58.7%	0.64	62.3%	0.60	20.9%	1.79	27.6%	1.35
Average Census (Patients)									
Adult Medical-Surgical	6.8	26.8	0.25	25.0	0.27	3.3	2.03	4.9	1.39
Obstetrics	0.7	4.8	0.15	4.5	0.16	0.9	0.82	0.5	1.45
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.3	49.8	0.19	53.8	0.17	4.2	2.22	6.9	1.35
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.93	4.5	0.94	3.6	1.19	4.0	1.07
Obstetrics	2.2	2.4	0.89	2.5	0.86	2.2	1.00	2.0	1.08
Pediatrics	0.0	3.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.66	4.5	0.72	3.1	1.05	3.0	1.09
Surgical Operations									
Inpatient	357	1,037	0.34	947	0.38	202	1.77	346	1.03
Outpatient	839	3,865	0.22	3,798	0.22	1,213	0.69	668	1.26
Inpatient as % of All Surgeries	29.8%	21.2%	1.41	20.0%	1.50	14.3%	2.09	34.1%	0.87
Outpatient Visits									
Non-Emergency Visits	59,751	145,246	0.41	172,458	0.35	37,326	1.60	52,215	1.14
Emergency Visits	4,536	16,058	0.28	16,037	0.28	4,868	0.93	4,265	1.06
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.0	0.52	20.3	0.49	5.6	1.79	8.0	1.25
Nurses, Licensed	68.3	247.5	0.28	270.6	0.25	48.0	1.42	61.9	1.10
Ancillary Nursing Personnel	7.2	40.3	0.18	38.3	0.19	5.7	1.27	6.4	1.12
All Other Personnel	183.4	496.2	0.37	620.2	0.30	98.5	1.86	176.1	1.04
Total FTEs	268.9	803.0	0.33	949.5	0.28	157.8	1.70	252.5	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.4	13.0	2.12	12.6	2.17	26.2	1.04	30.5	0.90
Nurses, Licensed	187.3	168.4	1.11	168.2	1.11	225.1	0.83	235.8	0.79
Ancillary Nursing Personnel	19.7	27.4	0.72	23.8	0.83	26.6	0.74	24.5	0.80
All Other Personnel	502.9	337.6	1.49	385.4	1.30	461.9	1.09	670.7	0.75
Total FTEs	737.3	546.4	1.35	590.0	1.25	739.8	1.00	961.4	0.77

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	1,056	Preferred Provider Organization (PPO)	Yes	Discharges	3	Total Births	117
Inpatient Days	3,412			Inpatient Days	29	Newborn Days	234

022 Prairie Ridge Health
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	579	2,473	48.4%	6.8	4.3
Orthopedic	1	3	198	235	21.5%	0.6	1.2
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	124	271	18.6%	0.7	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	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	162	433	29.7%	1.2	2.7
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	3	1	3.2
Physicians & Dentists	6	5	9.2	Radiological Services Personnel	4	7	7.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	2.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.6
Registered Nurses	27	53	58.1	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	4	9.7
Licensed Practical Nurses	3	6	6.6	Physical Therapy Assistants/Aides	0	3	1.8
Ancillary Nursing Personnel	3	7	7.2	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	3	2	4.6
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	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	1	2.6	All Other Personnel	69	59	117.6
Pharmacy Personnel	3	3	4.7				
Clinical Laboratory Personnel	8	4	10.4				
				Total	158	163	268.9

022 Prairie Ridge Health
Columbus, WI 53925

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$66,750,496	47.3%	46.6%	1.01	42.1%	1.12	47.7%	0.99	47.3%	1.00
Medical Assistance	\$13,134,882	9.3%	14.4%	0.65	12.0%	0.77	12.6%	0.74	8.2%	1.14
Commercial	\$58,494,658	41.5%	33.9%	1.22	37.4%	1.11	35.5%	1.17	42.2%	0.98
All Other	\$2,652,883	1.9%	5.1%	0.37	8.4%	0.22	4.2%	0.45	2.3%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$41,147,623	29.2%	35.2%	0.83	31.8%	0.92	27.4%	1.06	27.2%	1.07
Medical Assistance	\$9,620,977	6.8%	11.1%	0.62	9.3%	0.74	8.8%	0.77	5.8%	1.18
Commercial	\$21,787,041	15.4%	14.9%	1.03	19.0%	0.81	12.2%	1.27	15.8%	0.98
Charity Care	\$838,159	0.6%	0.7%	0.83	0.5%	1.12	0.7%	0.84	0.5%	1.11
Bad Debt	\$1,389,187	1.0%	1.0%	0.97	1.0%	0.95	1.3%	0.78	1.6%	0.62
All Other	\$2,507,678	1.8%	2.8%	0.64	4.5%	0.39	2.4%	0.74	4.1%	0.44
Total Deductions	\$77,290,665	54.8%	65.8%	0.83	66.2%	0.83	52.8%	1.04	55.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.5%	0.44	6.8%	0.42	4.2%	0.69	3.4%	0.85
Net Gains/Losses as % of Net Income		42.7%	29.4%	1.46	49.6%	0.86	27.5%	1.56	93.9%	0.45
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,976,571	54.4%	42.4%	1.28	44.5%	1.22	46.9%	1.16	54.8%	0.99
Supplies & Services	\$19,827,770	36.0%	51.3%	0.70	48.9%	0.74	45.9%	0.78	35.4%	1.02
Capital Component	\$5,333,932	9.7%	6.2%	1.55	6.6%	1.46	7.1%	1.35	9.8%	0.99
Fiscal Statistics										
Operating Margin (%)		16.0%	10.4%	1.53	8.0%	1.98	14.1%	1.14	0.9%	17.36
Total Hospital Net Income (%)		24.9%	14.1%	1.76	14.8%	1.68	18.4%	1.35	13.3%	1.88
Return on Equity (%)		16.0%	6.3%	2.54	10.2%	1.58	1.6%	10.06	7.8%	2.07
Current Ratio		3.5	4.1	0.85	2.7	1.31	2.8	1.25	2.3	1.49
Days in Net Patient Accounts Receivable		64.1	87.5	0.73	50.7	1.26	469.6	0.14	58.7	1.09
Average Payment Period		84.0	89.9	0.93	78.2	1.07	503.0	0.17	98.8	0.85
Equity Financing (%)		68.4%	64.7%	1.06	59.6%	1.15	50.7%	1.35	60.9%	1.12
Long-Term Debt to Equity Ratio		0.3	0.3	0.94	0.3	1.22	0.7	0.42	0.4	0.72
Times Interest Earned		20.5	21.0	0.97	18.0	1.14	28.6	0.72	11.4	1.80
Total Asset Turnover		0.6	0.4	1.34	0.6	0.91	0.1	7.00	0.5	1.12
Average Age of Plant (Years)		10.5	17.1	0.62	12.6	0.84	72.9	0.14	11.8	0.89
Increase (Decrease) Total Net Patient Revenue		31.7%	12.7%	2.49	11.3%	2.82	13.5%	2.35	1.0%	30.54
Outpatient Gross Revenue (% of Total GPR)		74.7%	64.9%	1.15	61.9%	1.21	80.3%	0.93	73.5%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,871	\$18,658	1.01	\$18,949	1.00	\$17,504	1.08	\$18,923	1.00	
Inpatient Net Revenue per Day	\$5,873	\$3,656	1.61	\$3,664	1.60	\$4,490	1.31	\$6,242	0.94	
Outpatient Net Revenue per Visit	\$702	\$781	0.90	\$753	0.93	\$784	0.90	\$598	1.17	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$141,032,919	Cash & Cash Equivalents	\$26,558,624	Current Liabilities	\$11,825,973
Less Deductions	\$77,290,665	Net Patient Receivables	\$11,191,417	Long-Term Debt	\$24,175,328
Net Patient Revenue	\$63,742,254	Other Receivables	\$956,317	Other Liabilities	\$0
Plus Other Revenue	\$1,875,002			Subtotal	\$36,001,301
Total Revenue	\$65,617,256	Land, Buildings & Equipment (Net)	\$42,644,709	Unrestricted Fund Balance	\$78,035,207
Less Expenses	\$55,138,273	Other Assets	\$32,685,441	Restricted Fund Balance	\$1,685,913
Non-Operating Gains/Losses	\$7,815,816			Total Liabilities & Fund Balance	\$114,036,508
Net Income	\$18,294,799	Total Assets	\$114,036,508		

182 Aurora St Luke's Medical Center - South Shore
 5900 S Lake Dr
 Cudahy, WI 53110
 414-489-9000

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: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 4		FY 2021 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.5%	57.9%	0.78	68.4%	0.66	42.2%	1.08	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	42.5%	N/A	19.9%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	47.8%	58.7%	0.81	68.1%	0.70	42.0%	1.14	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	34.1	26.8	1.27	106.2	0.32	12.3	2.77	0.0	N/A
Obstetrics	0.0	4.8	N/A	17.1	N/A	1.4	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	7.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	52.6	49.8	1.06	158.1	0.33	19.1	2.75	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.6	1.11	5.5	0.91	3.8	1.34	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	5.2	4.9	1.06	6.0	0.86	4.0	1.28	0.0	N/A
Surgical Operations									
Inpatient	365	1,037	0.35	2,696	0.14	334	1.09	0	N/A
Outpatient	1,377	3,865	0.36	4,901	0.28	2,451	0.56	0	N/A
Inpatient as % of All Surgeries	21.0%	21.2%	0.99	35.5%	0.59	12.0%	1.75	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	31,143	145,246	0.21	244,552	0.13	76,359	0.41	0	N/A
Emergency Visits	22,148	16,058	1.38	36,633	0.60	11,733	1.89	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	50.6	0.10	12.6	0.40	0.0	N/A
Nurses, Licensed	203.8	247.5	0.82	682.1	0.30	121.7	1.67	0.0	N/A
Ancillary Nursing Personnel	84.4	40.3	2.10	143.1	0.59	21.5	3.93	0.0	N/A
All Other Personnel	351.5	496.2	0.71	1,134.1	0.31	244.0	1.44	0.0	N/A
Total FTEs	644.7	803.0	0.80	2,009.8	0.32	399.8	1.61	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.3	13.0	0.25	14.7	0.22	14.8	0.22	0.0	N/A
Nurses, Licensed	134.2	168.4	0.80	198.5	0.68	143.7	0.93	0.0	N/A
Ancillary Nursing Personnel	55.6	27.4	2.03	41.6	1.34	25.4	2.19	0.0	N/A
All Other Personnel	231.5	337.6	0.69	330.0	0.70	288.0	0.80	0.0	N/A
Total FTEs	424.5	546.4	0.78	584.8	0.73	471.8	0.90	0.0	N/A

Total Hospital:

Beds Set Up & Staffed 110
 Discharges 3,716
 Inpatient Days 19,197

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

182 Aurora St Luke's Medical Center - South Shore
Cudahy, WI 53110

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	2,456	12,444	45.5%	34.1	5.1
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	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	23	1,094	3,936	46.9%	10.8	3.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	12	184	2,817	64.3%	7.7	15.3
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	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	3	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	10	6	13.2
Physicians & Dentists	27	14	27.3	Radiological Services Personnel	25	11	29.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	6	9.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	7	6.3
Registered Nurses	157	70	192.2	Occupational Therapy Assistants/Aides	0	3	1.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	3	9.0
Licensed Practical Nurses	6	1	6.0	Physical Therapy Assistants/Aides	0	3	2.5
Ancillary Nursing Personnel	42	82	84.4	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	5	1	5.6	Psychologists	5	1	5.9
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	6.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	34	20	41.2
Health Info Mgmt-Administrators/Technicians	5	4	8.2	All Other Personnel	96	55	124.6
Pharmacy Personnel	17	5	20.1				
Clinical Laboratory Personnel	19	6	22.7				
				Total	494	304	644.7

182 Aurora St Luke's Medical Center - South Shore

Cudahy, WI 53110

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs.		
		Value	Ratio	2B Value	Ratio	4 Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$240,612,742	53.6%	46.6%	1.15	44.6%	1.20	49.5%	1.08	0.0%	N/A
Medical Assistance	\$83,251,560	18.5%	14.4%	1.29	21.6%	0.86	13.2%	1.41	0.0%	N/A
Commercial	\$113,642,170	25.3%	33.9%	0.75	30.1%	0.84	33.6%	0.75	0.0%	N/A
All Other	\$11,297,835	2.5%	5.1%	0.50	3.7%	0.69	3.7%	0.67	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$193,048,194	43.0%	35.2%	1.22	35.8%	1.20	35.9%	1.20	0.0%	N/A
Medical Assistance	\$74,848,264	16.7%	11.1%	1.51	16.4%	1.01	10.4%	1.61	0.0%	N/A
Commercial	\$55,762,327	12.4%	14.9%	0.83	14.1%	0.88	13.9%	0.90	0.0%	N/A
Charity Care	\$4,745,417	1.1%	0.7%	1.48	0.9%	1.20	0.8%	1.40	0.0%	N/A
Bad Debt	\$5,380,928	1.2%	1.0%	1.18	0.9%	1.28	1.3%	0.93	0.0%	N/A
All Other	\$3,814,276	0.8%	2.8%	0.30	1.3%	0.67	2.3%	0.37	0.0%	N/A
Total Deductions	\$337,599,406	75.2%	65.8%	1.14	69.4%	1.08	64.5%	1.17	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	6.5%	0.42	5.3%	0.52	7.3%	0.38	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	N/A	N/A	21.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,814,507	44.0%	42.4%	1.04	34.5%	1.28	44.5%	0.99	0.0%	N/A
Supplies & Services	\$49,541,633	52.1%	51.3%	1.01	59.5%	0.87	48.6%	1.07	0.0%	N/A
Capital Component	\$3,726,710	3.9%	6.2%	0.63	6.0%	0.66	6.9%	0.57	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)		16.8%	10.4%	1.62	11.2%	1.51	13.9%	1.22	0.0%	N/A
Total Hospital Net Income (%)		16.8%	14.1%	1.19	10.9%	1.55	17.0%	0.99	0.0%	N/A
Return on Equity (%)		0.0%	6.3%	N/A	7.1%	N/A	13.1%	N/A	0.0%	N/A
Current Ratio		0.0	4.1	N/A	6.9	N/A	4.4	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	87.5	N/A	56.9	N/A	43.9	N/A	0.0	N/A
Average Payment Period		0.0	89.9	N/A	51.3	N/A	61.1	N/A	0.0	N/A
Equity Financing (%)		0.0%	64.7%	N/A	83.8%	N/A	78.9%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		25.8	21.0	1.23	14.2	1.82	25.9	1.00	0.0	N/A
Total Asset Turnover		0.0	0.4	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	17.1	N/A	11.7	N/A	10.3	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		18.0%	12.7%	1.41	11.5%	1.56	14.2%	1.27	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.7%	64.9%	0.95	52.8%	1.17	76.7%	0.80	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,829		\$18,658	0.47	\$25,873	0.34	\$12,297	0.72	\$0	N/A
Inpatient Net Revenue per Day	\$1,545		\$3,656	0.42	\$4,216	0.37	\$2,830	0.55	\$0	N/A
Outpatient Net Revenue per Visit	\$1,572		\$781	2.01	\$852	1.84	\$806	1.95	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$448,804,307	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$337,599,406	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$111,204,901	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,142,766			Subtotal	\$0
Total Revenue	\$114,347,667	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$95,082,850	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$19,264,817	Total Assets	\$0		

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: 1

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.4%	57.9%	0.42	49.7%	0.49	14.2%	1.71	12.7%	1.92
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	22.2%	58.7%	0.38	50.3%	0.44	18.3%	1.21	12.5%	1.78
Average Census (Patients)									
Adult Medical-Surgical	2.4	26.8	0.09	11.9	0.21	2.1	1.19	2.5	0.96
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.4	49.8	0.05	18.8	0.13	2.8	0.89	2.6	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.76	4.2	0.84	3.6	0.96	3.9	0.89
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	1.7	0.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.4	0.80	4.3	0.81	3.7	0.94
Surgical Operations									
Inpatient	36	1,037	0.03	390	0.09	54	0.66	20	1.80
Outpatient	222	3,865	0.06	2,637	0.08	1,655	0.13	312	0.71
Inpatient as % of All Surgeries	14.0%	21.2%	0.66	12.9%	1.08	3.2%	4.40	6.0%	2.32
Outpatient Visits									
Non-Emergency Visits	12,920	145,246	0.09	85,077	0.15	27,310	0.47	9,428	1.37
Emergency Visits	2,444	16,058	0.15	8,132	0.30	3,184	0.77	2,502	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	10.7	0.09	1.7	0.58	1.0	1.00
Nurses, Licensed	45.7	247.5	0.18	127.1	0.36	37.1	1.23	46.7	0.98
Ancillary Nursing Personnel	13.8	40.3	0.34	20.5	0.67	6.4	2.16	11.8	1.17
All Other Personnel	116.8	496.2	0.24	291.6	0.40	71.3	1.64	110.9	1.05
Total FTEs	177.3	803.0	0.22	450.0	0.39	116.6	1.52	170.4	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.6	13.0	0.43	14.3	0.39	11.4	0.49	5.1	1.10
Nurses, Licensed	256.6	168.4	1.52	169.5	1.51	246.5	1.04	237.7	1.08
Ancillary Nursing Personnel	77.4	27.4	2.82	27.3	2.83	42.3	1.83	59.9	1.29
All Other Personnel	656.3	337.6	1.94	388.8	1.69	473.5	1.39	565.1	1.16
Total FTEs	995.9	546.4	1.82	599.9	1.66	773.8	1.29	867.8	1.15

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	11	Health Maintenance Organization (HMO)	No	Average Beds Used	4	Bassinets	0
Discharges	254	Preferred Provider Organization (PPO)	Yes	Discharges	61	Total Births	0
Inpatient Days	893			Inpatient Days	841	Newborn Days	0

024 Cumberland Healthcare
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	254	890	24.4%	2.4	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	4	1	1	3	0.8%	0.0	3.0
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	1	0	1.0	Surgical Personnel	2	1	2.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	6	2	6.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.9
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	25	21	39.6	Occupational Therapy Assistants/Aides	0	2	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	1	7.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.6
Ancillary Nursing Personnel	10	8	13.8	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	0	5.0	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	13	13	13.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	38	6	43.0
Pharmacy Personnel	4	4	4.4				
Clinical Laboratory Personnel	10	4	10.4				
				Total	148	66	177.3

024 Cumberland Healthcare

Cumberland, WI 54829

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,054,186	57.0%	46.6%	1.22	50.7%	1.12	46.0%	1.24	57.1%	1.00
Medical Assistance	\$5,606,948	11.0%	14.4%	0.76	12.0%	0.91	12.0%	0.92	11.0%	1.00
Commercial	\$14,825,008	29.1%	33.9%	0.86	32.9%	0.88	37.7%	0.77	28.9%	1.01
All Other	\$1,529,168	3.0%	5.1%	0.59	4.5%	0.67	4.2%	0.71	3.0%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,309,660	30.0%	35.2%	0.85	33.4%	0.90	24.4%	1.23	26.9%	1.12
Medical Assistance	\$2,878,595	5.6%	11.1%	0.51	8.6%	0.65	8.3%	0.68	7.0%	0.81
Commercial	\$5,432,227	10.6%	14.9%	0.71	10.0%	1.07	11.4%	0.93	8.2%	1.29
Charity Care	\$111,548	0.2%	0.7%	0.31	0.6%	0.37	0.7%	0.31	0.2%	0.88
Bad Debt	\$931,801	1.8%	1.0%	1.79	1.1%	1.60	1.4%	1.31	2.0%	0.93
All Other	\$389,431	0.8%	2.8%	0.27	2.7%	0.29	2.2%	0.34	1.5%	0.51
Total Deductions	\$25,053,262	49.1%	65.8%	0.75	56.4%	0.87	48.5%	1.01	45.8%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	6.5%	0.20	5.6%	0.23	5.2%	0.25	1.3%	0.96	
Net Gains/Losses as % of Net Income	94.9%	29.4%	3.23	37.6%	2.52	16.4%	5.77	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,262,474	58.7%	42.4%	1.38	50.5%	1.16	49.0%	1.20	40.6%	1.45
Supplies & Services	\$9,155,976	35.2%	51.3%	0.69	44.3%	0.79	44.0%	0.80	55.3%	0.64
Capital Component	\$1,578,231	6.1%	6.2%	0.97	5.1%	1.18	7.0%	0.87	4.1%	1.46
Fiscal Statistics										
Operating Margin (%)	1.1%	10.4%	0.11	9.6%	0.12	12.2%	0.09	-38.0%	N/A	
Total Hospital Net Income (%)	18.4%	14.1%	1.31	14.5%	1.27	14.2%	1.30	-36.0%	N/A	
Return on Equity (%)	17.2%	6.3%	2.73	2.4%	7.17	21.6%	0.80	-31.5%	N/A	
Current Ratio	0.8	4.1	0.20	2.7	0.31	2.1	0.39	0.6	1.31	
Days in Net Patient Accounts Receivable	46.3	87.5	0.53	250.3	0.18	53.3	0.87	53.0	0.87	
Average Payment Period	110.3	89.9	1.23	256.1	0.43	54.9	2.01	95.7	1.15	
Equity Financing (%)	0.0%	64.7%	N/A	51.4%	N/A	43.0%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	65.0	21.0	3.09	45.6	1.43	13.9	4.68	-65.4	N/A	
Total Asset Turnover	0.8	0.4	1.80	0.2	4.93	1.5	0.52	0.9	0.89	
Average Age of Plant (Years)	13.7	17.1	0.80	51.5	0.27	8.5	1.62	16.3	0.84	
Increase (Decrease) Total Net Patient Revenue	7.2%	12.7%	0.57	13.4%	0.54	15.6%	0.47	-0.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	86.3%	64.9%	1.33	75.1%	1.15	82.0%	1.05	87.2%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,623	\$18,658	0.62	\$16,496	0.70	\$21,986	0.53	\$10,220	1.14	
Inpatient Net Revenue per Day	\$2,096	\$3,656	0.57	\$3,511	0.60	\$3,295	0.64	\$2,082	1.01	
Outpatient Net Revenue per Visit	\$1,513	\$781	1.94	\$874	1.73	\$696	2.17	\$1,828	0.83	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,015,310	Cash & Cash Equivalents	\$2,152,825	Current Liabilities	\$7,465,774
Less Deductions	\$25,053,262	Net Patient Receivables	\$3,290,434	Long-Term Debt	\$5,033,854
Net Patient Revenue	\$25,962,048	Other Receivables	\$0	Other Liabilities	\$21,631,416
Plus Other Revenue	\$336,106			Subtotal	\$34,131,044
Total Revenue	\$26,298,154	Land, Buildings & Equipment (Net)	\$10,517,427		
Less Expenses	\$25,996,681	Other Assets	\$18,170,358	Unrestricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,577,738			Restricted Fund Balance	\$0
Net Income	\$5,879,211	Total Assets	\$34,131,044	Total Liabilities & Fund Balance	\$34,131,044

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.9%	57.9%	0.12	58.2%	0.12	14.2%	0.49	5.9%	1.18
Obstetrics	0.0%	36.8%	N/A	41.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	6.9%	58.7%	0.12	62.3%	0.11	18.3%	0.38	5.9%	1.18
Average Census (Patients)									
Adult Medical-Surgical	1.7	26.8	0.06	25.0	0.07	2.1	0.84	1.5	1.18
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.7	49.8	0.03	53.8	0.03	2.8	0.63	1.5	1.18
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.6	0.60	4.5	0.61	3.6	0.76	2.7	1.02
Obstetrics	0.0	2.4	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.57	4.5	0.61	4.3	0.64	2.7	1.02
Surgical Operations									
Inpatient	57	1,037	0.05	947	0.06	54	1.05	61	0.93
Outpatient	514	3,865	0.13	3,798	0.14	1,655	0.31	459	1.12
Inpatient as % of All Surgeries	10.0%	21.2%	0.47	20.0%	0.50	3.2%	3.15	11.7%	0.85
Outpatient Visits									
Non-Emergency Visits	23,473	145,246	0.16	172,458	0.14	27,310	0.86	19,487	1.20
Emergency Visits	1,857	16,058	0.12	16,037	0.12	3,184	0.58	1,569	1.18
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	20.3	0.25	1.7	2.90	5.0	1.00
Nurses, Licensed	43.5	247.5	0.18	270.6	0.16	37.1	1.17	44.0	0.99
Ancillary Nursing Personnel	13.7	40.3	0.34	38.3	0.36	6.4	2.15	18.0	0.76
All Other Personnel	79.3	496.2	0.16	620.2	0.13	71.3	1.11	72.8	1.09
Total FTEs	141.5	803.0	0.18	949.5	0.15	116.6	1.21	139.8	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	45.3	13.0	3.49	12.6	3.59	11.4	3.96	60.8	0.75
Nurses, Licensed	394.2	168.4	2.34	168.2	2.34	246.5	1.60	534.7	0.74
Ancillary Nursing Personnel	123.9	27.4	4.52	23.8	5.20	42.3	2.93	218.8	0.57
All Other Personnel	718.3	337.6	2.13	385.4	1.86	473.5	1.52	884.8	0.81
Total FTEs	1,281.7	546.4	2.35	590.0	2.17	773.8	1.66	1,699.0	0.75

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	25	Bassinets	0
Discharges	229	Organization (HMO)	Yes	Discharges	47	Total Births	0
Inpatient Days	632	Preferred Provider		Inpatient Days	362	Newborn Days	0
		Organization (PPO)	Yes				

025 Memorial Hospital of Lafayette Co.
Darlington, WI 53530

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	229	632	6.9%	1.7	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	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	5	0	5.0	Radiological Services Personnel	5	2	5.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	36	5	38.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	11	7	13.7	Recreational Therapists	0	0	0.0
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	1	36.0
Health Info Mgmt-Administrators/Technicians	7	0	7.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	7	1	7.8				
				Total	133	17	141.5

025 Memorial Hospital of Lafayette Co.

Darlington, WI 53530

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,796,228	54.0%	46.6%	1.16	42.1%	1.28	46.0%	1.17	52.0%	1.04
Medical Assistance	\$3,805,544	8.6%	14.4%	0.60	12.0%	0.72	12.0%	0.72	7.0%	1.23
Commercial	\$15,954,214	36.2%	33.9%	1.07	37.4%	0.97	37.7%	0.96	40.0%	0.90
All Other	\$511,103	1.2%	5.1%	0.23	8.4%	0.14	4.2%	0.27	1.0%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,334,604	23.5%	35.2%	0.67	31.8%	0.74	24.4%	0.96	20.5%	1.15
Medical Assistance	\$1,937,736	4.4%	11.1%	0.40	9.3%	0.47	8.3%	0.53	3.4%	1.31
Commercial	\$7,051,468	16.0%	14.9%	1.07	19.0%	0.84	11.4%	1.40	15.8%	1.01
Charity Care	\$208,501	0.5%	0.7%	0.66	0.5%	0.89	0.7%	0.67	0.1%	3.30
Bad Debt	\$268,241	0.6%	1.0%	0.60	1.0%	0.59	1.4%	0.44	0.9%	0.67
All Other	\$148,784	0.3%	2.8%	0.12	4.5%	0.07	2.2%	0.15	0.3%	1.34
Total Deductions	\$19,949,334	45.3%	65.8%	0.69	66.2%	0.68	48.5%	0.93	41.0%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.8%	6.5%	0.43	6.8%	0.41	5.2%	0.54	0.1%	30.58
Net Gains/Losses as % of Net Income		99.7%	29.4%	3.40	49.6%	2.01	16.4%	6.06	290.3%	0.34
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,542,846	50.6%	42.4%	1.19	44.5%	1.14	49.0%	1.03	50.6%	1.00
Supplies & Services	\$10,947,447	44.2%	51.3%	0.86	48.9%	0.90	44.0%	1.00	42.6%	1.04
Capital Component	\$1,301,614	5.3%	6.2%	0.84	6.6%	0.79	7.0%	0.75	6.8%	0.77
Fiscal Statistics										
Operating Margin (%)		0.1%	10.4%	0.01	8.0%	0.01	12.2%	0.00	-7.0%	N/A
Total Hospital Net Income (%)		16.2%	14.1%	1.15	14.8%	1.09	14.2%	1.14	3.3%	4.89
Return on Equity (%)		21.1%	6.3%	3.34	10.2%	2.08	21.6%	0.98	3.6%	5.86
Current Ratio		5.8	4.1	1.42	2.7	2.19	2.1	2.75	2.0	2.93
Days in Net Patient Accounts Receivable		49.9	87.5	0.57	50.7	0.98	53.3	0.94	48.4	1.03
Average Payment Period		21.9	89.9	0.24	78.2	0.28	54.9	0.40	87.5	0.25
Equity Financing (%)		85.2%	64.7%	1.32	59.6%	1.43	43.0%	1.98	57.9%	1.47
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.7	N/A	0.2	N/A
Times Interest Earned		119.1	21.0	5.66	18.0	6.61	13.9	8.57	11.2	10.67
Total Asset Turnover		1.1	0.4	2.55	0.6	1.72	1.5	0.74	1.0	1.11
Average Age of Plant (Years)		14.0	17.1	0.82	12.6	1.11	8.5	1.65	10.7	1.31
Increase (Decrease) Total Net Patient Revenue		11.4%	12.7%	0.89	11.3%	1.01	15.6%	0.73	-0.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.3%	64.9%	1.30	61.9%	1.36	82.0%	1.03	82.2%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,903		\$18,658	1.01	\$18,949	1.00	\$21,986	0.86	\$17,022	1.11
Inpatient Net Revenue per Day	\$5,081		\$3,656	1.39	\$3,664	1.39	\$3,295	1.54	\$4,573	1.11
Outpatient Net Revenue per Visit	\$749		\$781	0.96	\$753	1.00	\$696	1.08	\$826	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,067,089	Cash & Cash Equivalents	\$3,086,530	Current Liabilities	\$1,435,099
Less Deductions	\$19,949,334	Net Patient Receivables	\$3,297,321	Long-Term Debt	\$0
Net Patient Revenue	\$24,117,755	Other Receivables	\$109,977	Other Liabilities	\$1,923,531
Plus Other Revenue	\$687,193			Subtotal	\$3,358,630
Total Revenue	\$24,804,948	Land, Buildings & Equipment (Net)	\$6,163,918		
Less Expenses	\$24,791,907	Other Assets	\$10,000,794	Unrestricted Fund Balance	\$19,299,912
Non-Operating Gains/Losses	\$4,770,122			Restricted Fund Balance	\$0
Net Income	\$4,783,163	Total Assets	\$22,658,540	Total Liabilities & Fund Balance	\$22,658,542

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.3%	57.9%	0.68	58.2%	0.68	36.8%	1.07	39.5%	1.00
Obstetrics	29.2%	36.8%	0.79	41.0%	0.04	23.3%	1.25	19.9%	1.46
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.7%	58.7%	0.62	62.3%	0.59	42.9%	0.86	32.6%	1.13
Average Census (Patients)									
Adult Medical-Surgical	6.7	26.8	0.25	25.0	0.27	7.2	0.93	5.9	1.13
Obstetrics	1.5	4.8	0.30	4.5	0.32	0.9	1.58	1.4	1.05
Pediatrics	0.1	1.5	0.04	2.2	0.03	0.0	0.04	0.0	1.92
Total Hospital	9.2	49.8	0.18	53.8	0.17	10.9	0.84	8.1	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.6	0.97	4.5	0.98	3.5	1.28	4.3	1.04
Obstetrics	2.1	2.4	0.87	2.5	0.83	2.1	1.03	2.2	0.96
Pediatrics	1.8	3.8	0.46	4.5	0.40	1.8	1.00	2.4	0.74
Total Hospital	3.7	4.9	0.75	4.5	0.81	3.8	0.98	3.3	1.12
Surgical Operations									
Inpatient	167	1,037	0.16	947	0.18	234	0.72	124	1.35
Outpatient	2,357	3,865	0.61	3,798	0.62	1,718	1.37	1,133	2.08
Inpatient as % of All Surgeries	6.6%	21.2%	0.31	20.0%	0.33	12.0%	0.55	9.9%	0.67
Outpatient Visits									
Non-Emergency Visits	75,214	145,246	0.52	172,458	0.44	77,301	0.97	42,655	1.76
Emergency Visits	6,774	16,058	0.42	16,037	0.42	9,586	0.71	6,107	1.11
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	20.3	0.20	11.2	0.36	4.0	1.00
Nurses, Licensed	86.5	247.5	0.35	270.6	0.32	81.2	1.07	84.3	1.03
Ancillary Nursing Personnel	13.0	40.3	0.32	38.3	0.34	13.2	0.98	11.1	1.17
All Other Personnel	254.2	496.2	0.51	620.2	0.41	206.7	1.23	247.2	1.03
Total FTEs	357.6	803.0	0.45	949.5	0.38	312.3	1.15	346.6	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	13.0	0.53	12.6	0.55	20.5	0.34	7.8	0.89
Nurses, Licensed	149.6	168.4	0.89	168.2	0.89	148.3	1.01	164.4	0.91
Ancillary Nursing Personnel	22.5	27.4	0.82	23.8	0.94	24.2	0.93	21.6	1.04
All Other Personnel	439.8	337.6	1.30	385.4	1.14	377.6	1.16	481.9	0.91
Total FTEs	618.9	546.4	1.13	590.0	1.05	570.6	1.08	675.7	0.92

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	913	Preferred Provider Organization (PPO)	Yes	Discharges	27	Total Births	244
Inpatient Days	3,348			Inpatient Days	215	Newborn Days	424

026 Upland Hills Health Inc
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	550	2,440	39.3%	6.7	4.4
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	9	43	0.0%	0.1	4.8
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	13	23	0.0%	0.1	1.8
Obstetrics	1	5	251	532	29.2%	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	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	68	310	28.3%	0.8	4.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
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	0	2.0
Physicians & Dentists	14	2	15.0	Radiological Services Personnel	4	4	6.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.9
Registered Nurses	42	44	69.4	Occupational Therapy Assistants/Aides	0	3	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	5	10.5
Licensed Practical Nurses	4	6	8.3	Physical Therapy Assistants/Aides	2	2	2.8
Ancillary Nursing Personnel	2	21	13.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	3	1.4
Nurse Practitioners	6	1	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	11	17.1
Health Info Mgmt-Administrators/Technicians	10	2	10.9	All Other Personnel	92	66	130.2
Pharmacy Personnel	5	3	6.9				
Clinical Laboratory Personnel	12	5	15.2				
				Total	242	193	357.6

026 Upland Hills Health Inc
Dodgeville, WI 53533

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$54,131,768	32.0%	46.6%	0.69	42.1%	0.76	47.0%	0.68	35.6%	0.90
Medical Assistance	\$19,849,714	11.7%	14.4%	0.81	12.0%	0.97	13.0%	0.90	9.9%	1.19
Commercial	\$90,510,616	53.4%	33.9%	1.58	37.4%	1.43	36.1%	1.48	51.8%	1.03
All Other	\$4,860,378	2.9%	5.1%	0.57	8.4%	0.34	3.8%	0.75	2.7%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$40,061,285	23.7%	35.2%	0.67	31.8%	0.74	32.5%	0.73	22.9%	1.03
Medical Assistance	\$15,232,107	9.0%	11.1%	0.81	9.3%	0.97	9.9%	0.91	7.9%	1.13
Commercial	\$39,099,316	23.1%	14.9%	1.55	19.0%	1.22	14.1%	1.63	23.3%	0.99
Charity Care	\$604,271	0.4%	0.7%	0.50	0.5%	0.67	0.7%	0.54	0.9%	0.41
Bad Debt	\$1,528,289	0.9%	1.0%	0.89	1.0%	0.87	1.5%	0.60	1.1%	0.81
All Other	\$3,457,124	2.0%	2.8%	0.73	4.5%	0.45	1.8%	1.15	1.5%	1.33
Total Deductions	\$99,982,392	59.0%	65.8%	0.90	66.2%	0.89	60.4%	0.98	57.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.0%	6.5%	0.47	6.8%	0.45	7.5%	0.41	9.5%	0.32
Net Gains/Losses as % of Net Income		34.4%	29.4%	1.17	49.6%	0.69	42.4%	0.81	20.1%	1.71
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,085,379	56.4%	42.4%	1.33	44.5%	1.27	50.4%	1.12	58.0%	0.97
Supplies & Services	\$20,677,073	32.3%	51.3%	0.63	48.9%	0.66	42.2%	0.77	29.9%	1.08
Capital Component	\$7,259,346	11.3%	6.2%	1.82	6.6%	1.71	7.5%	1.52	12.2%	0.93
Fiscal Statistics										
Operating Margin (%)		10.5%	10.4%	1.01	8.0%	1.31	8.9%	1.18	8.8%	1.19
Total Hospital Net Income (%)		15.2%	14.1%	1.08	14.8%	1.03	14.5%	1.05	10.8%	1.41
Return on Equity (%)		8.5%	6.3%	1.34	10.2%	0.83	11.3%	0.75	5.3%	1.59
Current Ratio		3.3	4.1	0.80	2.7	1.24	5.3	0.62	2.2	1.53
Days in Net Patient Accounts Receivable		37.3	87.5	0.43	50.7	0.74	49.1	0.76	43.5	0.86
Average Payment Period		71.1	89.9	0.79	78.2	0.91	43.7	1.63	108.1	0.66
Equity Financing (%)		72.1%	64.7%	1.12	59.6%	1.21	76.8%	0.94	65.4%	1.10
Long-Term Debt to Equity Ratio		0.3	0.3	0.99	0.3	1.29	0.2	1.76	0.4	0.88
Times Interest Earned		13.7	21.0	0.65	18.0	0.76	19.8	0.69	13.6	1.01
Total Asset Turnover		0.5	0.4	1.23	0.6	0.83	0.7	0.72	0.5	1.09
Average Age of Plant (Years)		9.0	17.1	0.53	12.6	0.71	10.5	0.85	7.7	1.16
Increase (Decrease) Total Net Patient Revenue		18.4%	12.7%	1.44	11.3%	1.63	11.8%	1.55	3.9%	4.68
Outpatient Gross Revenue (% of Total GPR)		84.2%	64.9%	1.30	61.9%	1.36	79.7%	1.06	84.9%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,724		\$18,658	0.90	\$18,949	0.88	\$14,182	1.18	\$14,322	1.17
Inpatient Net Revenue per Day	\$4,414		\$3,656	1.21	\$3,664	1.20	\$3,541	1.25	\$4,117	1.07
Outpatient Net Revenue per Visit	\$672		\$781	0.86	\$753	0.89	\$602	1.12	\$950	0.71

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$169,352,476	Cash & Cash Equivalents	\$26,578,067	Current Liabilities	\$11,331,822
Less Deductions	\$99,982,392	Net Patient Receivables	\$7,094,483	Long-Term Debt	\$31,974,364
Net Patient Revenue	\$69,370,084	Other Receivables	\$436,636	Other Liabilities	\$0
Plus Other Revenue	\$2,180,174			Subtotal	\$43,306,186
Total Revenue	\$71,550,258	Land, Buildings & Equipment (Net)	\$52,215,712	Unrestricted Fund Balance	\$97,742,630
Less Expenses	\$64,021,798	Other Assets	\$49,149,022	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,946,925			Total Liabilities & Fund Balance	\$141,048,816
Net Income	\$11,475,385	Total Assets	\$135,473,920		

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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	4.8%	57.9%	0.08	49.7%	0.10	14.2%	0.34	3.2%	1.48
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	4.8%	58.7%	0.08	50.3%	0.10	18.3%	0.26	3.2%	1.48
Average Census (Patients)									
Adult Medical-Surgical	1.2	26.8	0.04	11.9	0.10	2.1	0.58	0.8	1.48
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	49.8	0.02	18.8	0.06	2.8	0.43	0.8	1.48
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.75	4.2	0.82	3.6	0.94	2.8	1.21
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.69	4.4	0.77	4.3	0.78	2.8	1.20
Surgical Operations									
Inpatient	0	1,037	N/A	390	N/A	54	N/A	0	N/A
Outpatient	188	3,865	0.05	2,637	0.07	1,655	0.11	179	1.05
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	12.9%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	29,111	145,246	0.20	85,077	0.34	27,310	1.07	10,967	2.65
Emergency Visits	1,554	16,058	0.10	8,132	0.19	3,184	0.49	1,355	1.15
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	10.7	0.09	1.7	0.58	1.0	1.00
Nurses, Licensed	24.6	247.5	0.10	127.1	0.19	37.1	0.66	22.6	1.09
Ancillary Nursing Personnel	8.1	40.3	0.20	20.5	0.39	6.4	1.27	8.9	0.91
All Other Personnel	52.8	496.2	0.11	291.6	0.18	71.3	0.74	57.1	0.93
Total FTEs	86.5	803.0	0.11	450.0	0.19	116.6	0.74	89.6	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.3	13.0	0.87	14.3	0.79	11.4	0.98	16.6	0.68
Nurses, Licensed	277.0	168.4	1.65	169.5	1.63	246.5	1.12	375.2	0.74
Ancillary Nursing Personnel	91.2	27.4	3.33	27.3	3.34	42.3	2.16	148.2	0.62
All Other Personnel	595.2	337.6	1.76	388.8	1.53	473.5	1.26	947.1	0.63
Total FTEs	974.7	546.4	1.78	599.9	1.62	773.8	1.26	1,487.0	0.66

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	129	Preferred Provider Organization (PPO)	Yes	Discharges	38	Total Births	0
Inpatient Days	436			Inpatient Days	375	Newborn Days	0

027 AdventHealth Durand
Durand, WI 54736

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	127	436	4.8%	1.2	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	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	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	3	2	4.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	6	9	12.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	3	3.9	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	4	8.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	4	1	4.7	All Other Health Professionals	2	1	2.5
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	23	10	28.9
Pharmacy Personnel	0	2	1.3				
Clinical Laboratory Personnel	7	0	7.0				
				Total	64	34	86.5

027 AdventHealth Durand

Durand, WI 54736

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,798,910	60.2%	46.6%	1.29	50.7%	1.19	46.0%	1.31	65.1%	0.92
Medical Assistance	\$2,342,330	8.4%	14.4%	0.58	12.0%	0.70	12.0%	0.70	10.1%	0.83
Commercial	\$8,293,236	29.7%	33.9%	0.88	32.9%	0.90	37.7%	0.79	22.8%	1.30
All Other	\$472,391	1.7%	5.1%	0.33	4.5%	0.38	4.2%	0.40	1.9%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,144,173	25.6%	35.2%	0.73	33.4%	0.77	24.4%	1.05	22.0%	1.16
Medical Assistance	\$1,623,883	5.8%	11.1%	0.53	8.6%	0.67	8.3%	0.70	5.8%	1.01
Commercial	\$1,591,065	5.7%	14.9%	0.38	10.0%	0.57	11.4%	0.50	6.1%	0.94
Charity Care	\$143,163	0.5%	0.7%	0.72	0.6%	0.88	0.7%	0.72	1.5%	0.35
Bad Debt	\$504,016	1.8%	1.0%	1.77	1.1%	1.59	1.4%	1.29	1.1%	1.68
All Other	\$437,769	1.6%	2.8%	0.56	2.7%	0.59	2.2%	0.71	0.1%	13.34
Total Deductions	\$11,444,069	41.0%	65.8%	0.62	56.4%	0.73	48.5%	0.85	36.5%	1.12
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.0%	6.5%	0.46	5.6%	0.53	5.2%	0.58	14.5%	0.21
Net Gains/Losses as % of Net Income		24.8%	29.4%	0.85	37.6%	0.66	16.4%	1.51	17.5%	1.42
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,293,534	57.5%	42.4%	1.36	50.5%	1.14	49.0%	1.17	54.0%	1.06
Supplies & Services	\$6,346,999	39.3%	51.3%	0.77	44.3%	0.89	44.0%	0.89	43.0%	0.91
Capital Component	\$520,704	3.2%	6.2%	0.52	5.1%	0.63	7.0%	0.46	3.0%	1.08
Fiscal Statistics										
Operating Margin (%)		4.8%	10.4%	0.46	9.6%	0.50	12.2%	0.39	4.4%	1.07
Total Hospital Net Income (%)		6.2%	14.1%	0.44	14.5%	0.43	14.2%	0.44	5.3%	1.17
Return on Equity (%)		9.0%	6.3%	1.43	2.4%	3.76	21.6%	0.42	6.8%	1.33
Current Ratio		2.5	4.1	0.60	2.7	0.91	2.1	1.15	1.9	1.32
Days in Net Patient Accounts Receivable		49.7	87.5	0.57	250.3	0.20	53.3	0.93	48.9	1.02
Average Payment Period		97.5	89.9	1.08	256.1	0.38	54.9	1.77	144.9	0.67
Equity Financing (%)		32.6%	64.7%	0.50	51.4%	0.63	43.0%	0.76	25.9%	1.26
Long-Term Debt to Equity Ratio		0.8	0.3	2.50	0.7	1.21	0.7	1.18	1.0	0.84
Times Interest Earned		12.3	21.0	0.58	45.6	0.27	13.9	0.88	9.5	1.29
Total Asset Turnover		1.4	0.4	3.32	0.2	9.11	1.5	0.96	1.3	1.13
Average Age of Plant (Years)		1.9	17.1	0.11	51.5	0.04	8.5	0.23	1.5	1.30
Increase (Decrease) Total Net Patient Revenue		20.0%	12.7%	1.57	13.4%	1.48	15.6%	1.28	-5.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.5%	64.9%	1.33	75.1%	1.15	82.0%	1.06	86.6%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$24,576		\$18,658	1.32	\$16,496	1.49	\$21,986	1.12	\$24,186	1.02
Inpatient Net Revenue per Day	\$5,050		\$3,656	1.38	\$3,511	1.44	\$3,295	1.53	\$4,629	1.09
Outpatient Net Revenue per Visit	\$421		\$781	0.54	\$874	0.48	\$696	0.61	\$844	0.50

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$27,906,867	Cash & Cash Equivalents	\$7,588,872	Current Liabilities	\$4,240,129
Less Deductions	\$11,444,069	Net Patient Receivables	\$2,241,111	Long-Term Debt	\$3,192,725
Net Patient Revenue	\$16,462,798	Other Receivables	\$175,443	Other Liabilities	\$599,078
Plus Other Revenue	\$506,624			Subtotal	\$8,031,932
Total Revenue	\$16,969,422	Land, Buildings & Equipment (Net)	\$1,156,685	Unrestricted Fund Balance	\$3,880,837
Less Expenses	\$16,161,237	Other Assets	\$750,658	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$267,106			Total Liabilities & Fund Balance	\$11,912,769
Net Income	\$1,075,291	Total Assets	\$11,912,769		

028 Aspirus Eagle River Hospital
 201 E 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: 1

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.9%	57.9%	0.29	58.8%	0.29	14.2%	1.18	16.5%	1.02
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	16.9%	58.7%	0.29	61.6%	0.27	18.3%	0.92	16.5%	1.02
Average Census (Patients)									
Adult Medical-Surgical	2.2	26.8	0.08	17.6	0.12	2.1	1.07	2.3	0.95
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.2	49.8	0.04	35.6	0.06	2.8	0.79	2.3	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.79	4.4	0.83	3.6	1.00	3.6	1.00
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.7	4.9	0.55	4.7	0.57	4.3	0.62	2.9	0.93
Surgical Operations									
Inpatient	0	1,037	N/A	1,116	N/A	54	N/A	0	N/A
Outpatient	0	3,865	N/A	3,513	N/A	1,655	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	24.1%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	25,285	145,246	0.17	131,878	0.19	27,310	0.93	13,989	1.81
Emergency Visits	4,945	16,058	0.31	11,093	0.45	3,184	1.55	5,179	0.95
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	20.4	0.05	1.7	0.58	1.5	0.65
Nurses, Licensed	16.2	247.5	0.07	172.5	0.09	37.1	0.44	14.3	1.13
Ancillary Nursing Personnel	1.0	40.3	0.02	24.7	0.04	6.4	0.16	2.6	0.38
All Other Personnel	22.7	496.2	0.05	457.0	0.05	71.3	0.32	25.2	0.90
Total FTEs	40.9	803.0	0.05	674.6	0.06	116.6	0.35	43.8	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.8	13.0	0.52	17.1	0.40	11.4	0.59	9.3	0.73
Nurses, Licensed	110.2	168.4	0.65	144.1	0.76	246.5	0.45	86.6	1.27
Ancillary Nursing Personnel	6.8	27.4	0.25	20.6	0.33	42.3	0.16	16.0	0.42
All Other Personnel	154.6	337.6	0.46	381.6	0.40	473.5	0.33	152.6	1.01
Total FTEs	278.3	546.4	0.51	563.4	0.49	773.8	0.36	264.6	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	13	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	298	Preferred Provider Organization (PPO)	Yes	Discharges	77	Total Births	0
Inpatient Days	800			Inpatient Days	974	Newborn Days	0

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	220	800	16.9%	2.2	3.6
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
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	1	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	2	1.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	15	7	16.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	5.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	0	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	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	11	8.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	1	0	1.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	3	2	3.5				
				Total	35	25	40.9

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,093,668	59.3%	46.6%	1.27	51.2%	1.16	46.0%	1.29	58.2%	1.02
Medical Assistance	\$5,118,122	13.2%	14.4%	0.91	13.3%	0.99	12.0%	1.09	13.5%	0.98
Commercial	\$8,131,168	20.9%	33.9%	0.62	29.9%	0.70	37.7%	0.55	21.9%	0.96
All Other	\$2,577,090	6.6%	5.1%	1.31	5.7%	1.17	4.2%	1.57	6.5%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,360,421	34.3%	35.2%	0.97	36.0%	0.95	24.4%	1.40	36.4%	0.94
Medical Assistance	\$3,783,787	9.7%	11.1%	0.88	10.1%	0.96	8.3%	1.17	9.6%	1.02
Commercial	\$1,760,791	4.5%	14.9%	0.30	9.2%	0.49	11.4%	0.40	4.3%	1.06
Charity Care	\$698,902	1.8%	0.7%	2.52	0.8%	2.35	0.7%	2.53	1.8%	1.00
Bad Debt	\$803,352	2.1%	1.0%	2.03	0.8%	2.54	1.4%	1.48	2.5%	0.82
All Other	\$1,814,168	4.7%	2.8%	1.67	3.5%	1.33	2.2%	2.10	5.0%	0.93
Total Deductions	\$22,221,421	57.1%	65.8%	0.87	60.4%	0.94	48.5%	1.18	59.5%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.3%	6.5%	0.36	4.2%	0.55	5.2%	0.45	11.5%	0.20	
Net Gains/Losses as % of Net Income	3,002.1%	29.4%	102.28	32.5%	92.44	16.4%	182.52	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,227,401	32.9%	42.4%	0.78	42.4%	0.78	49.0%	0.67	33.8%	0.97
Supplies & Services	\$9,981,323	62.9%	51.3%	1.22	52.7%	1.19	44.0%	1.43	61.9%	1.02
Capital Component	\$664,475	4.2%	6.2%	0.67	4.9%	0.85	7.0%	0.60	4.3%	0.96
Fiscal Statistics										
Operating Margin (%)	7.1%	10.4%	0.69	9.6%	0.74	12.2%	0.59	2.8%	2.55	
Total Hospital Net Income (%)	-0.3%	14.1%	N/A	13.6%	N/A	14.2%	N/A	2.8%	N/A	
Return on Equity (%)	-0.6%	6.3%	N/A	3.3%	N/A	21.6%	N/A	5.2%	N/A	
Current Ratio	1.6	4.1	0.38	2.8	0.56	2.1	0.74	0.9	1.82	
Days in Net Patient Accounts Receivable	53.5	87.5	0.61	167.5	0.32	53.3	1.00	59.3	0.90	
Average Payment Period	44.6	89.9	0.50	165.5	0.27	54.9	0.81	95.8	0.47	
Equity Financing (%)	0.4%	64.7%	0.01	50.9%	0.01	43.0%	0.01	36.8%	0.01	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	48.7	N/A	13.9	N/A	0.0	N/A	
Total Asset Turnover	2.4	0.4	5.52	0.2	10.26	1.5	1.60	1.9	1.28	
Average Age of Plant (Years)	8.9	17.1	0.52	33.5	0.27	8.5	1.05	8.4	1.06	
Increase (Decrease) Total Net Patient Revenue	18.2%	12.7%	1.43	25.1%	0.73	15.6%	1.17	-14.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.6%	64.9%	1.30	70.5%	1.20	82.0%	1.03	86.0%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,543	\$18,658	0.57	\$16,540	0.64	\$21,986	0.48	\$7,296	1.45	
Inpatient Net Revenue per Day	\$2,176	\$3,656	0.60	\$3,511	0.62	\$3,295	0.66	\$1,757	1.24	
Outpatient Net Revenue per Visit	\$448	\$781	0.57	\$799	0.56	\$696	0.64	\$647	0.69	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,920,048	Cash & Cash Equivalents	\$665	Current Liabilities	\$1,865,797
Less Deductions	\$22,221,421	Net Patient Receivables	\$2,448,615	Long-Term Debt	\$0
Net Patient Revenue	\$16,698,627	Other Receivables	\$14,744	Other Liabilities	\$5,319,757
Plus Other Revenue	\$394,731			Subtotal	\$7,185,554
Total Revenue	\$17,093,358	Land, Buildings & Equipment (Net)	\$4,240,292	Unrestricted Fund Balance	\$31,393
Less Expenses	\$15,873,199	Other Assets	\$512,631	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,262,203	Total Assets	\$7,216,947	Total Liabilities & Fund Balance	\$7,216,947
Net Income	-\$42,044				

322 Marshfield Medical Center - Eau Claire
 2310 Craig Rd
 Eau Claire, WI 54701

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: **6**

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.0%	57.9%	0.83	49.7%	0.97	58.1%	0.83	68.3%	0.70
Obstetrics	35.2%	36.8%	0.96	28.0%	0.10	31.4%	1.12	37.5%	0.94
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	55.9%	58.7%	0.95	50.3%	1.11	55.7%	1.00	63.4%	0.88
Average Census (Patients)									
Adult Medical-Surgical	13.9	26.8	0.52	11.9	1.17	31.3	0.44	11.6	1.20
Obstetrics	2.8	4.8	0.58	2.0	1.43	4.8	0.58	3.0	0.94
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	31.3	49.8	0.63	18.8	1.66	61.6	0.51	27.9	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.6	0.98	4.2	1.08	4.4	1.02	4.1	1.09
Obstetrics	2.1	2.4	0.88	2.2	0.98	2.4	0.90	2.1	1.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.95	4.4	1.05	4.6	0.99	4.1	1.13
Surgical Operations									
Inpatient	781	1,037	0.75	390	2.00	1,302	0.60	932	0.84
Outpatient	8,628	3,865	2.23	2,637	3.27	5,418	1.59	7,883	1.09
Inpatient as % of All Surgeries	8.3%	21.2%	0.39	12.9%	0.64	19.4%	0.43	10.6%	0.79
Outpatient Visits									
Non-Emergency Visits	193,993	145,246	1.34	85,077	2.28	219,131	0.89	194,494	1.00
Emergency Visits	9,092	16,058	0.57	8,132	1.12	24,739	0.37	8,465	1.07
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	10.7	0.37	20.7	0.19	7.0	0.57
Nurses, Licensed	276.4	247.5	1.12	127.1	2.17	342.9	0.81	164.3	1.68
Ancillary Nursing Personnel	32.7	40.3	0.81	20.5	1.60	54.5	0.60	32.4	1.01
All Other Personnel	781.5	496.2	1.57	291.6	2.68	656.1	1.19	252.2	3.10
Total FTEs	1,094.6	803.0	1.36	450.0	2.43	1,074.1	1.02	455.8	2.40
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.2	13.0	0.17	14.3	0.15	10.1	0.21	4.2	0.52
Nurses, Licensed	150.6	168.4	0.89	169.5	0.89	168.5	0.89	98.0	1.54
Ancillary Nursing Personnel	17.8	27.4	0.65	27.3	0.65	26.8	0.67	19.3	0.92
All Other Personnel	426.0	337.6	1.26	388.8	1.10	322.3	1.32	150.5	2.83
Total FTEs	596.7	546.4	1.09	599.9	0.99	527.7	1.13	272.0	2.19

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	56	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,478	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	465
Inpatient Days	11,424			Inpatient Days	0	Newborn Days	962

322 Marshfield Medical Center - Eau Claire
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,130	5,076	48.0%	13.9	4.5
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	1	8	481	1,029	35.2%	2.8	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	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	310	2,515	98.4%	6.9	8.1
Step-Down (Special Care)	1	12	557	2,804	64.0%	7.7	5.0
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	17	8	20.0
Physicians & Dentists	75	21	87.6	Radiological Services Personnel	19	13	27.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	9	8.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.5
Registered Nurses	183	105	225.1	Occupational Therapy Assistants/Aides	5	2	5.4
Certified Nurse Midwives	5	0	5.0	Physical Therapists	10	7	14.7
Licensed Practical Nurses	5	4	7.7	Physical Therapy Assistants/Aides	2	1	2.3
Ancillary Nursing Personnel	19	41	32.7	Recreational Therapists	0	0	0.0
Physician Assistants	12	1	12.6	Dietitians & Nutritionists	2	3	4.2
Nurse Practitioners	26	4	27.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	9	6	10.7	Social Workers	3	5	6.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	228	93	270.2
Health Info Mgmt-Administrators/Technicians	9	0	9.0	All Other Personnel	177	26	185.9
Pharmacy Personnel	26	19	33.8				
Clinical Laboratory Personnel	17	5	19.6				
				Total	915	400	1,094.6

322 Marshfield Medical Center - Eau Claire

Eau Claire, WI 54701

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$279,462,560	48.8%	46.6%	1.05	50.7%	0.96	43.4%	1.12	47.7%	1.02
Medical Assistance	\$77,021,973	13.5%	14.4%	0.93	12.0%	1.12	18.4%	0.73	13.6%	0.99
Commercial	\$181,063,010	31.6%	33.9%	0.93	32.9%	0.96	33.8%	0.93	34.0%	0.93
All Other	\$34,829,104	6.1%	5.1%	1.20	4.5%	1.36	4.3%	1.40	4.8%	1.28
Deductions as % of Total Gross Patient Revenue										
Medicare	\$192,211,129	33.6%	35.2%	0.95	33.4%	1.00	33.7%	1.00	36.4%	0.92
Medical Assistance	\$62,746,528	11.0%	11.1%	0.99	8.6%	1.27	14.1%	0.78	10.9%	1.00
Commercial	\$57,593,289	10.1%	14.9%	0.67	10.0%	1.01	13.7%	0.74	9.1%	1.10
Charity Care	\$4,912,080	0.9%	0.7%	1.20	0.6%	1.47	0.7%	1.31	0.8%	1.06
Bad Debt	\$5,544,486	1.0%	1.0%	0.95	1.1%	0.85	1.3%	0.77	1.2%	0.80
All Other	\$22,966,358	4.0%	2.8%	1.44	2.7%	1.51	2.7%	1.50	2.7%	1.46
Total Deductions	\$345,973,870	60.4%	65.8%	0.92	56.4%	1.07	66.0%	0.92	61.2%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.2%	6.5%	0.03		5.6%	0.04	6.7%	0.03	0.2%	1.01
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A		37.6%	N/A	20.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$100,973,265	44.5%	42.4%	1.05	50.5%	0.88	43.3%	1.03	43.4%	1.03
Supplies & Services	\$114,463,897	50.5%	51.3%	0.98	44.3%	1.14	49.2%	1.03	51.3%	0.99
Capital Component	\$11,248,166	5.0%	6.2%	0.80	5.1%	0.96	7.4%	0.67	5.3%	0.93
Fiscal Statistics										
Operating Margin (%)		0.1%	10.4%	0.01	9.6%	0.01	12.2%	0.01	-3.3%	N/A
Total Hospital Net Income (%)		0.1%	14.1%	0.01	14.5%	0.01	15.0%	0.01	-3.3%	N/A
Return on Equity (%)		0.0%	6.3%	0.00	2.4%	0.00	3.8%	0.00	-0.2%	N/A
Current Ratio		2.8	4.1	0.68	2.7	1.03	4.0	0.69	2.3	1.20
Days in Net Patient Accounts Receivable		520.7	87.5	5.95	250.3	2.08	139.1	3.74	497.2	1.05
Average Payment Period		475.0	89.9	5.28	256.1	1.85	140.8	3.37	714.0	0.67
Equity Financing (%)		47.4%	64.7%	0.73	51.4%	0.92	62.1%	0.76	44.0%	1.08
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.24	0.4	2.01	0.9	0.93
Times Interest Earned		0.0	21.0	N/A	45.6	N/A	15.1	N/A	0.0	N/A
Total Asset Turnover		0.1	0.4	0.17	0.2	0.45	0.2	0.29	0.1	1.09
Average Age of Plant (Years)		79.8	17.1	4.68	51.5	1.55	23.5	3.40	75.9	1.05
Increase (Decrease) Total Net Patient Revenue		9.2%	12.7%	0.72	13.4%	0.68	18.6%	0.49	9.4%	0.98
Outpatient Gross Revenue (% of Total GPR)		83.1%	64.9%	1.28	75.1%	1.11	69.2%	1.20	83.4%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,530	\$18,658	0.78		\$16,496	0.88	\$18,023	0.81	\$13,593	1.07
Inpatient Net Revenue per Day	\$3,184	\$3,656	0.87		\$3,511	0.91	\$3,813	0.83	\$3,364	0.95
Outpatient Net Revenue per Visit	\$965	\$781	1.23		\$874	1.10	\$729	1.32	\$885	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$572,376,647	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$345,973,870	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$226,402,777	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$479,698			Subtotal	\$1,683,908,000
Total Revenue	\$226,882,475	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$226,685,328	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$197,147	Total Assets	\$3,199,879,000		

029 Mayo Clinic Health System - Eau Claire
 1221 Whipple Street
 Eau Claire, WI 54703
 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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	86.9%	57.9%	1.50	49.7%	1.75	72.0%	1.21	74.9%	1.16
Obstetrics	29.1%	36.8%	0.79	28.0%	0.24	46.8%	0.62	29.3%	0.99
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	73.8%	58.7%	1.26	50.3%	1.47	68.8%	1.07	67.1%	1.10
Average Census (Patients)									
Adult Medical-Surgical	93.0	26.8	3.47	11.9	7.84	108.1	0.86	85.4	1.09
Obstetrics	6.7	4.8	1.38	2.0	3.40	14.4	0.47	6.7	0.99
Pediatrics	0.0	1.5	N/A	0.0	N/A	5.0	N/A	0.0	N/A
Total Hospital	138.1	49.8	2.77	18.8	7.33	209.1	0.66	127.5	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.6	0.98	4.2	1.08	5.0	0.89	4.2	1.08
Obstetrics	2.4	2.4	0.96	2.2	1.08	2.6	0.91	2.3	1.02
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.7	4.9	0.97	4.4	1.08	5.3	0.90	4.5	1.04
Surgical Operations									
Inpatient	2,627	1,037	2.53	390	6.74	3,842	0.68	2,559	1.03
Outpatient	5,950	3,865	1.54	2,637	2.26	11,153	0.53	5,478	1.09
Inpatient as % of All Surgeries	30.6%	21.2%	1.45	12.9%	2.38	25.6%	1.20	31.8%	0.96
Outpatient Visits									
Non-Emergency Visits	404,664	145,246	2.79	85,077	4.76	450,554	0.90	364,139	1.11
Emergency Visits	34,959	16,058	2.18	8,132	4.30	40,709	0.86	30,980	1.13
Full-Time Equivalents (FTEs)									
Administrators	61.2	19.0	3.21	10.7	5.69	63.3	0.97	66.1	0.93
Nurses, Licensed	886.8	247.5	3.58	127.1	6.97	921.1	0.96	1,009.8	0.88
Ancillary Nursing Personnel	156.5	40.3	3.88	20.5	7.63	153.6	1.02	113.8	1.37
All Other Personnel	2,403.7	496.2	4.84	291.6	8.24	1,865.1	1.29	1,723.3	1.39
Total FTEs	3,508.1	803.0	4.37	450.0	7.80	3,003.0	1.17	2,912.9	1.20
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.5	13.0	1.19	14.3	1.08	11.7	1.32	18.8	0.82
Nurses, Licensed	224.1	168.4	1.33	169.5	1.32	170.7	1.31	287.0	0.78
Ancillary Nursing Personnel	39.5	27.4	1.44	27.3	1.45	28.5	1.39	32.3	1.22
All Other Personnel	607.5	337.6	1.80	388.8	1.56	345.6	1.76	489.8	1.24
Total FTEs	886.6	546.4	1.62	599.9	1.48	556.5	1.59	828.0	1.07

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	187	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	23
Discharges	10,632	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	998
Inpatient Days	50,403			Inpatient Days	0	Newborn Days	2,486

029 Mayo Clinic Health System - Eau Claire
Eau Claire, WI 54703

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	107	7,540	33,932	86.9%	93.0	4.5
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	3	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	23	1,038	2,443	29.1%	6.7	2.4
Psychiatric	1	16	1,093	4,259	72.9%	11.7	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	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	17	301	5,149	83.0%	14.1	17.1
Step-Down (Special Care)	1	12	497	3,770	86.1%	10.3	7.6
Neonatal Intensive/Intermediate Care	1	12	163	850	19.4%	2.3	5.2
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	59	6	61.2	Surgical Personnel	29	47	62.9
Physicians & Dentists	216	31	233.7	Radiological Services Personnel	56	57	95.7
Medical & Dental Residents	19	0	19.0	Respiratory Therapists	27	12	34.8
Dental Hygienists	0	0	0.0	Occupational Therapists	10	7	15.0
Registered Nurses	291	633	753.1	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	6	1	6.7	Physical Therapists	22	17	34.4
Licensed Practical Nurses	15	34	40.8	Physical Therapy Assistants/Aides	5	5	7.7
Ancillary Nursing Personnel	38	188	156.5	Recreational Therapists	6	1	6.5
Physician Assistants	33	9	40.1	Dietitians & Nutritionists	9	5	12.7
Nurse Practitioners	52	19	65.7	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	13	12	18.9	Social Workers	34	25	51.0
Clinical Nurse Specialists	1	1	1.6	All Other Health Professionals	675	192	803.6
Health Info Mgmt-Administrators/Technicians	82	8	88.7	All Other Personnel	472	257	647.7
Pharmacy Personnel	74	49	104.6				
Clinical Laboratory Personnel	42	22	58.9				
				Total	2,322	1,712	3,508.1

029 Mayo Clinic Health System - Eau Claire

Eau Claire, WI 54703

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	7 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$942,801,777	54.1%	46.6%	1.16	50.7%	1.07	46.9%	1.15	55.5%	0.97
Medical Assistance	\$181,721,660	10.4%	14.4%	0.72	12.0%	0.87	13.3%	0.79	9.7%	1.08
Commercial	\$564,955,005	32.4%	33.9%	0.96	32.9%	0.99	34.1%	0.95	32.2%	1.01
All Other	\$52,793,354	3.0%	5.1%	0.60	4.5%	0.68	5.7%	0.53	2.6%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$701,668,108	40.3%	35.2%	1.14	33.4%	1.20	36.2%	1.11	41.0%	0.98
Medical Assistance	\$139,585,536	8.0%	11.1%	0.72	8.6%	0.93	10.3%	0.78	7.1%	1.12
Commercial	\$176,477,015	10.1%	14.9%	0.68	10.0%	1.02	16.2%	0.62	9.2%	1.10
Charity Care	\$9,471,228	0.5%	0.7%	0.76	0.6%	0.93	0.7%	0.78	1.1%	0.50
Bad Debt	\$16,448,322	0.9%	1.0%	0.93	1.1%	0.83	0.8%	1.14	1.2%	0.76
All Other	\$27,294,301	1.6%	2.8%	0.56	2.7%	0.59	3.0%	0.51	1.0%	1.63
Total Deductions	\$1,070,944,510	61.5%	65.8%	0.93	56.4%	1.09	67.3%	0.91	60.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.8%	6.5%	0.89	5.6%	1.04	6.7%	0.87	8.0%	0.72
Net Gains/Losses as % of Net Income		17.2%	29.4%	0.59	37.6%	0.46	30.5%	0.57	15.5%	1.11
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$434,653,111	62.5%	42.4%	1.47	50.5%	1.24	41.3%	1.52	63.1%	0.99
Supplies & Services	\$234,134,081	33.7%	51.3%	0.66	44.3%	0.76	53.3%	0.63	32.8%	1.03
Capital Component	\$26,410,579	3.8%	6.2%	0.61	5.1%	0.74	5.4%	0.70	4.1%	0.93
Fiscal Statistics										
Operating Margin (%)		2.4%	10.4%	0.23	9.6%	0.25	9.3%	0.26	2.2%	1.13
Total Hospital Net Income (%)		2.9%	14.1%	0.21	14.5%	0.20	12.9%	0.23	2.6%	1.15
Return on Equity (%)		4.3%	6.3%	0.67	2.4%	1.77	8.9%	0.48	3.2%	1.33
Current Ratio		2.3	4.1	0.55	2.7	0.84	4.8	0.47	2.6	0.86
Days in Net Patient Accounts Receivable		45.4	87.5	0.52	250.3	0.18	61.8	0.73	42.6	1.07
Average Payment Period		57.8	89.9	0.64	256.1	0.23	62.8	0.92	58.8	0.98
Equity Financing (%)		52.7%	64.7%	0.81	51.4%	1.03	69.5%	0.76	54.5%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		282.5	21.0	13.43	45.6	6.19	24.3	11.62	62.0	4.55
Total Asset Turnover		1.4	0.4	3.37	0.2	9.23	0.7	2.18	1.3	1.15
Average Age of Plant (Years)		15.4	17.1	0.90	51.5	0.30	13.3	1.16	14.8	1.04
Increase (Decrease) Total Net Patient Revenue		14.5%	12.7%	1.14	13.4%	1.08	11.2%	1.29	-2.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.5%	64.9%	1.01	75.1%	0.87	59.3%	1.10	63.5%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,160	\$18,658	1.13	\$16,496	1.28	\$21,058	1.00	\$20,110	1.05	
Inpatient Net Revenue per Day	\$4,510	\$3,656	1.23	\$3,511	1.28	\$3,785	1.19	\$4,404	1.02	
Outpatient Net Revenue per Visit	\$1,053	\$781	1.35	\$874	1.20	\$881	1.20	\$1,007	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,742,271,796	Cash & Cash Equivalents	\$182,827	Current Liabilities	\$106,379,640
Less Deductions	\$1,070,944,510	Net Patient Receivables	\$83,544,270	Long-Term Debt	\$0
Net Patient Revenue	\$671,327,286	Other Receivables	\$1,132,302	Other Liabilities	\$127,149,201
Plus Other Revenue	\$41,255,804			Subtotal	\$233,528,841
Total Revenue	\$712,583,089	Land, Buildings & Equipment (Net)	\$200,907,022	Unrestricted Fund Balance	\$260,293,349
Less Expenses	\$695,197,771	Other Assets	\$208,055,769	Restricted Fund Balance	\$3,725,623
Non-Operating Gains/Losses	\$3,622,292			Total Liabilities & Fund Balance	\$493,822,190
Net Income	\$21,007,610	Total Assets	\$493,822,190		

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: 5

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.3%	57.9%	1.18	49.7%	1.37	54.3%	1.26	51.8%	1.32
Obstetrics	26.6%	36.8%	0.72	28.0%	0.14	31.5%	0.84	19.0%	1.40
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	57.5%	58.7%	0.98	50.3%	1.14	55.3%	1.04	44.4%	1.30
Average Census (Patients)									
Adult Medical-Surgical	54.6	26.8	2.04	11.9	4.61	18.1	3.02	50.8	1.08
Obstetrics	4.0	4.8	0.82	2.0	2.02	3.1	1.29	3.6	1.11
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	93.1	49.8	1.87	18.8	4.94	37.4	2.49	87.4	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	4.6	1.06	4.2	1.17	4.1	1.20	5.0	0.98
Obstetrics	2.0	2.4	0.82	2.2	0.93	2.3	0.88	2.1	0.94
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.3	4.9	1.09	4.4	1.20	4.4	1.21	4.7	1.13
Surgical Operations									
Inpatient	1,603	1,037	1.55	390	4.11	612	2.62	1,661	0.97
Outpatient	2,089	3,865	0.54	2,637	0.79	2,709	0.77	2,032	1.03
Inpatient as % of All Surgeries	43.4%	21.2%	2.05	12.9%	3.37	18.4%	2.35	45.0%	0.97
Outpatient Visits									
Non-Emergency Visits	51,104	145,246	0.35	85,077	0.60	120,713	0.42	44,484	1.15
Emergency Visits	13,686	16,058	0.85	8,132	1.68	16,865	0.81	16,146	0.85
Full-Time Equivalents (FTEs)									
Administrators	24.6	19.0	1.29	10.7	2.28	17.0	1.44	24.0	1.02
Nurses, Licensed	252.0	247.5	1.02	127.1	1.98	164.3	1.53	291.7	0.86
Ancillary Nursing Personnel	33.1	40.3	0.82	20.5	1.61	24.6	1.34	57.7	0.57
All Other Personnel	338.8	496.2	0.68	291.6	1.16	297.6	1.14	418.7	0.81
Total FTEs	648.4	803.0	0.81	450.0	1.44	503.6	1.29	792.1	0.82
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.5	13.0	1.20	14.3	1.08	14.0	1.11	16.5	0.94
Nurses, Licensed	159.4	168.4	0.95	169.5	0.94	134.7	1.18	200.5	0.80
Ancillary Nursing Personnel	20.9	27.4	0.76	27.3	0.77	20.2	1.04	39.6	0.53
All Other Personnel	214.4	337.6	0.64	388.8	0.55	244.0	0.88	287.8	0.74
Total FTEs	410.3	546.4	0.75	599.9	0.68	412.8	0.99	544.5	0.75

Total Hospital:
 Beds Set Up & Staffed 162
 Discharges 6,416
 Inpatient Days 33,981

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 15
 Total Births 706
 Newborn Days 1,334

030 Sacred Heart Hospital
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	80	4,093	19,930	68.3%	54.6	4.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	218	2,609	29.8%	7.1	12.0
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	15	722	1,455	26.6%	4.0	2.0
Psychiatric	1	29	1,056	6,081	57.4%	16.7	5.8
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	14	324	3,906	76.4%	10.7	12.1
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	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	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	24	1	24.6	Surgical Personnel	15	8	19.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	21	17	31.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	11	19.3
Dental Hygienists	0	0	0.0	Occupational Therapists	7	5	9.3
Registered Nurses	160	145	250.0	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	11	17.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	3	4.4
Ancillary Nursing Personnel	0	65	33.1	Recreational Therapists	2	9	8.3
Physician Assistants	0	1	0.0	Dietitians & Nutritionists	3	5	5.2
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	12	10	18.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	20	27.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	89	36	105.8
Pharmacy Personnel	30	5	32.1				
Clinical Laboratory Personnel	27	12	30.0				
				Total	439	373	648.4

030 Sacred Heart Hospital
Eau Claire, WI 54701

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$220,957,200	51.4%	46.6%	1.10	50.7%	1.01	49.9%	1.03	54.3%	0.95
Medical Assistance	\$59,500,991	13.8%	14.4%	0.96	12.0%	1.15	15.6%	0.89	13.7%	1.01
Commercial	\$112,543,162	26.2%	33.9%	0.77	32.9%	0.80	30.3%	0.86	25.8%	1.02
All Other	\$36,821,617	8.6%	5.1%	1.69	4.5%	1.92	4.2%	2.02	6.2%	1.37
Deductions as % of Total Gross Patient Revenue										
Medicare	\$155,902,751	36.3%	35.2%	1.03	33.4%	1.08	36.9%	0.98	37.8%	0.96
Medical Assistance	\$40,305,727	9.4%	11.1%	0.85	8.6%	1.09	11.4%	0.82	9.0%	1.04
Commercial	\$35,024,142	8.1%	14.9%	0.55	10.0%	0.82	11.8%	0.69	6.9%	1.17
Charity Care	\$2,356,308	0.5%	0.7%	0.77	0.6%	0.94	0.9%	0.59	0.5%	1.12
Bad Debt	\$4,167,188	1.0%	1.0%	0.95	1.1%	0.85	1.2%	0.83	1.9%	0.50
All Other	\$26,952,719	6.3%	2.8%	2.24	2.7%	2.36	2.5%	2.55	3.5%	1.79
Total Deductions	\$264,708,835	61.6%	65.8%	0.94	56.4%	1.09	64.7%	0.95	59.7%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	16.3%	6.5%	2.51	5.6%	2.91	4.5%	3.63	3.2%	5.14	
Net Gains/Losses as % of Net Income	66.1%	29.4%	2.25	37.6%	1.76	43.7%	1.51	20.4%	3.24	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,291,233	22.7%	42.4%	0.53	50.5%	0.45	38.8%	0.58	41.9%	0.54
Supplies & Services	\$108,062,650	69.4%	51.3%	1.35	44.3%	1.57	54.3%	1.28	53.0%	1.31
Capital Component	\$12,248,564	7.9%	6.2%	1.26	5.1%	1.53	6.9%	1.15	5.1%	1.53
Fiscal Statistics										
Operating Margin (%)	21.1%	10.4%	2.03	9.6%	2.20	9.6%	2.19	-18.2%	N/A	
Total Hospital Net Income (%)	44.0%	14.1%	3.12	14.5%	3.03	15.9%	2.77	-24.0%	N/A	
Return on Equity (%)	16.6%	6.3%	2.63	2.4%	6.93	11.2%	1.49	-5.9%	N/A	
Current Ratio	1.0	4.1	0.24	2.7	0.36	3.9	0.25	1.0	1.04	
Days in Net Patient Accounts Receivable	52.9	87.5	0.60	250.3	0.21	51.2	1.03	49.6	1.07	
Average Payment Period	135.2	89.9	1.50	256.1	0.53	62.2	2.17	126.2	1.07	
Equity Financing (%)	88.2%	64.7%	1.36	51.4%	1.72	78.3%	1.13	81.2%	1.09	
Long-Term Debt to Equity Ratio	0.0	0.3	0.15	0.7	0.07	0.1	0.50	0.0	1.41	
Times Interest Earned	289.4	21.0	13.76	45.6	6.34	21.6	13.42	-70.9	N/A	
Total Asset Turnover	0.3	0.4	0.62	0.2	1.71	0.7	0.41	0.3	1.04	
Average Age of Plant (Years)	20.0	17.1	1.17	51.5	0.39	10.5	1.90	21.1	0.95	
Increase (Decrease) Total Net Patient Revenue	0.5%	12.7%	0.04	13.4%	0.03	8.7%	0.05	-7.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	41.1%	64.9%	0.63	75.1%	0.55	69.3%	0.59	40.6%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,893	\$18,658	0.85	\$16,496	0.96	\$13,373	1.19	\$15,106	1.05	
Inpatient Net Revenue per Day	\$3,001	\$3,656	0.82	\$3,511	0.85	\$3,024	0.99	\$3,251	0.92	
Outpatient Net Revenue per Visit	\$1,039	\$781	1.33	\$874	1.19	\$626	1.66	\$1,144	0.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$429,822,970	Cash & Cash Equivalents	-\$593,170	Current Liabilities	\$54,118,215
Less Deductions	\$264,708,835	Net Patient Receivables	\$23,910,260	Long-Term Debt	\$32,087,668
Net Patient Revenue	\$165,114,135	Other Receivables	\$17,151,241	Other Liabilities	\$630,048
Plus Other Revenue	\$32,050,903			Subtotal	\$86,835,931
Total Revenue	\$197,165,037	Land, Buildings & Equipment (Net)	\$94,435,715	Unrestricted Fund Balance	\$649,084,958
Less Expenses	\$155,602,447	Other Assets	\$601,016,843	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$80,884,299			Total Liabilities & Fund Balance	\$735,920,889
Net Income	\$122,446,890	Total Assets	\$735,920,889		

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	11.0%	57.9%	0.19	58.2%	0.19	14.2%	0.77	9.3%	1.18
Obstetrics	0.0%	36.8%	N/A	41.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	11.0%	58.7%	0.19	62.3%	0.18	18.3%	0.60	9.3%	1.18
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	25.0	0.07	2.1	0.86	1.5	1.18
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.8	49.8	0.04	53.8	0.03	2.8	0.64	1.5	1.18
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.6	0.71	4.5	0.71	3.6	0.89	3.2	1.02
Obstetrics	0.0	2.4	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.67	4.5	0.72	4.3	0.75	3.2	1.02
Surgical Operations									
Inpatient	1	1,037	0.00	947	0.00	54	0.02	0	N/A
Outpatient	276	3,865	0.07	3,798	0.07	1,655	0.17	313	0.88
Inpatient as % of All Surgeries	0.4%	21.2%	0.02	20.0%	0.02	3.2%	0.11	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	23,614	145,246	0.16	172,458	0.14	27,310	0.86	18,269	1.29
Emergency Visits	1,875	16,058	0.12	16,037	0.12	3,184	0.59	1,613	1.16
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	20.3	0.15	1.7	1.74	4.0	0.75
Nurses, Licensed	37.7	247.5	0.15	270.6	0.14	37.1	1.02	36.0	1.05
Ancillary Nursing Personnel	10.3	40.3	0.26	38.3	0.27	6.4	1.61	12.1	0.85
All Other Personnel	85.1	496.2	0.17	620.2	0.14	71.3	1.19	88.9	0.96
Total FTEs	136.1	803.0	0.17	949.5	0.14	116.6	1.17	141.0	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	38.0	13.0	2.93	12.6	3.01	11.4	3.32	72.3	0.53
Nurses, Licensed	478.4	168.4	2.84	168.2	2.84	246.5	1.94	650.2	0.74
Ancillary Nursing Personnel	130.4	27.4	4.76	23.8	5.47	42.3	3.08	219.5	0.59
All Other Personnel	1,078.1	337.6	3.19	385.4	2.80	473.5	2.28	1,606.1	0.67
Total FTEs	1,724.8	546.4	3.16	590.0	2.92	773.8	2.23	2,548.1	0.68

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance		Average Beds Used	6	Bassinets	0
Discharges	198	Organization (HMO)	Yes	Discharges	126	Total Births	0
Inpatient Days	642	Preferred Provider		Inpatient Days	1,759	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 12/31/2021	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	198	642	11.0%	1.8	3.2
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	0	3.0	Surgical Personnel	0	2	1.1
Physicians & Dentists	2	2	3.4	Radiological Services Personnel	3	8	7.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.1
Registered Nurses	24	22	32.7	Occupational Therapy Assistants/Aides	0	2	1.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	4	3.4
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	2	2	2.3
Ancillary Nursing Personnel	5	11	10.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.7
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	0	0	0.0	All Other Health Professionals	6	2	7.4
Health Info Mgmt-Administrators/Technicians	10	6	14.0	All Other Personnel	21	11	29.4
Pharmacy Personnel	3	2	3.2				
Clinical Laboratory Personnel	5	3	7.4				
				Total	92	81	136.1

031 Edgerton Hospital and Health Services

Edgerton, WI 53534

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,922,291	54.7%	46.6%	1.17	42.1%	1.30	46.0%	1.19	53.5%	1.02
Medical Assistance	\$5,342,429	10.9%	14.4%	0.75	12.0%	0.90	12.0%	0.90	12.3%	0.88
Commercial	\$16,062,490	32.6%	33.9%	0.96	37.4%	0.87	37.7%	0.87	32.3%	1.01
All Other	\$890,508	1.8%	5.1%	0.36	8.4%	0.21	4.2%	0.43	2.0%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,845,347	28.1%	35.2%	0.80	31.8%	0.88	24.4%	1.15	27.4%	1.03
Medical Assistance	\$3,966,808	8.1%	11.1%	0.73	9.3%	0.87	8.3%	0.97	7.6%	1.06
Commercial	\$6,797,610	13.8%	14.9%	0.92	19.0%	0.73	11.4%	1.21	13.2%	1.04
Charity Care	\$15,623	0.0%	0.7%	0.04	0.5%	0.06	0.7%	0.04	0.1%	0.40
Bad Debt	\$749,686	1.5%	1.0%	1.50	1.0%	1.48	1.4%	1.09	2.2%	0.69
All Other	\$439,890	0.9%	2.8%	0.32	4.5%	0.20	2.2%	0.40	0.3%	2.61
Total Deductions	\$25,814,964	52.5%	65.8%	0.80	66.2%	0.79	48.5%	1.08	50.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		21.7%	6.5%	3.35	6.8%	3.20	5.2%	4.20	1.2%	18.02
Net Gains/Losses as % of Net Income		0.2%	29.4%	0.01	49.6%	0.00	16.4%	0.01	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,442,770	56.2%	42.4%	1.32	44.5%	1.26	49.0%	1.15	55.3%	1.02
Supplies & Services	\$7,663,940	32.0%	51.3%	0.62	48.9%	0.66	44.0%	0.73	32.9%	0.97
Capital Component	\$2,815,886	11.8%	6.2%	1.89	6.6%	1.77	7.0%	1.68	11.8%	1.00
Fiscal Statistics										
Operating Margin (%)		19.9%	10.4%	1.92	8.0%	2.48	12.2%	1.64	-3.9%	N/A
Total Hospital Net Income (%)		20.0%	14.1%	1.41	14.8%	1.35	14.2%	1.40	-3.7%	N/A
Return on Equity (%)		23.5%	6.3%	3.72	10.2%	2.31	21.6%	1.09	-3.1%	N/A
Current Ratio		2.5	4.1	0.62	2.7	0.95	2.1	1.20	1.2	2.18
Days in Net Patient Accounts Receivable		45.8	87.5	0.52	50.7	0.90	53.3	0.86	47.1	0.97
Average Payment Period		56.0	89.9	0.62	78.2	0.72	54.9	1.02	137.2	0.41
Equity Financing (%)		13.6%	64.7%	0.21	59.6%	0.23	43.0%	0.32	0.0%	N/A
Long-Term Debt to Equity Ratio		5.4	0.3	16.29	0.3	21.16	0.7	7.70	-6.8	N/A
Times Interest Earned		7.7	21.0	0.37	18.0	0.43	13.9	0.56	0.1	78.75
Total Asset Turnover		1.2	0.4	2.74	0.6	1.85	1.5	0.79	0.8	1.44
Average Age of Plant (Years)		11.5	17.1	0.68	12.6	0.92	8.5	1.36	11.0	1.05
Increase (Decrease) Total Net Patient Revenue		9.5%	12.7%	0.74	11.3%	0.84	15.6%	0.61	1.7%	5.53
Outpatient Gross Revenue (% of Total GPR)		77.9%	64.9%	1.20	61.9%	1.26	82.0%	0.95	73.2%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,625		\$18,658	0.84	\$18,949	0.82	\$21,986	0.71	\$18,937	0.83
Inpatient Net Revenue per Day	\$2,097		\$3,656	0.57	\$3,664	0.57	\$3,295	0.64	\$2,274	0.92
Outpatient Net Revenue per Visit	\$743		\$781	0.95	\$753	0.99	\$696	1.07	\$818	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$49,217,718	Cash & Cash Equivalents	\$5,115,187	Current Liabilities	\$3,461,216
Less Deductions	\$25,814,964	Net Patient Receivables	\$2,938,507	Long-Term Debt	\$18,501,835
Net Patient Revenue	\$23,402,754	Other Receivables	\$86,698	Other Liabilities	\$0
Plus Other Revenue	\$6,481,456			Subtotal	\$21,963,051
Total Revenue	\$29,884,210	Land, Buildings & Equipment (Net)	\$12,113,743	Unrestricted Fund Balance	\$3,453,508
Less Expenses	\$23,922,596	Other Assets	\$5,162,424	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,950	Total Assets	\$25,416,559	Total Liabilities & Fund Balance	\$25,416,559
Net Income	\$5,971,564				

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.6%	57.9%	0.92	61.6%	0.87	42.2%	1.27	46.3%	1.16
Obstetrics	24.5%	36.8%	0.67	32.8%	0.11	19.9%	1.23	23.5%	1.04
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	47.7%	58.7%	0.81	56.8%	0.84	42.0%	1.13	42.3%	1.13
Average Census (Patients)									
Adult Medical-Surgical	13.9	26.8	0.52	34.1	0.41	12.3	1.13	12.0	1.16
Obstetrics	3.7	4.8	0.76	5.4	0.67	1.4	2.64	3.5	1.04
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	30.5	49.8	0.61	64.9	0.47	19.1	1.59	27.1	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.3	0.91	3.8	1.03	3.5	1.10
Obstetrics	1.9	2.4	0.79	2.3	0.84	2.1	0.94	2.0	0.97
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.5	0.88	4.0	1.00	3.7	1.07
Surgical Operations									
Inpatient	472	1,037	0.46	1,167	0.40	334	1.42	527	0.90
Outpatient	1,365	3,865	0.35	4,137	0.33	2,451	0.56	1,013	1.35
Inpatient as % of All Surgeries	25.7%	21.2%	1.21	22.0%	1.17	12.0%	2.15	34.2%	0.75
Outpatient Visits									
Non-Emergency Visits	56,714	145,246	0.39	170,630	0.33	76,359	0.74	45,991	1.23
Emergency Visits	15,192	16,058	0.95	21,970	0.69	11,733	1.29	13,385	1.14
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	22.0	0.23	12.6	0.40	5.0	1.00
Nurses, Licensed	124.8	247.5	0.50	286.1	0.44	121.7	1.02	134.5	0.93
Ancillary Nursing Personnel	43.0	40.3	1.07	52.9	0.81	21.5	2.00	45.0	0.96
All Other Personnel	268.4	496.2	0.54	515.7	0.52	244.0	1.10	273.6	0.98
Total FTEs	441.2	803.0	0.55	876.8	0.50	399.8	1.10	458.1	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.5	13.0	0.42	11.5	0.48	14.8	0.37	6.7	0.83
Nurses, Licensed	137.4	168.4	0.82	148.8	0.92	143.7	0.96	179.4	0.77
Ancillary Nursing Personnel	47.3	27.4	1.73	27.5	1.72	25.4	1.87	60.0	0.79
All Other Personnel	295.5	337.6	0.88	268.3	1.10	288.0	1.03	365.0	0.81
Total FTEs	485.7	546.4	0.89	456.1	1.06	471.8	1.03	611.0	0.79

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,770	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	664
Inpatient Days	11,140			Inpatient Days	0	Newborn Days	1,089

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,305	5,085	53.6%	13.9	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	88	1,086	29.8%	3.0	12.3
Hospice	2	1	76	265	72.6%	0.7	3.5
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	691	1,341	24.5%	3.7	1.9
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	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	386	3,144	71.8%	8.6	8.1
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	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	40	219	0.0%	0.6	5.5

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	21	17	22.9	Radiological Services Personnel	12	10	18.1
Medical & Dental Residents	8	0	8.0	Respiratory Therapists	5	1	5.5
Dental Hygienists	0	0	0.0	Occupational Therapists	6	2	6.1
Registered Nurses	87	59	120.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	7	16.7
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	5	2	6.7
Ancillary Nursing Personnel	29	35	43.0	Recreational Therapists	0	1	0.6
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	2	2.7	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	26	13	28.5
Health Info Mgmt-Administrators/Technicians	1	4	3.6	All Other Personnel	78	40	98.9
Pharmacy Personnel	14	3	15.4				
Clinical Laboratory Personnel	15	6	18.0				
				Total	345	205	441.2

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$129,909,824	47.7%	46.6%	1.02	51.5%	0.93	49.5%	0.96	48.6%	0.98
Medical Assistance	\$42,103,466	15.5%	14.4%	1.07	11.3%	1.36	13.2%	1.18	15.6%	0.99
Commercial	\$88,073,287	32.3%	33.9%	0.96	34.7%	0.93	33.6%	0.96	30.4%	1.06
All Other	\$12,188,953	4.5%	5.1%	0.88	2.5%	1.82	3.7%	1.20	5.3%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$104,418,628	38.4%	35.2%	1.09	41.5%	0.92	35.9%	1.07	38.4%	1.00
Medical Assistance	\$33,000,991	12.1%	11.1%	1.09	9.1%	1.33	10.4%	1.17	11.2%	1.08
Commercial	\$37,871,277	13.9%	14.9%	0.93	16.0%	0.87	13.9%	1.00	12.5%	1.12
Charity Care	\$5,246,540	1.9%	0.7%	2.70	0.9%	2.16	0.8%	2.55	2.6%	0.75
Bad Debt	\$4,139,040	1.5%	1.0%	1.49	1.0%	1.49	1.3%	1.17	1.6%	0.93
All Other	\$4,310,289	1.6%	2.8%	0.57	1.2%	1.30	2.3%	0.69	1.8%	0.88
Total Deductions	\$188,986,765	69.4%	65.8%	1.06	69.8%	0.99	64.5%	1.08	68.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%		6.5%	0.10	5.3%	0.12	7.3%	0.09	2.9%	0.23
Net Gains/Losses as % of Net Income	0.1%		29.4%	0.00	13.2%	0.01	21.5%	0.01	0.3%	0.48
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,552,857	42.8%	42.4%	1.01	38.6%	1.11	44.5%	0.96	43.5%	0.98
Supplies & Services	\$32,925,104	49.3%	51.3%	0.96	53.1%	0.93	48.6%	1.01	47.5%	1.04
Capital Component	\$5,268,953	7.9%	6.2%	1.27	8.4%	0.95	6.9%	1.14	9.0%	0.87
Fiscal Statistics										
Operating Margin (%)	20.4%		10.4%	1.96	13.6%	1.50	13.9%	1.47	12.5%	1.64
Total Hospital Net Income (%)	20.4%		14.1%	1.44	15.4%	1.33	17.0%	1.20	12.5%	1.63
Return on Equity (%)	5.8%		6.3%	0.92	9.8%	0.59	13.1%	0.44	3.2%	1.83
Current Ratio	26.4		4.1	6.40	7.4	3.57	4.4	5.93	31.2	0.84
Days in Net Patient Accounts Receivable	62.1		87.5	0.71	51.6	1.20	43.9	1.41	61.1	1.02
Average Payment Period	58.1		89.9	0.65	51.5	1.13	61.1	0.95	49.3	1.18
Equity Financing (%)	96.0%		64.7%	1.48	80.1%	1.20	78.9%	1.22	94.9%	1.01
Long-Term Debt to Equity Ratio	0.0		0.3	0.02	0.1	0.07	0.1	0.05	0.0	0.89
Times Interest Earned	16.6		21.0	0.79	14.8	1.12	25.9	0.64	9.9	1.67
Total Asset Turnover	0.3		0.4	0.66	0.6	0.46	0.7	0.38	0.3	1.12
Average Age of Plant (Years)	10.7		17.1	0.63	11.1	0.97	10.3	1.04	9.1	1.18
Increase (Decrease) Total Net Patient Revenue	19.5%		12.7%	1.53	7.7%	2.52	14.2%	1.37	-0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)	64.2%		64.9%	0.99	65.6%	0.98	76.7%	0.84	61.0%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,075		\$18,658	0.70	\$14,982	0.87	\$12,297	1.06	\$12,785	1.02
Inpatient Net Revenue per Day	\$3,049		\$3,656	0.83	\$3,228	0.94	\$2,830	1.08	\$3,158	0.97
Outpatient Net Revenue per Visit	\$712		\$781	0.91	\$697	1.02	\$806	0.88	\$665	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$272,275,529	Cash & Cash Equivalents	\$247,916,512	Current Liabilities	\$9,996,648
Less Deductions	\$188,986,765	Net Patient Receivables	\$14,173,043	Long-Term Debt	\$1,887,505
Net Patient Revenue	\$83,288,764	Other Receivables	\$268,674	Other Liabilities	\$30,217
Plus Other Revenue	\$541,533			Subtotal	\$11,914,370
Total Revenue	\$83,830,298	Land, Buildings & Equipment (Net)	\$31,937,296	Unrestricted Fund Balance	\$283,729,479
Less Expenses	\$66,746,914	Other Assets	\$1,348,325	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$24,000			Total Liabilities & Fund Balance	\$295,643,849
Net Income	\$17,107,384	Total Assets	\$295,643,850		

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

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

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.2%	57.9%	1.14	50.0%	1.33	58.1%	1.14	60.2%	1.10
Obstetrics	32.4%	36.8%	0.88	28.9%	0.21	31.4%	1.03	32.9%	0.99
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	60.2%	58.7%	1.03	50.4%	1.19	55.7%	1.08	58.2%	1.03
Average Census (Patients)									
Adult Medical-Surgical	51.0	26.8	1.90	23.2	2.19	31.3	1.63	46.4	1.10
Obstetrics	6.2	4.8	1.27	4.6	1.33	4.8	1.27	6.2	0.99
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	77.7	49.8	1.56	37.4	2.08	61.6	1.26	72.7	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.6	1.01	4.2	1.11	4.4	1.05	4.5	1.03
Obstetrics	2.7	2.4	1.09	2.3	1.17	2.4	1.12	2.3	1.14
Pediatrics	0.0	3.8	N/A	2.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.8	4.9	0.98	4.4	1.09	4.6	1.02	4.6	1.04
Surgical Operations									
Inpatient	1,000	1,037	0.96	1,060	0.94	1,302	0.77	1,114	0.90
Outpatient	6,499	3,865	1.68	5,859	1.11	5,418	1.20	5,458	1.19
Inpatient as % of All Surgeries	13.3%	21.2%	0.63	15.3%	0.87	19.4%	0.69	17.0%	0.79
Outpatient Visits									
Non-Emergency Visits	192,301	145,246	1.32	100,098	1.92	219,131	0.88	136,983	1.40
Emergency Visits	29,584	16,058	1.84	15,000	1.97	24,739	1.20	27,562	1.07
Full-Time Equivalents (FTEs)									
Administrators	23.5	19.0	1.23	14.2	1.66	20.7	1.14	0.0	N/A
Nurses, Licensed	378.1	247.5	1.53	181.5	2.08	342.9	1.10	459.3	0.82
Ancillary Nursing Personnel	22.3	40.3	0.55	13.1	1.70	54.5	0.41	91.4	0.24
All Other Personnel	715.0	496.2	1.44	298.4	2.40	656.1	1.09	854.8	0.84
Total FTEs	1,138.9	803.0	1.42	507.2	2.25	1,074.1	1.06	1,405.5	0.81
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.1	13.0	0.70	11.3	0.81	10.1	0.90	0.0	N/A
Nurses, Licensed	146.8	168.4	0.87	144.6	1.02	168.5	0.87	189.0	0.78
Ancillary Nursing Personnel	8.6	27.4	0.32	10.4	0.83	26.8	0.32	37.6	0.23
All Other Personnel	277.6	337.6	0.82	237.6	1.17	322.3	0.86	351.7	0.79
Total FTEs	442.2	546.4	0.81	403.9	1.09	527.7	0.84	578.3	0.76

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	129	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	5,958	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	728
Inpatient Days	28,345			Inpatient Days	0	Newborn Days	926

034 SSM Health St Agnes Hospital
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	77	4,034	18,609	66.2%	51.0	4.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	60	720	39.5%	2.0	12.0
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	19	847	2,247	32.4%	6.2	2.7
Psychiatric	1	16	827	3,184	54.5%	8.7	3.9
Alcoholism/chemical dependency	1	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	12	257	3,585	81.8%	9.8	13.9
Step-Down (Special Care)	1	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	4	23.5	Surgical Personnel	14	8	19.1
Physicians & Dentists	38	11	40.8	Radiological Services Personnel	12	12	17.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	9	8	14.2
Registered Nurses	145	348	351.9	Occupational Therapy Assistants/Aides	0	2	1.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	4	12	10.2	Physical Therapy Assistants/Aides	3	3	4.9
Ancillary Nursing Personnel	8	32	22.3	Recreational Therapists	0	2	1.4
Physician Assistants	1	7	7.0	Dietitians & Nutritionists	24	15	32.5
Nurse Practitioners	12	5	12.0	Psychologists	34	7	34.6
Certified Registered Nurse Anesthetists	4	1	4.0	Social Workers	7	17	13.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	106	222	208.3
Health Info Mgmt-Administrators/Technicians	13	6	13.0	All Other Personnel	120	126	177.0
Pharmacy Personnel	24	15	30.7				
Clinical Laboratory Personnel	36	101	83.1				
				Total	643	979	1,138.9

034 SSM Health St Agnes Hospital

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$438,608,244	51.9%	46.6%	1.11	48.5%	1.07	43.4%	1.20	53.5%	0.97
Medical Assistance	\$89,604,480	10.6%	14.4%	0.74	11.1%	0.96	18.4%	0.58	10.9%	0.98
Commercial	\$288,257,502	34.1%	33.9%	1.01	37.0%	0.92	33.8%	1.01	34.0%	1.00
All Other	\$28,093,629	3.3%	5.1%	0.66	3.4%	0.97	4.3%	0.77	1.6%	2.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$321,166,304	38.0%	35.2%	1.08	34.4%	1.11	33.7%	1.13	40.0%	0.95
Medical Assistance	\$80,960,415	9.6%	11.1%	0.87	8.5%	1.13	14.1%	0.68	9.3%	1.03
Commercial	\$96,391,492	11.4%	14.9%	0.76	14.3%	0.80	13.7%	0.83	11.9%	0.96
Charity Care	\$2,466,792	0.3%	0.7%	0.41	0.6%	0.46	0.7%	0.44	0.3%	1.01
Bad Debt	\$15,738,735	1.9%	1.0%	1.83	1.4%	1.33	1.3%	1.49	2.0%	0.93
All Other	\$34,398,403	4.1%	2.8%	1.46	2.5%	1.65	2.7%	1.52	1.4%	3.01
Total Deductions	\$551,122,141	65.3%	65.8%	0.99	61.6%	1.06	66.0%	0.99	64.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.1%		6.5%	0.63	2.9%	1.44	6.7%	0.61	7.7%	0.53
Net Gains/Losses as % of Net Income	42.6%		29.4%	1.45	25.8%	1.66	20.9%	2.04	69.8%	0.61
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$122,895,602	47.5%	42.4%	1.12	39.7%	1.20	43.3%	1.10	48.1%	0.99
Supplies & Services	\$109,080,586	42.2%	51.3%	0.82	53.8%	0.78	49.2%	0.86	41.2%	1.02
Capital Component	\$26,547,192	10.3%	6.2%	1.65	6.5%	1.57	7.4%	1.38	10.7%	0.96
Fiscal Statistics										
Operating Margin (%)	15.5%		10.4%	1.49	14.3%	1.09	12.2%	1.27	5.1%	3.06
Total Hospital Net Income (%)	24.3%		14.1%	1.72	18.3%	1.33	15.0%	1.62	15.0%	1.61
Return on Equity (%)	28.8%		6.3%	4.56	17.0%	1.70	3.8%	7.67	7.1%	4.03
Current Ratio	1.3		4.1	0.31	9.1	0.14	4.0	0.32	1.9	0.67
Days in Net Patient Accounts Receivable	54.5		87.5	0.62	53.2	1.02	139.1	0.39	80.0	0.68
Average Payment Period	64.3		89.9	0.72	32.2	2.00	140.8	0.46	79.8	0.81
Equity Financing (%)	221.0%		64.7%	3.42	109.2%	2.02	62.1%	3.56	85.6%	2.58
Long-Term Debt to Equity Ratio	-0.4		0.3	N/A	-0.1	4.49	0.4	N/A	0.2	N/A
Times Interest Earned	12.1		21.0	0.58	32.4	0.38	15.1	0.81	10.6	1.15
Total Asset Turnover	1.1		0.4	2.48	0.9	1.20	0.2	4.39	0.4	2.50
Average Age of Plant (Years)	4.2		17.1	0.25	7.7	0.55	23.5	0.18	3.1	1.35
Increase (Decrease) Total Net Patient Revenue	16.0%		12.7%	1.25	13.9%	1.15	18.6%	0.86	-12.6%	N/A
Outpatient Gross Revenue (% of Total GPR)	70.4%		64.9%	1.08	70.3%	1.00	69.2%	1.02	70.1%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,302		\$18,658	0.82	\$13,612	1.12	\$18,023	0.85	\$12,425	1.23
Inpatient Net Revenue per Day	\$3,277		\$3,656	0.90	\$3,085	1.06	\$3,813	0.86	\$2,725	1.20
Outpatient Net Revenue per Visit	\$983		\$781	1.26	\$815	1.21	\$729	1.35	\$1,185	0.83

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$844,563,854	Cash & Cash Equivalents	\$7,816	Current Liabilities	\$42,569,780
Less Deductions	\$551,122,141	Net Patient Receivables	\$43,825,999	Long-Term Debt	-\$233,223,097
Net Patient Revenue	\$293,441,713	Other Receivables	\$579,113	Other Liabilities	-\$157,508,822
Plus Other Revenue	\$12,580,614			Subtotal	-\$348,162,139
Total Revenue	\$306,022,328	Land, Buildings & Equipment (Net)	\$208,506,704	Unrestricted Fund Balance	\$635,832,528
Less Expenses	\$258,523,380	Other Assets	\$34,750,756	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$35,316,414			Total Liabilities & Fund Balance	\$287,670,389
Net Income	\$82,815,362	Total Assets	\$287,670,388		

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.3%	57.9%	0.78	58.2%	0.78	58.1%	0.78	40.9%	1.11
Obstetrics	35.5%	36.8%	0.97	41.0%	0.05	31.4%	1.13	28.1%	1.26
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	42.2%	58.7%	0.72	62.3%	0.68	55.7%	0.76	37.5%	1.12
Average Census (Patients)									
Adult Medical-Surgical	9.1	26.8	0.34	25.0	0.36	31.3	0.29	7.4	1.23
Obstetrics	2.1	4.8	0.44	4.5	0.47	4.8	0.44	2.0	1.08
Pediatrics	0.0	1.5	N/A	2.2	N/A	4.0	N/A	0.0	N/A
Total Hospital	12.7	49.8	0.25	53.8	0.24	61.6	0.21	10.1	1.25
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.73	4.5	0.74	4.4	0.76	2.9	1.15
Obstetrics	2.2	2.4	0.90	2.5	0.87	2.4	0.93	2.2	1.02
Pediatrics	0.0	3.8	N/A	4.5	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.67	4.5	0.72	4.6	0.70	2.8	1.14
Surgical Operations									
Inpatient	340	1,037	0.33	947	0.36	1,302	0.26	345	0.99
Outpatient	3,125	3,865	0.81	3,798	0.82	5,418	0.58	2,883	1.08
Inpatient as % of All Surgeries	9.8%	21.2%	0.46	20.0%	0.49	19.4%	0.51	10.7%	0.92
Outpatient Visits									
Non-Emergency Visits	246,314	145,246	1.70	172,458	1.43	219,131	1.12	214,423	1.15
Emergency Visits	15,633	16,058	0.97	16,037	0.97	24,739	0.63	14,504	1.08
Full-Time Equivalents (FTEs)									
Administrators	4.4	19.0	0.23	20.3	0.22	20.7	0.21	4.6	0.96
Nurses, Licensed	143.1	247.5	0.58	270.6	0.53	342.9	0.42	159.6	0.90
Ancillary Nursing Personnel	23.6	40.3	0.59	38.3	0.62	54.5	0.43	27.9	0.85
All Other Personnel	417.1	496.2	0.84	620.2	0.67	656.1	0.64	466.1	0.89
Total FTEs	588.2	803.0	0.73	949.5	0.62	1,074.1	0.55	658.2	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.7	13.0	0.28	12.6	0.29	10.1	0.36	4.6	0.79
Nurses, Licensed	118.3	168.4	0.70	168.2	0.70	168.5	0.70	160.2	0.74
Ancillary Nursing Personnel	19.5	27.4	0.71	23.8	0.82	26.8	0.73	28.0	0.70
All Other Personnel	344.6	337.6	1.02	385.4	0.89	322.3	1.07	468.0	0.74
Total FTEs	486.0	546.4	0.89	590.0	0.82	527.7	0.92	660.8	0.74

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,421
 Inpatient Days 4,622

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 341
 Newborn Days 648

035 Fort HealthCare
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	987	3,310	45.3%	9.1	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	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	352	778	35.5%	2.1	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	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	81	534	36.6%	1.5	6.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
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	2	4.4	Surgical Personnel	8	2	9.3
Physicians & Dentists	32	6	34.7	Radiological Services Personnel	21	11	25.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	9	4.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	11	8.4
Registered Nurses	29	157	97.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	12	18.4
Licensed Practical Nurses	14	18	26.0	Physical Therapy Assistants/Aides	2	3	4.2
Ancillary Nursing Personnel	10	31	23.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.0	Dietitians & Nutritionists	1	2	2.0
Nurse Practitioners	9	6	12.0	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	7	3	7.6	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	47	53	86.8
Health Info Mgmt-Administrators/Technicians	19	5	20.9	All Other Personnel	128	86	145.2
Pharmacy Personnel	6	6	10.2				
Clinical Laboratory Personnel	10	5	13.4				
				Total	387	441	588.2

035 Fort HealthCare
Fort Atkinson, WI 53538

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$152,987,424	42.7%	46.6%	0.91	42.1%	1.01	43.4%	0.98	42.9%	0.99
Medical Assistance	\$45,817,855	12.8%	14.4%	0.89	12.0%	1.06	18.4%	0.69	10.6%	1.20
Commercial	\$150,507,040	42.0%	33.9%	1.24	37.4%	1.12	33.8%	1.24	43.9%	0.96
All Other	\$9,236,240	2.6%	5.1%	0.51	8.4%	0.31	4.3%	0.59	2.6%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$120,175,875	33.5%	35.2%	0.95	31.8%	1.05	33.7%	1.00	33.9%	0.99
Medical Assistance	\$34,554,295	9.6%	11.1%	0.87	9.3%	1.04	14.1%	0.68	7.9%	1.22
Commercial	\$73,649,896	20.5%	14.9%	1.38	19.0%	1.08	13.7%	1.50	21.6%	0.95
Charity Care	\$1,877,560	0.5%	0.7%	0.73	0.5%	0.98	0.7%	0.80	0.5%	1.10
Bad Debt	\$3,132,598	0.9%	1.0%	0.86	1.0%	0.85	1.3%	0.70	0.8%	1.08
All Other	\$6,159,539	1.7%	2.8%	0.61	4.5%	0.38	2.7%	0.64	1.9%	0.93
Total Deductions	\$239,549,763	66.8%	65.8%	1.02	66.2%	1.01	66.0%	1.01	66.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	12.0%	6.5%	1.85	6.8%	1.77	6.7%	1.78	17.9%	0.67	
Net Gains/Losses as % of Net Income	83.8%	29.4%	2.85	49.6%	1.69	20.9%	4.01	69.3%	1.21	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,631,075	42.4%	42.4%	1.00	44.5%	0.95	43.3%	0.98	42.5%	1.00
Supplies & Services	\$63,317,481	48.3%	51.3%	0.94	48.9%	0.99	49.2%	0.98	47.3%	1.02
Capital Component	\$12,113,051	9.2%	6.2%	1.48	6.6%	1.39	7.4%	1.24	10.2%	0.91
Fiscal Statistics										
Operating Margin (%)	3.1%	10.4%	0.29	8.0%	0.38	12.2%	0.25	2.7%	1.13	
Total Hospital Net Income (%)	16.3%	14.1%	1.16	14.8%	1.10	15.0%	1.09	8.3%	1.96	
Return on Equity (%)	10.0%	6.3%	1.59	10.2%	0.99	3.8%	2.67	4.8%	2.08	
Current Ratio	2.3	4.1	0.56	2.7	0.86	4.0	0.57	1.9	1.19	
Days in Net Patient Accounts Receivable	55.5	87.5	0.63	50.7	1.09	139.1	0.40	56.3	0.99	
Average Payment Period	48.0	89.9	0.53	78.2	0.61	140.8	0.34	75.7	0.63	
Equity Financing (%)	74.8%	64.7%	1.16	59.6%	1.25	62.1%	1.20	71.9%	1.04	
Long-Term Debt to Equity Ratio	0.3	0.3	0.77	0.3	0.99	0.4	0.60	0.2	1.02	
Times Interest Earned	14.3	21.0	0.68	18.0	0.79	15.1	0.95	6.0	2.38	
Total Asset Turnover	0.5	0.4	1.24	0.6	0.84	0.2	2.19	0.5	0.97	
Average Age of Plant (Years)	15.7	17.1	0.92	12.6	1.25	23.5	0.67	16.6	0.94	
Increase (Decrease) Total Net Patient Revenue	15.6%	12.7%	1.22	11.3%	1.39	18.6%	0.84	-11.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	89.1%	64.9%	1.37	61.9%	1.44	69.2%	1.29	89.6%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,005	\$18,658	0.38	\$18,949	0.37	\$18,023	0.39	\$3,827	1.83	
Inpatient Net Revenue per Day	\$2,072	\$3,656	0.57	\$3,664	0.57	\$3,813	0.54	\$1,316	1.57	
Outpatient Net Revenue per Visit	\$428	\$781	0.55	\$753	0.57	\$729	0.59	\$439	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$358,548,559	Cash & Cash Equivalents	\$11,462,673	Current Liabilities	\$16,327,584
Less Deductions	\$239,549,763	Net Patient Receivables	\$18,095,131	Long-Term Debt	\$47,887,188
Net Patient Revenue	\$118,998,796	Other Receivables	\$3,233,569	Other Liabilities	\$0
Plus Other Revenue	\$16,208,116			Subtotal	\$64,214,772
Total Revenue	\$135,206,910	Land, Buildings & Equipment (Net)	\$41,731,330	Unrestricted Fund Balance	\$190,190,638
Less Expenses	\$131,061,607	Other Assets	\$179,882,707	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$21,394,507			Total Liabilities & Fund Balance	\$254,405,410
Net Income	\$25,539,811	Total Assets	\$254,405,410		

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: 3

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	80.5%	57.9%	1.39	68.4%	1.18	36.8%	2.19	78.8%	1.02
Obstetrics	0.0%	36.8%	N/A	42.5%	N/A	23.3%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	78.7%	58.7%	1.34	68.1%	1.16	42.9%	1.84	68.7%	1.15
Average Census (Patients)									
Adult Medical-Surgical	16.1	26.8	0.60	106.2	0.15	7.2	2.23	15.8	1.02
Obstetrics	0.0	4.8	N/A	17.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	7.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	40.9	49.8	0.82	158.1	0.26	10.9	3.75	35.7	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	4.6	1.02	5.5	0.84	3.5	1.35	4.1	1.15
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	5.3	4.9	1.08	6.0	0.88	3.8	1.40	4.4	1.19
Surgical Operations									
Inpatient	531	1,037	0.51	2,696	0.20	234	2.27	573	0.93
Outpatient	1,388	3,865	0.36	4,901	0.28	1,718	0.81	1,055	1.32
Inpatient as % of All Surgeries	27.7%	21.2%	1.31	35.5%	0.78	12.0%	2.31	35.2%	0.79
Outpatient Visits									
Non-Emergency Visits	99,044	145,246	0.68	244,552	0.41	77,301	1.28	60,777	1.63
Emergency Visits	18,807	16,058	1.17	36,633	0.51	9,586	1.96	18,718	1.00
Full-Time Equivalents (FTEs)									
Administrators	11.0	19.0	0.58	50.6	0.22	11.2	0.98	11.1	1.00
Nurses, Licensed	123.2	247.5	0.50	682.1	0.18	81.2	1.52	120.5	1.02
Ancillary Nursing Personnel	25.8	40.3	0.64	143.1	0.18	13.2	1.95	26.3	0.98
All Other Personnel	137.8	496.2	0.28	1,134.1	0.12	206.7	0.67	143.2	0.96
Total FTEs	297.8	803.0	0.37	2,009.8	0.15	312.3	0.95	301.1	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.4	13.0	0.80	14.7	0.71	20.5	0.51	11.6	0.90
Nurses, Licensed	116.8	168.4	0.69	198.5	0.59	148.3	0.79	126.3	0.92
Ancillary Nursing Personnel	24.5	27.4	0.89	41.6	0.59	24.2	1.01	27.5	0.89
All Other Personnel	130.7	337.6	0.39	330.0	0.40	377.6	0.35	150.1	0.87
Total FTEs	282.4	546.4	0.52	584.8	0.48	570.6	0.49	315.5	0.90

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	52	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,837	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	14,941			Inpatient Days	0	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	1,255	5,873	80.5%	16.1	4.7
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	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	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	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	32	1,582	9,068	77.6%	24.8	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	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	11	0	11.0	Surgical Personnel	7	8	8.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	19	34.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	6	11.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	12	7.7
Registered Nurses	90	60	123.2	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	17	20.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	15	28	25.8	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	10	17	13.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	7	11.5
Pharmacy Personnel	10	9	12.9				
Clinical Laboratory Personnel	10	4	11.5				
				Total	212	196	297.8

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$161,610,507	52.3%	46.6%	1.12	44.6%	1.17	47.0%	1.11	50.3%	1.04
Medical Assistance	\$35,272,498	11.4%	14.4%	0.79	21.6%	0.53	13.0%	0.87	10.4%	1.10
Commercial	\$106,290,113	34.4%	33.9%	1.01	30.1%	1.14	36.1%	0.95	36.6%	0.94
All Other	\$6,061,335	2.0%	5.1%	0.39	3.7%	0.54	3.8%	0.51	2.7%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$123,295,075	39.9%	35.2%	1.13	35.8%	1.11	32.5%	1.23	37.9%	1.05
Medical Assistance	\$31,054,437	10.0%	11.1%	0.91	16.4%	0.61	9.9%	1.02	8.7%	1.16
Commercial	\$46,554,515	15.1%	14.9%	1.01	14.1%	1.07	14.1%	1.07	14.6%	1.03
Charity Care	\$3,027,283	1.0%	0.7%	1.37	0.9%	1.11	0.7%	1.48	2.0%	0.48
Bad Debt	\$4,688,589	1.5%	1.0%	1.49	0.9%	1.61	1.5%	1.01	1.5%	1.03
All Other	\$2,082,448	0.7%	2.8%	0.24	1.3%	0.53	1.8%	0.38	0.6%	1.19
Total Deductions	\$210,702,347	68.1%	65.8%	1.04	69.4%	0.98	60.4%	1.13	65.3%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%		6.5%	0.07	5.3%	0.08	7.5%	0.06	2.7%	0.16
Net Gains/Losses as % of Net Income	42.4%		29.4%	1.44	N/A	N/A	42.4%	1.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,662,172	37.6%	42.4%	0.89	34.5%	1.09	50.4%	0.75	40.1%	0.94
Supplies & Services	\$48,280,145	55.6%	51.3%	1.08	59.5%	0.93	42.2%	1.32	52.5%	1.06
Capital Component	\$5,961,250	6.9%	6.2%	1.10	6.0%	1.15	7.5%	0.92	7.5%	0.92
Fiscal Statistics										
Operating Margin (%)		12.2%	10.4%	1.17	11.2%	1.09	8.9%	1.37	15.6%	0.78
Total Hospital Net Income (%)		19.4%	14.1%	1.38	10.9%	1.78	14.5%	1.34	15.5%	1.25
Return on Equity (%)		17.4%	6.3%	2.76	7.1%	2.45	11.3%	1.54	13.8%	1.27
Current Ratio		6.8	4.1	1.65	6.9	0.99	5.3	1.28	4.1	1.67
Days in Net Patient Accounts Receivable		54.2	87.5	0.62	56.9	0.95	49.1	1.10	43.4	1.25
Average Payment Period		25.7	89.9	0.29	51.3	0.50	43.7	0.59	24.5	1.05
Equity Financing (%)		87.6%	64.7%	1.35	83.8%	1.04	76.8%	1.14	87.5%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.2	N/A	19.8	N/A	0.0	N/A
Total Asset Turnover		0.8	0.4	1.92	0.7	1.26	0.7	1.12	0.9	0.93
Average Age of Plant (Years)		5.9	17.1	0.35	11.7	0.51	10.5	0.56	4.7	1.26
Increase (Decrease) Total Net Patient Revenue		8.3%	12.7%	0.65	11.5%	0.71	11.8%	0.70	-8.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.5%	64.9%	0.95	52.8%	1.17	79.7%	0.77	60.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,621		\$18,658	0.78	\$25,873	0.57	\$14,182	1.03	\$13,175	1.11
Inpatient Net Revenue per Day	\$2,800		\$3,656	0.77	\$4,216	0.66	\$3,541	0.79	\$2,802	1.00
Outpatient Net Revenue per Visit	\$524		\$781	0.67	\$852	0.61	\$602	0.87	\$704	0.74

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$309,234,453	Cash & Cash Equivalents	\$4,432	Current Liabilities	\$5,748,094
Less Deductions	\$210,702,347	Net Patient Receivables	\$14,626,248	Long-Term Debt	\$0
Net Patient Revenue	\$98,532,106	Other Receivables	\$6,423	Other Liabilities	\$9,193,175
Plus Other Revenue	\$435,019			Subtotal	\$14,941,269
Total Revenue	\$98,967,123	Land, Buildings & Equipment (Net)	\$80,209,708	Unrestricted Fund Balance	\$105,358,266
Less Expenses	\$86,903,567	Other Assets	\$25,452,723	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$8,871,736			Total Liabilities & Fund Balance	\$120,299,535
Net Income	\$20,935,292	Total Assets	\$120,299,534		

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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	57.9%	N/A	68.4%	N/A	19.3%	N/A	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	42.5%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.9%	58.7%	0.51	68.1%	0.44	20.9%	1.43	31.6%	0.95
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.8	N/A	106.2	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	4.8	N/A	17.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	7.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.8	49.8	0.10	158.1	0.03	4.2	1.14	5.1	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.6	N/A	5.5	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.0	4.9	0.41	6.0	0.33	3.1	0.64	1.9	1.06
Surgical Operations									
Inpatient	908	1,037	0.88	2,696	0.34	202	4.50	999	0.91
Outpatient	3,983	3,865	1.03	4,901	0.81	1,213	3.28	3,341	1.19
Inpatient as % of All Surgeries	18.6%	21.2%	0.88	35.5%	0.52	14.3%	1.30	23.0%	0.81
Outpatient Visits									
Non-Emergency Visits	7,789	145,246	0.05	244,552	0.03	37,326	0.21	5,489	1.42
Emergency Visits	0	16,058	N/A	36,633	N/A	4,868	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	4.7	19.0	0.25	50.6	0.09	5.6	0.84	6.2	0.76
Nurses, Licensed	57.4	247.5	0.23	682.1	0.08	48.0	1.20	55.1	1.04
Ancillary Nursing Personnel	14.0	40.3	0.35	143.1	0.10	5.7	2.47	15.3	0.92
All Other Personnel	49.2	496.2	0.10	1,134.1	0.04	98.5	0.50	36.6	1.34
Total FTEs	125.3	803.0	0.16	2,009.8	0.06	157.8	0.79	113.1	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.0	13.0	2.23	14.7	1.97	26.2	1.10	43.3	0.67
Nurses, Licensed	354.9	168.4	2.11	198.5	1.79	225.1	1.58	387.5	0.92
Ancillary Nursing Personnel	86.6	27.4	3.16	41.6	2.08	26.6	3.25	107.4	0.81
All Other Personnel	304.1	337.6	0.90	330.0	0.92	461.9	0.66	257.6	1.18
Total FTEs	774.5	546.4	1.42	584.8	1.32	739.8	1.05	795.9	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	885	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	1,748			Inpatient Days	0	Newborn Days	0

313 Midwest Orthopedic Specialty Hospital
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	885	1,748	29.9%	4.8	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	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	3	3	4.7	Surgical Personnel	30	4	31.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	1	2.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	44	21	56.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	9	14.0	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	1	0.5	All Other Health Professionals	3	1	3.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	4	9.4
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	101	44	125.3

313 Midwest Orthopedic Specialty Hospital

Franklin, WI 53132

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$75,875,386	41.8%	46.6%	0.90	44.6%	0.94	47.7%	0.88	38.6%	1.08
Medical Assistance	\$12,910,843	7.1%	14.4%	0.49	21.6%	0.33	12.6%	0.56	6.8%	1.05
Commercial	\$92,430,478	50.9%	33.9%	1.50	30.1%	1.69	35.5%	1.43	54.5%	0.93
All Other	\$326,738	0.2%	5.1%	0.04	3.7%	0.05	4.2%	0.04	0.1%	1.24
Deductions as % of Total Gross Patient Revenue										
Medicare	\$56,954,445	31.4%	35.2%	0.89	35.8%	0.88	27.4%	1.15	29.1%	1.08
Medical Assistance	\$11,702,795	6.4%	11.1%	0.58	16.4%	0.39	8.8%	0.73	6.1%	1.05
Commercial	\$38,911,950	21.4%	14.9%	1.43	14.1%	1.52	12.2%	1.76	23.6%	0.91
Charity Care	\$413,667	0.2%	0.7%	0.32	0.9%	0.26	0.7%	0.32	0.3%	0.85
Bad Debt	\$1,963,200	1.1%	1.0%	1.06	0.9%	1.15	1.3%	0.86	0.3%	3.17
All Other	\$63,061	0.0%	2.8%	0.01	1.3%	0.03	2.4%	0.01	0.0%	18.63
Total Deductions	\$110,009,118	60.6%	65.8%	0.92	69.4%	0.87	52.8%	1.15	59.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	6.5%	0.10	5.3%	0.12	4.2%	0.15	2.9%	0.22	
Net Gains/Losses as % of Net Income	0.3%	29.4%	0.01	N/A	N/A	27.5%	0.01	0.7%	0.39	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,045,372	24.0%	42.4%	0.56	34.5%	0.69	46.9%	0.51	22.6%	1.06
Supplies & Services	\$30,485,621	72.7%	51.3%	1.42	59.5%	1.22	45.9%	1.58	73.9%	0.98
Capital Component	\$1,396,962	3.3%	6.2%	0.53	6.0%	0.56	7.1%	0.47	3.5%	0.96
Fiscal Statistics										
Operating Margin (%)	41.8%	10.4%	4.01	11.2%	3.73	14.1%	2.97	39.7%	1.05	
Total Hospital Net Income (%)	41.8%	14.1%	2.96	10.9%	3.85	18.4%	2.27	39.9%	1.05	
Return on Equity (%)	66.2%	6.3%	10.48	7.1%	9.32	1.6%	41.50	59.0%	1.12	
Current Ratio	2.8	4.1	0.68	6.9	0.41	2.8	1.00	2.5	1.14	
Days in Net Patient Accounts Receivable	55.0	87.5	0.63	56.9	0.97	469.6	0.12	51.4	1.07	
Average Payment Period	90.8	89.9	1.01	51.3	1.77	503.0	0.18	110.6	0.82	
Equity Financing (%)	75.2%	64.7%	1.16	83.8%	0.90	50.7%	1.48	74.1%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	14.2	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover	1.6	0.4	3.69	0.7	2.41	0.1	19.21	1.5	1.07	
Average Age of Plant (Years)	14.9	17.1	0.87	11.7	1.27	72.9	0.20	13.6	1.10	
Increase (Decrease) Total Net Patient Revenue	11.9%	12.7%	0.94	11.5%	1.03	13.5%	0.89	-12.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	70.5%	64.9%	1.09	52.8%	1.34	80.3%	0.88	64.1%	1.10	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$23,013	\$18,658	1.23	\$25,873	0.89	\$17,504	1.31	\$23,399	0.98	
Inpatient Net Revenue per Day	\$11,698	\$3,656	3.20	\$4,216	2.77	\$4,490	2.61	\$12,520	0.93	
Outpatient Net Revenue per Visit	\$6,821	\$781	8.73	\$852	8.00	\$784	8.70	\$7,481	0.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$181,543,445	Cash & Cash Equivalents	\$15,150,290	Current Liabilities	\$10,101,125
Less Deductions	\$110,009,118	Net Patient Receivables	\$10,771,387	Long-Term Debt	\$0
Net Patient Revenue	\$71,534,327	Other Receivables	\$512,413	Other Liabilities	\$1,204,108
Plus Other Revenue	\$463,503			Subtotal	\$11,305,233
Total Revenue	\$71,997,829	Land, Buildings & Equipment (Net)	\$17,243,368	Unrestricted Fund Balance	\$34,250,608
Less Expenses	\$41,927,955	Other Assets	\$1,878,383	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$84,504			Total Liabilities & Fund Balance	\$45,555,841
Net Income	\$30,154,378	Total Assets	\$45,555,841		

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 2021	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	6.2%	57.9%	0.11	58.8%	0.11	19.3%	0.32	3.5%	1.77	
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	21.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	6.2%	58.7%	0.11	61.6%	0.10	20.9%	0.30	3.5%	1.77	
Average Census (Patients)										
Adult Medical-Surgical	1.6	26.8	0.06	17.6	0.09	3.3	0.47	0.9	1.77	
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.9	N/A	0.0	N/A	
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A	
Total Hospital	1.6	49.8	0.03	35.6	0.04	4.2	0.37	0.9	1.77	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.4	4.6	0.74	4.4	0.78	3.6	0.95	2.6	1.30	
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	4.3	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.6	4.9	0.74	4.7	0.77	3.1	1.18	2.7	1.35	
Surgical Operations										
Inpatient	0	1,037	N/A	1,116	N/A	202	N/A	0	N/A	
Outpatient	181	3,865	0.05	3,513	0.05	1,213	0.15	178	1.02	
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	24.1%	N/A	14.3%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	34,465	145,246	0.24	131,878	0.26	37,326	0.92	34,001	1.01	
Emergency Visits	5,212	16,058	0.32	11,093	0.47	4,868	1.07	4,655	1.12	
Full-Time Equivalents (FTEs)										
Administrators	0.0	19.0	N/A	20.4	N/A	5.6	N/A	0.0	N/A	
Nurses, Licensed	32.1	247.5	0.13	172.5	0.19	48.0	0.67	34.6	0.93	
Ancillary Nursing Personnel	0.6	40.3	0.01	24.7	0.02	5.7	0.11	1.6	0.38	
All Other Personnel	92.3	496.2	0.19	457.0	0.20	98.5	0.94	108.6	0.85	
Total FTEs	124.9	803.0	0.16	674.6	0.19	157.8	0.79	144.8	0.86	
FTEs per 100 Patient Census (Adjusted)										
Administrators	0.0	13.0	N/A	17.1	N/A	26.2	N/A	0.0	N/A	
Nurses, Licensed	153.9	168.4	0.91	144.1	1.07	225.1	0.68	189.5	0.81	
Ancillary Nursing Personnel	2.9	27.4	0.11	20.6	0.14	26.6	0.11	8.8	0.33	
All Other Personnel	443.0	337.6	1.31	381.6	1.16	461.9	0.96	595.3	0.74	
Total FTEs	599.8	546.4	1.10	563.4	1.06	739.8	0.81	793.6	0.76	

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 157
 Inpatient Days 567

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

Medicare-certified Swing Beds:
 Average Beds Used 4
 Discharges 44
 Inpatient Days 561

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

037 Gundersen Moundview Hospital and Clinics
 Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	167	567	6.2%	1.6	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	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	1.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	6	0	6.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	24	15	29.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	2	2.4
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	0	1	0.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	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	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	59	3	60.1
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	3	0	3.0				
				Total	116	25	124.9

037 Gundersen Moundview Hospital and Clinics

Friendship, WI 53934

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$25,279,821	53.9%	46.6%	1.15	51.2%	1.05	47.7%	1.13	51.8%	1.04
Medical Assistance	\$9,188,934	19.6%	14.4%	1.36	13.3%	1.48	12.6%	1.55	19.3%	1.01
Commercial	\$11,313,536	24.1%	33.9%	0.71	29.9%	0.81	35.5%	0.68	25.7%	0.94
All Other	\$1,152,512	2.5%	5.1%	0.48	5.7%	0.43	4.2%	0.58	3.1%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,856,250	25.3%	35.2%	0.72	36.0%	0.70	27.4%	0.92	24.2%	1.04
Medical Assistance	\$6,215,846	13.2%	11.1%	1.20	10.1%	1.31	8.8%	1.50	15.4%	0.86
Commercial	\$6,056,559	12.9%	14.9%	0.86	9.2%	1.40	12.2%	1.06	12.5%	1.03
Charity Care	\$523,377	1.1%	0.7%	1.56	0.8%	1.46	0.7%	1.58	0.1%	14.99
Bad Debt	\$387,986	0.8%	1.0%	0.81	0.8%	1.02	1.3%	0.66	1.8%	0.46
All Other	\$495,651	1.1%	2.8%	0.38	3.5%	0.30	2.4%	0.44	2.2%	0.48
Total Deductions	\$25,535,669	54.4%	65.8%	0.83	60.4%	0.90	52.8%	1.03	56.1%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.5%	6.5%	0.54	4.2%	0.83	4.2%	0.84	4.2%	0.83
Net Gains/Losses as % of Net Income		68.2%	29.4%	2.32	32.5%	2.10	27.5%	2.48	9.6%	7.09
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,124,659	44.6%	42.4%	1.05	42.4%	1.05	46.9%	0.95	52.0%	0.86
Supplies & Services	\$10,616,205	51.9%	51.3%	1.01	52.7%	0.98	45.9%	1.13	43.4%	1.20
Capital Component	\$709,591	3.5%	6.2%	0.56	4.9%	0.70	7.1%	0.49	4.6%	0.75
Fiscal Statistics										
Operating Margin (%)		7.8%	10.4%	0.75	9.6%	0.81	14.1%	0.55	10.4%	0.75
Total Hospital Net Income (%)		21.0%	14.1%	1.49	13.6%	1.54	18.4%	1.14	11.4%	1.84
Return on Equity (%)		24.3%	6.3%	3.86	3.3%	7.39	1.6%	15.26	10.5%	2.33
Current Ratio		3.2	4.1	0.77	2.8	1.12	2.8	1.14	2.0	1.60
Days in Net Patient Accounts Receivable		30.4	87.5	0.35	167.5	0.18	469.6	0.06	42.1	0.72
Average Payment Period		85.1	89.9	0.95	165.5	0.51	503.0	0.17	162.8	0.52
Equity Financing (%)		79.1%	64.7%	1.22	50.9%	1.55	50.7%	1.56	56.6%	1.40
Long-Term Debt to Equity Ratio		0.0	0.3	0.01	0.7	0.00	0.7	0.00	0.0	0.31
Times Interest Earned		736.3	21.0	35.02	48.7	15.11	28.6	25.75	46.4	15.86
Total Asset Turnover		1.0	0.4	2.32	0.2	4.30	0.1	12.07	0.9	1.09
Average Age of Plant (Years)		4.3	17.1	0.25	33.5	0.13	72.9	0.06	2.9	1.48
Increase (Decrease) Total Net Patient Revenue		13.9%	12.7%	1.09	25.1%	0.56	13.5%	1.03	8.4%	1.65
Outpatient Gross Revenue (% of Total GPR)		92.6%	64.9%	1.43	70.5%	1.31	80.3%	1.15	95.0%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,385		\$18,658	0.82	\$16,540	0.93	\$17,504	0.88	\$7,620	2.02
Inpatient Net Revenue per Day	\$2,727		\$3,656	0.75	\$3,511	0.78	\$4,490	0.61	\$1,470	1.86
Outpatient Net Revenue per Visit	\$471		\$781	0.60	\$799	0.59	\$784	0.60	\$475	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,934,803	Cash & Cash Equivalents	\$12,230,790	Current Liabilities	\$4,618,437
Less Deductions	\$25,535,669	Net Patient Receivables	\$1,782,752	Long-Term Debt	\$58,574
Net Patient Revenue	\$21,399,134	Other Receivables	\$511,977	Other Liabilities	\$0
Plus Other Revenue	\$778,848			Subtotal	\$4,677,011
Total Revenue	\$22,177,982	Land, Buildings & Equipment (Net)	\$5,700,141		
Less Expenses	\$20,450,455	Other Assets	\$2,108,928	Unrestricted Fund Balance	\$17,657,577
Non-Operating Gains/Losses	\$3,710,137			Restricted Fund Balance	\$625,976
Net Income	\$5,437,664	Total Assets	\$22,334,588	Total Liabilities & Fund Balance	\$22,334,588

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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	57.9%	N/A	68.4%	N/A	19.3%	N/A	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	42.5%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	23.0%	58.7%	0.39	68.1%	0.34	20.9%	1.10	22.5%	1.03
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.8	N/A	106.2	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	4.8	N/A	17.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	7.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	49.8	0.14	158.1	0.04	4.2	1.64	6.7	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.6	N/A	5.5	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.9	4.9	0.38	6.0	0.31	3.1	0.60	1.9	0.96
Surgical Operations									
Inpatient	1,363	1,037	1.31	2,696	0.51	202	6.75	1,282	1.06
Outpatient	7,415	3,865	1.92	4,901	1.51	1,213	6.11	6,404	1.16
Inpatient as % of All Surgeries	15.5%	21.2%	0.73	35.5%	0.44	14.3%	1.09	16.7%	0.93
Outpatient Visits									
Non-Emergency Visits	60,078	145,246	0.41	244,552	0.25	37,326	1.61	51,659	1.16
Emergency Visits	0	16,058	N/A	36,633	N/A	4,868	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	8.0	19.0	0.42	50.6	0.16	5.6	1.43	10.0	0.80
Nurses, Licensed	63.4	247.5	0.26	682.1	0.09	48.0	1.32	61.3	1.03
Ancillary Nursing Personnel	0.5	40.3	0.01	143.1	0.00	5.7	0.09	6.8	0.08
All Other Personnel	154.1	496.2	0.31	1,134.1	0.14	98.5	1.56	139.6	1.10
Total FTEs	226.1	803.0	0.28	2,009.8	0.11	157.8	1.43	217.7	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	45.5	13.0	3.51	14.7	3.09	26.2	1.73	56.8	0.80
Nurses, Licensed	360.9	168.4	2.14	198.5	1.82	225.1	1.60	348.5	1.04
Ancillary Nursing Personnel	2.9	27.4	0.11	41.6	0.07	26.6	0.11	38.5	0.08
All Other Personnel	876.8	337.6	2.60	330.0	2.66	461.9	1.90	793.4	1.11
Total FTEs	1,286.1	546.4	2.35	584.8	2.20	739.8	1.74	1,237.2	1.04

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,363
 Inpatient Days 2,523

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 12/31/2021	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	1,567	2,523	23.0%	6.9	1.6
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	8	1	8.0	Surgical Personnel	31	3	31.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	4	7.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	6	2.2
Registered Nurses	44	51	62.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	27	14	31.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	0	1	0.5	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	2	0.0
Nurse Practitioners	0	1	0.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	0.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	22	19.2
Health Info Mgmt-Administrators/Technicians	10	1	10.5	All Other Personnel	33	9	37.3
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	2	1	2.5				
				Total	189	121	226.1

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$84,981,872	42.8%	46.6%	0.92	44.6%	0.96	47.7%	0.90	36.6%	1.17
Medical Assistance	\$16,677,351	8.4%	14.4%	0.58	21.6%	0.39	12.6%	0.67	7.5%	1.12
Commercial	\$96,164,619	48.4%	33.9%	1.43	30.1%	1.61	35.5%	1.36	55.3%	0.87
All Other	\$845,137	0.4%	5.1%	0.08	3.7%	0.12	4.2%	0.10	0.5%	0.78
Deductions as % of Total Gross Patient Revenue										
Medicare	\$64,797,079	32.6%	35.2%	0.93	35.8%	0.91	27.4%	1.19	27.5%	1.19
Medical Assistance	\$14,612,798	7.4%	11.1%	0.66	16.4%	0.45	8.8%	0.83	6.4%	1.15
Commercial	\$39,670,977	20.0%	14.9%	1.34	14.1%	1.42	12.2%	1.64	21.8%	0.91
Charity Care	\$203,852	0.1%	0.7%	0.14	0.9%	0.12	0.7%	0.15	0.2%	0.60
Bad Debt	\$1,290,444	0.6%	1.0%	0.64	0.9%	0.69	1.3%	0.52	0.3%	2.55
All Other	\$496,532	0.2%	2.8%	0.09	1.3%	0.20	2.4%	0.10	0.4%	0.66
Total Deductions	\$121,071,682	60.9%	65.8%	0.93	69.4%	0.88	52.8%	1.15	56.5%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.2%	6.5%	0.18		5.3%	0.22	4.2%	0.28	3.3%	0.35
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A		N/A	N/A	27.5%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,253,852	44.6%	42.4%	1.05	34.5%	1.29	46.9%	0.95	44.0%	1.01
Supplies & Services	\$23,779,214	49.9%	51.3%	0.97	59.5%	0.84	45.9%	1.09	50.2%	0.99
Capital Component	\$2,643,910	5.5%	6.2%	0.89	6.0%	0.93	7.1%	0.78	5.8%	0.96
Fiscal Statistics										
Operating Margin (%)	39.3%	10.4%	3.77		11.2%	3.51	14.1%	2.79	40.0%	0.98
Total Hospital Net Income (%)	39.3%	14.1%	2.78		10.9%	3.61	18.4%	2.13	40.0%	0.98
Return on Equity (%)	44.2%	6.3%	7.00		7.1%	6.23	1.6%	27.72	45.6%	0.97
Current Ratio	7.5	4.1	1.82		6.9	1.09	2.8	2.68	7.3	1.03
Days in Net Patient Accounts Receivable	73.1	87.5	0.84		56.9	1.29	469.6	0.16	65.0	1.12
Average Payment Period	40.0	89.9	0.44		51.3	0.78	503.0	0.08	38.5	1.04
Equity Financing (%)	81.8%	64.7%	1.26		83.8%	0.98	50.7%	1.61	81.3%	1.01
Long-Term Debt to Equity Ratio	0.1	0.3	0.22		0.1	1.09	0.7	0.10	0.1	0.87
Times Interest Earned	3,991.5	21.0	189.83		14.2	281.22	28.6	139.61	458.1	8.71
Total Asset Turnover	1.1	0.4	2.63		0.7	1.72	0.1	13.69	1.1	0.99
Average Age of Plant (Years)	12.3	17.1	0.72		11.7	1.06	72.9	0.17	11.3	1.09
Increase (Decrease) Total Net Patient Revenue	5.6%	12.7%	0.44		11.5%	0.48	13.5%	0.41	-10.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	61.0%	64.9%	0.94		52.8%	1.16	80.3%	0.76	61.7%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,508	\$18,658	1.21		\$25,873	0.87	\$17,504	1.29	\$23,095	0.97
Inpatient Net Revenue per Day	\$12,257	\$3,656	3.35		\$4,216	2.91	\$4,490	2.73	\$12,011	1.02
Outpatient Net Revenue per Visit	\$802	\$781	1.03		\$852	0.94	\$784	1.02	\$858	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$198,668,978	Cash & Cash Equivalents	\$18,694,295	Current Liabilities	\$4,998,757
Less Deductions	\$121,071,682	Net Patient Receivables	\$15,548,803	Long-Term Debt	\$4,111,177
Net Patient Revenue	\$77,597,296	Other Receivables	\$0	Other Liabilities	\$3,585,819
Plus Other Revenue	\$919,901			Subtotal	\$12,695,753
Total Revenue	\$78,517,198	Land, Buildings & Equipment (Net)	\$28,967,313	Unrestricted Fund Balance	\$57,051,097
Less Expenses	\$47,676,976	Other Assets	\$6,536,439	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,545			Total Liabilities & Fund Balance	\$69,746,850
Net Income	\$30,838,677	Total Assets	\$69,746,850		

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	71.5%	57.9%	1.23	61.6%	1.16	58.1%	1.23	68.4%	1.05
Obstetrics	42.1%	36.8%	1.14	32.8%	0.23	31.4%	1.34	41.5%	1.01
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	54.7%	58.7%	0.93	56.8%	0.96	55.7%	0.98	56.0%	0.98
Average Census (Patients)									
Adult Medical-Surgical	55.8	26.8	2.08	34.1	1.64	31.3	1.78	47.9	1.17
Obstetrics	7.6	4.8	1.56	5.4	1.39	4.8	1.57	7.5	1.01
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	84.2	49.8	1.69	64.9	1.30	61.6	1.37	81.8	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.6	1.12	4.3	1.19	4.4	1.16	4.6	1.11
Obstetrics	2.4	2.4	0.97	2.3	1.03	2.4	1.00	2.4	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.91	4.5	0.97	4.6	0.95	4.1	1.07
Surgical Operations									
Inpatient	1,991	1,037	1.92	1,167	1.71	1,302	1.53	2,207	0.90
Outpatient	7,016	3,865	1.82	4,137	1.70	5,418	1.29	5,638	1.24
Inpatient as % of All Surgeries	22.1%	21.2%	1.04	22.0%	1.00	19.4%	1.14	28.1%	0.79
Outpatient Visits									
Non-Emergency Visits	129,721	145,246	0.89	170,630	0.76	219,131	0.59	108,289	1.20
Emergency Visits	20,857	16,058	1.30	21,970	0.95	24,739	0.84	18,228	1.14
Full-Time Equivalents (FTEs)									
Administrators	13.0	19.0	0.68	22.0	0.59	20.7	0.63	13.0	1.00
Nurses, Licensed	472.3	247.5	1.91	286.1	1.65	342.9	1.38	468.8	1.01
Ancillary Nursing Personnel	134.8	40.3	3.35	52.9	2.55	54.5	2.47	131.9	1.02
All Other Personnel	762.1	496.2	1.54	515.7	1.48	656.1	1.16	755.3	1.01
Total FTEs	1,382.2	803.0	1.72	876.8	1.58	1,074.1	1.29	1,369.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.2	13.0	0.40	11.5	0.45	10.1	0.51	6.1	0.84
Nurses, Licensed	187.3	168.4	1.11	148.8	1.26	168.5	1.11	220.4	0.85
Ancillary Nursing Personnel	53.4	27.4	1.95	27.5	1.94	26.8	2.00	62.0	0.86
All Other Personnel	302.2	337.6	0.89	268.3	1.13	322.3	0.94	355.2	0.85
Total FTEs	548.0	546.4	1.00	456.1	1.20	527.7	1.04	643.8	0.85

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	154	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	6,969	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,116
Inpatient Days	30,726			Inpatient Days	0	Newborn Days	3,279

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	3,978	20,360	71.5%	55.8	5.1
Orthopedic	1	16	831	3,226	55.2%	8.8	3.9
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	1	14	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,163	2,764	42.1%	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	2	17	690	3,078	49.6%	8.4	4.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	125	1,298	32.3%	3.6	10.4
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	13	0	13.0	Surgical Personnel	46	12	51.5
Physicians & Dentists	79	20	83.0	Radiological Services Personnel	56	43	79.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	6	12.2
Dental Hygienists	0	0	0.0	Occupational Therapists	7	17	15.8
Registered Nurses	320	176	439.4	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	33	25	47.7
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	8	20	15.4
Ancillary Nursing Personnel	49	143	134.8	Recreational Therapists	0	0	0.0
Physician Assistants	20	1	20.5	Dietitians & Nutritionists	2	1	2.9
Nurse Practitioners	26	4	29.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	1	7.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	97	27	107.7
Health Info Mgmt-Administrators/Technicians	15	2	16.1	All Other Personnel	169	73	204.4
Pharmacy Personnel	24	6	28.1				
Clinical Laboratory Personnel	36	15	44.3				
				Total	1,042	602	1,382.2

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$546,698,264	52.2%	46.6%	1.12	51.5%	1.01	43.4%	1.20	53.1%	0.98
Medical Assistance	\$81,226,188	7.8%	14.4%	0.54	11.3%	0.68	18.4%	0.42	7.4%	1.05
Commercial	\$400,417,025	38.2%	33.9%	1.13	34.7%	1.10	33.8%	1.13	37.7%	1.01
All Other	\$18,519,708	1.8%	5.1%	0.35	2.5%	0.72	4.3%	0.41	1.8%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$456,675,055	43.6%	35.2%	1.24	41.5%	1.05	33.7%	1.30	44.2%	0.99
Medical Assistance	\$68,870,250	6.6%	11.1%	0.59	9.1%	0.72	14.1%	0.47	6.1%	1.08
Commercial	\$206,622,786	19.7%	14.9%	1.32	16.0%	1.23	13.7%	1.44	19.3%	1.02
Charity Care	\$4,324,613	0.4%	0.7%	0.58	0.9%	0.46	0.7%	0.63	0.7%	0.62
Bad Debt	\$6,489,645	0.6%	1.0%	0.61	1.0%	0.61	1.3%	0.50	0.7%	0.83
All Other	\$10,419,204	1.0%	2.8%	0.36	1.2%	0.82	2.7%	0.37	0.9%	1.12
Total Deductions	\$753,401,553	72.0%	65.8%	1.09	69.8%	1.03	66.0%	1.09	71.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%	6.5%	0.04	0.00	5.3%	0.05	6.7%	0.04	6.9%	0.04
Net Gains/Losses as % of Net Income	0.1%	29.4%	0.00	0.00	13.2%	0.01	20.9%	0.01	0.2%	0.56
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$88,623,121	37.6%	42.4%	0.89	38.6%	0.98	43.3%	0.87	38.1%	0.99
Supplies & Services	\$124,493,419	52.9%	51.3%	1.03	53.1%	1.00	49.2%	1.07	51.1%	1.03
Capital Component	\$22,306,225	9.5%	6.2%	1.52	8.4%	1.13	7.4%	1.27	10.8%	0.88
Fiscal Statistics										
Operating Margin (%)	20.0%	10.4%	1.92	1.92	13.6%	1.47	12.2%	1.63	15.9%	1.26
Total Hospital Net Income (%)	20.0%	14.1%	1.42	1.42	15.4%	1.30	15.0%	1.34	15.9%	1.26
Return on Equity (%)	8.4%	6.3%	1.32	1.32	9.8%	0.85	3.8%	2.22	6.4%	1.29
Current Ratio	16.3	4.1	3.95	3.95	7.4	2.20	4.0	4.05	19.3	0.84
Days in Net Patient Accounts Receivable	57.2	87.5	0.65	0.65	51.6	1.11	139.1	0.41	56.9	1.01
Average Payment Period	50.3	89.9	0.56	0.56	51.5	0.98	140.8	0.36	40.5	1.24
Equity Financing (%)	93.7%	64.7%	1.45	1.45	80.1%	1.17	62.1%	1.51	92.5%	1.01
Long-Term Debt to Equity Ratio	0.0	0.3	0.07	0.07	0.1	0.23	0.4	0.05	0.0	0.87
Times Interest Earned	10.7	21.0	0.51	0.51	14.8	0.72	15.1	0.71	8.2	1.31
Total Asset Turnover	0.4	0.4	0.97	0.97	0.6	0.67	0.2	1.72	0.4	1.03
Average Age of Plant (Years)	11.0	17.1	0.65	0.65	11.1	1.00	23.5	0.47	9.0	1.23
Increase (Decrease) Total Net Patient Revenue	19.1%	12.7%	1.50	1.50	7.7%	2.46	18.6%	1.02	-5.9%	N/A
Outpatient Gross Revenue (% of Total GPR)	63.5%	64.9%	0.98	0.98	65.6%	0.97	69.2%	0.92	58.4%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,887	\$18,658	0.91	0.91	\$14,982	1.13	\$18,023	0.94	\$15,032	1.12
Inpatient Net Revenue per Day	\$3,503	\$3,656	0.96	0.96	\$3,228	1.09	\$3,813	0.92	\$3,361	1.04
Outpatient Net Revenue per Visit	\$1,210	\$781	1.55	1.55	\$697	1.74	\$729	1.66	\$1,141	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,046,861,187	Cash & Cash Equivalents	\$440,791,798	Current Liabilities	\$30,371,644
Less Deductions	\$753,401,553	Net Patient Receivables	\$45,998,360	Long-Term Debt	\$14,302,443
Net Patient Revenue	\$293,459,634	Other Receivables	\$654,003	Other Liabilities	\$52,000
Plus Other Revenue	\$838,509			Subtotal	\$44,726,087
Total Revenue	\$294,298,144	Land, Buildings & Equipment (Net)	\$210,623,936	Unrestricted Fund Balance	\$661,282,010
Less Expenses	\$235,422,765	Other Assets	\$7,940,000	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$81,193			Total Liabilities & Fund Balance	\$706,008,097
Net Income	\$58,956,572	Total Assets	\$706,008,097		

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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	8.9%	57.9%	0.15	25.1%	0.36	14.2%	0.63	8.5%	1.05
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	8.9%	58.7%	0.15	28.2%	0.32	18.3%	0.49	8.5%	1.05
Average Census (Patients)									
Adult Medical-Surgical	1.5	26.8	0.06	5.0	0.31	2.1	0.74	1.4	1.05
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	49.8	0.03	6.5	0.23	2.8	0.55	1.4	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.73	3.6	0.94	3.6	0.92	3.3	1.02
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.69	3.9	0.86	4.3	0.78	3.3	1.02
Surgical Operations									
Inpatient	1	1,037	0.00	70	0.01	54	0.02	12	0.08
Outpatient	280	3,865	0.07	1,013	0.28	1,655	0.17	288	0.97
Inpatient as % of All Surgeries	0.4%	21.2%	0.02	6.4%	0.06	3.2%	0.11	4.0%	0.09
Outpatient Visits									
Non-Emergency Visits	29,919	145,246	0.21	40,762	0.73	27,310	1.10	25,994	1.15
Emergency Visits	3,404	16,058	0.21	6,148	0.55	3,184	1.07	3,214	1.06
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	2.8	0.36	1.7	0.58	1.0	1.00
Nurses, Licensed	37.1	247.5	0.15	61.3	0.61	37.1	1.00	35.5	1.05
Ancillary Nursing Personnel	0.0	40.3	N/A	8.9	N/A	6.4	N/A	0.0	N/A
All Other Personnel	89.8	496.2	0.18	146.9	0.61	71.3	1.26	102.0	0.88
Total FTEs	128.0	803.0	0.16	219.9	0.58	116.6	1.10	138.5	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.8	13.0	0.53	5.7	1.20	11.4	0.60	6.5	1.05
Nurses, Licensed	253.5	168.4	1.51	125.8	2.02	246.5	1.03	231.1	1.10
Ancillary Nursing Personnel	0.0	27.4	N/A	18.3	N/A	42.3	N/A	0.0	N/A
All Other Personnel	613.4	337.6	1.82	301.1	2.04	473.5	1.30	663.5	0.92
Total FTEs	873.7	546.4	1.60	450.8	1.94	773.8	1.13	901.1	0.97

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	165	Preferred Provider Organization (PPO)	Yes	Discharges	36	Total Births	0
Inpatient Days	554			Inpatient Days	343	Newborn Days	0

038 Burnett Medical Center
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	165	554	8.9%	1.5	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	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	1	0	1.0	Surgical Personnel	2	2	2.8
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	1	4.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.3
Registered Nurses	21	11	26.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.3	Physical Therapists	4	0	4.0
Licensed Practical Nurses	4	1	4.2	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	1	6.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	4	7.7
Health Info Mgmt-Administrators/Technicians	9	0	9.0	All Other Personnel	30	30	44.2
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	103	54	128.0

038 Burnett Medical Center
Grantsburg, WI 54840

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,978,903	47.9%	46.6%	1.03	50.8%	0.94	46.0%	1.04	48.8%	0.98
Medical Assistance	\$7,038,134	19.9%	14.4%	1.38	16.7%	1.19	12.0%	1.65	17.3%	1.15
Commercial	\$8,889,586	25.1%	33.9%	0.74	26.9%	0.93	37.7%	0.66	26.1%	0.96
All Other	\$2,532,752	7.1%	5.1%	1.41	5.6%	1.28	4.2%	1.69	7.8%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,866,828	22.2%	35.2%	0.63	27.0%	0.82	24.4%	0.91	23.0%	0.97
Medical Assistance	\$4,181,592	11.8%	11.1%	1.07	11.1%	1.06	8.3%	1.42	11.3%	1.04
Commercial	\$2,383,585	6.7%	14.9%	0.45	5.5%	1.22	11.4%	0.59	7.2%	0.93
Charity Care	\$96,192	0.3%	0.7%	0.38	0.7%	0.40	0.7%	0.38	0.2%	1.10
Bad Debt	\$703,968	2.0%	1.0%	1.95	1.5%	1.33	1.4%	1.42	3.9%	0.51
All Other	\$1,101,449	3.1%	2.8%	1.11	2.7%	1.15	2.2%	1.40	2.2%	1.39
Total Deductions	\$16,333,614	46.1%	65.8%	0.70	48.5%	0.95	48.5%	0.95	47.9%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	6.5%	0.18		3.4%	0.34	5.2%	0.22	1.8%	0.65
Net Gains/Losses as % of Net Income	85.3%	29.4%	2.91		46.4%	1.84	16.4%	5.18	112.7%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,541,400	56.6%	42.4%	1.33	52.8%	1.07	49.0%	1.16	58.1%	0.98
Supplies & Services	\$6,751,215	36.3%	51.3%	0.71	40.1%	0.90	44.0%	0.82	34.7%	1.04
Capital Component	\$1,320,475	7.1%	6.2%	1.14	7.1%	1.00	7.0%	1.01	7.2%	0.98
Fiscal Statistics										
Operating Margin (%)	3.7%	10.4%	0.35		12.3%	0.30	12.2%	0.30	-0.1%	N/A
Total Hospital Net Income (%)	20.7%	14.1%	1.46		20.8%	0.99	14.2%	1.45	0.8%	26.27
Return on Equity (%)	17.6%	6.3%	2.78		2.3%	7.75	21.6%	0.81	0.5%	35.08
Current Ratio	1.8	4.1	0.43		3.1	0.56	2.1	0.83	2.1	0.82
Days in Net Patient Accounts Receivable	69.1	87.5	0.79		372.2	0.19	53.3	1.30	74.4	0.93
Average Payment Period	176.8	89.9	1.97		407.2	0.43	54.9	3.22	173.8	1.02
Equity Financing (%)	33.8%	64.7%	0.52		51.8%	0.65	43.0%	0.79	16.7%	2.03
Long-Term Debt to Equity Ratio	1.0	0.3	2.89		0.7	1.40	0.7	1.37	2.1	0.45
Times Interest Earned	19.1	21.0	0.91		56.7	0.34	13.9	1.37	1.5	12.65
Total Asset Turnover	0.7	0.4	1.63		0.1	7.11	1.5	0.47	0.6	1.11
Average Age of Plant (Years)	21.4	17.1	1.25		55.6	0.38	8.5	2.52	26.8	0.80
Increase (Decrease) Total Net Patient Revenue	12.6%	12.7%	0.99		17.4%	0.73	15.6%	0.81	-3.6%	N/A
Outpatient Gross Revenue (% of Total GPR)	90.7%	64.9%	1.40		86.8%	1.05	82.0%	1.11	89.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,223	\$18,658	0.71		\$14,908	0.89	\$21,986	0.60	\$12,439	1.06
Inpatient Net Revenue per Day	\$3,172	\$3,656	0.87		\$3,393	0.93	\$3,295	0.96	\$2,727	1.16
Outpatient Net Revenue per Visit	\$515	\$781	0.66		\$924	0.56	\$696	0.74	\$542	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,439,375	Cash & Cash Equivalents	\$10,905,407	Current Liabilities	\$8,633,831
Less Deductions	\$16,333,614	Net Patient Receivables	\$3,617,223	Long-Term Debt	\$8,882,837
Net Patient Revenue	\$19,105,761	Other Receivables	\$66,447	Other Liabilities	\$750,537
Plus Other Revenue	\$221,046			Subtotal	\$18,267,205
Total Revenue	\$19,326,807	Land, Buildings & Equipment (Net)	\$8,977,501	Unrestricted Fund Balance	\$9,343,227
Less Expenses	\$18,613,090	Other Assets	\$4,043,854	Restricted Fund Balance	\$23,547
Non-Operating Gains/Losses	\$4,132,897			Total Liabilities & Fund Balance	\$27,610,432
Net Income	\$4,846,614	Total Assets	\$27,610,432		

197 Aurora BayCare Medical Center in Green Bay
 2845 Greenbrier Drive
 Green Bay, WI 54311
 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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	75.4%	57.9%	1.30	57.7%	1.31	72.0%	1.05	70.7%	1.07
Obstetrics	47.0%	36.8%	1.28	33.1%	0.33	46.8%	1.00	47.5%	0.99
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	58.6%	58.7%	1.00	51.8%	1.13	68.8%	0.85	55.2%	1.06
Average Census (Patients)									
Adult Medical-Surgical	70.9	26.8	2.64	25.0	2.83	108.1	0.66	66.4	1.07
Obstetrics	10.8	4.8	2.23	3.9	2.81	14.4	0.75	10.9	0.99
Pediatrics	0.0	1.5	N/A	0.3	N/A	5.0	N/A	0.0	N/A
Total Hospital	123.1	49.8	2.47	44.3	2.78	209.1	0.59	116.0	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.6	0.99	4.2	1.09	5.0	0.90	4.3	1.06
Obstetrics	2.5	2.4	1.02	2.3	1.10	2.6	0.97	2.4	1.05
Pediatrics	0.0	3.8	N/A	2.4	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.9	4.9	1.00	4.4	1.10	5.3	0.92	4.6	1.06
Surgical Operations									
Inpatient	2,841	1,037	2.74	879	3.23	3,842	0.74	2,670	1.06
Outpatient	14,769	3,865	3.82	5,410	2.73	11,153	1.32	12,322	1.20
Inpatient as % of All Surgeries	16.1%	21.2%	0.76	14.0%	1.15	25.6%	0.63	17.8%	0.91
Outpatient Visits									
Non-Emergency Visits	434,075	145,246	2.99	191,881	2.26	450,554	0.96	353,760	1.23
Emergency Visits	28,126	16,058	1.75	17,038	1.65	40,709	0.69	25,485	1.10
Full-Time Equivalents (FTEs)									
Administrators	22.0	19.0	1.15	15.5	1.42	63.3	0.35	24.0	0.92
Nurses, Licensed	715.5	247.5	2.89	286.5	2.50	921.1	0.78	705.0	1.01
Ancillary Nursing Personnel	143.4	40.3	3.56	43.7	3.28	153.6	0.93	120.1	1.19
All Other Personnel	1,046.7	496.2	2.11	497.2	2.11	1,865.1	0.56	1,034.1	1.01
Total FTEs	1,927.6	803.0	2.40	842.9	2.29	3,003.0	0.64	1,883.2	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.0	13.0	0.39	8.7	0.57	11.7	0.43	6.1	0.82
Nurses, Licensed	162.7	168.4	0.97	160.8	1.01	170.7	0.95	180.3	0.90
Ancillary Nursing Personnel	32.6	27.4	1.19	24.5	1.33	28.5	1.15	30.7	1.06
All Other Personnel	238.1	337.6	0.71	279.1	0.85	345.6	0.69	264.5	0.90
Total FTEs	438.4	546.4	0.80	473.2	0.93	556.5	0.79	481.7	0.91

Total Hospital:
 Beds Set Up & Staffed 210
 Discharges 9,259
 Inpatient Days 44,914

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 1,518
 Newborn Days 2,220

197 Aurora BayCare Medical Center in Green Bay
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	5,674	25,864	75.4%	70.9	4.6
Orthopedic	3	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	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	23	1,578	3,944	47.0%	10.8	2.5
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	43	1,011	9,368	59.7%	25.7	9.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	186	4,535	49.7%	12.4	24.4
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	2	25	370	1,203	13.2%	3.3	3.3

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	22	0	22.0	Surgical Personnel	69	19	79.6
Physicians & Dentists	72	5	73.3	Radiological Services Personnel	71	25	90.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	23	10	27.8
Dental Hygienists	0	0	0.0	Occupational Therapists	15	6	17.8
Registered Nurses	493	262	659.1	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	32	12	40.3
Licensed Practical Nurses	22	11	27.8	Physical Therapy Assistants/Aides	12	5	16.2
Ancillary Nursing Personnel	77	136	143.4	Recreational Therapists	0	1	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	7	3	9.7
Nurse Practitioners	27	2	28.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	5	9.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	129	48	152.6
Health Info Mgmt-Administrators/Technicians	15	2	16.3	All Other Personnel	246	140	330.6
Pharmacy Personnel	44	10	48.7				
Clinical Laboratory Personnel	59	11	66.2				
				Total	1,492	735	1,927.6

197 Aurora BayCare Medical Center in Green Bay

Green Bay, WI 54311

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$739,629,089	43.3%	46.6%	0.93	47.1%	0.92	46.9%	0.92	44.3%	0.98
Medical Assistance	\$206,673,765	12.1%	14.4%	0.84	12.3%	0.98	13.3%	0.91	11.6%	1.04
Commercial	\$663,276,655	38.8%	33.9%	1.15	36.3%	1.07	34.1%	1.14	38.5%	1.01
All Other	\$99,727,496	5.8%	5.1%	1.15	4.2%	1.38	5.7%	1.02	5.5%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$598,848,488	35.0%	35.2%	0.99	35.4%	0.99	36.2%	0.97	35.6%	0.98
Medical Assistance	\$172,657,726	10.1%	11.1%	0.91	9.8%	1.03	10.3%	0.98	9.4%	1.08
Commercial	\$298,877,406	17.5%	14.9%	1.17	16.0%	1.09	16.2%	1.08	16.8%	1.04
Charity Care	\$10,802,909	0.6%	0.7%	0.89	0.7%	0.92	0.7%	0.91	0.7%	0.87
Bad Debt	\$11,926,688	0.7%	1.0%	0.68	1.1%	0.65	0.8%	0.84	1.1%	0.65
All Other	\$69,980,520	4.1%	2.8%	1.46	2.9%	1.40	3.0%	1.34	3.3%	1.23
Total Deductions	\$1,163,093,737	68.0%	65.8%	1.03	65.9%	1.03	67.3%	1.01	67.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.7%	6.5%	0.58	6.1%	0.62	6.7%	0.56	6.8%	0.55
Net Gains/Losses as % of Net Income		24.2%	29.4%	0.83	31.1%	0.78	30.5%	0.79	6.3%	3.85
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$165,298,435	38.0%	42.4%	0.90	42.5%	0.89	41.3%	0.92	38.9%	0.98
Supplies & Services	\$244,105,081	56.2%	51.3%	1.09	50.9%	1.10	53.3%	1.05	54.6%	1.03
Capital Component	\$25,037,209	5.8%	6.2%	0.92	6.6%	0.87	5.4%	1.06	6.5%	0.89
Fiscal Statistics										
Operating Margin (%)		23.4%	10.4%	2.25	15.9%	1.48	9.3%	2.52	21.6%	1.08
Total Hospital Net Income (%)		28.8%	14.1%	2.04	21.5%	1.34	12.9%	2.24	22.7%	1.27
Return on Equity (%)		29.0%	6.3%	4.59	15.0%	1.93	8.9%	3.27	19.7%	1.47
Current Ratio		3.4	4.1	0.84	3.7	0.93	4.8	0.72	3.5	0.98
Days in Net Patient Accounts Receivable		63.0	87.5	0.72	56.7	1.11	61.8	1.02	61.9	1.02
Average Payment Period		97.4	89.9	1.08	76.1	1.28	62.8	1.55	99.3	0.98
Equity Financing (%)		71.5%	64.7%	1.11	75.3%	0.95	69.5%	1.03	66.0%	1.08
Long-Term Debt to Equity Ratio		0.1	0.3	0.43	0.2	0.93	0.2	0.76	0.2	0.68
Times Interest Earned		60.8	21.0	2.89	32.4	1.88	24.3	2.50	34.7	1.75
Total Asset Turnover		0.9	0.4	2.19	0.7	1.44	0.7	1.41	0.9	1.10
Average Age of Plant (Years)		10.1	17.1	0.59	10.6	0.95	13.3	0.76	9.1	1.10
Increase (Decrease) Total Net Patient Revenue		5.9%	12.7%	0.47	10.0%	0.59	11.2%	0.53	-8.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		71.1%	64.9%	1.10	74.4%	0.96	59.3%	1.20	69.2%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$19,834	\$18,658	1.06	\$15,148	1.31	\$21,058	0.94	\$18,914	1.05
Inpatient Net Revenue per Day		\$3,961	\$3,656	1.08	\$3,286	1.21	\$3,785	1.05	\$3,981	0.99
Outpatient Net Revenue per Visit		\$810	\$781	1.04	\$699	1.16	\$881	0.92	\$828	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,709,307,006	Cash & Cash Equivalents	\$10,249	Current Liabilities	\$110,535,740
Less Deductions	\$1,163,093,737	Net Patient Receivables	\$94,281,691	Long-Term Debt	\$61,293,334
Net Patient Revenue	\$546,213,269	Other Receivables	\$2,612,670	Other Liabilities	\$318,213
Plus Other Revenue	\$21,127,513			Subtotal	\$172,147,287
Total Revenue	\$567,340,781	Land, Buildings & Equipment (Net)	\$220,905,873	Unrestricted Fund Balance	\$432,344,644
Less Expenses	\$434,440,725	Other Assets	\$286,681,450	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$42,468,318			Total Liabilities & Fund Balance	\$604,491,931
Net Income	\$175,368,374	Total Assets	\$604,491,933		

039 Bellin Hospital
 744 S Webster Ave
 Green Bay, WI 54301
 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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.4%	57.9%	1.04	57.7%	1.05	72.0%	0.84	53.8%	1.12
Obstetrics	51.9%	36.8%	1.41	33.1%	0.28	46.8%	1.11	51.4%	1.01
Pediatrics	8.4%	59.6%	0.14	12.8%	0.66	51.3%	0.16	12.0%	0.70
Total Hospital	57.1%	58.7%	0.97	51.8%	1.10	68.8%	0.83	49.4%	1.16
Average Census (Patients)									
Adult Medical-Surgical	52.6	26.8	1.96	25.0	2.10	108.1	0.49	46.8	1.12
Obstetrics	9.3	4.8	1.93	3.9	2.43	14.4	0.65	9.3	1.01
Pediatrics	0.8	1.5	0.49	0.3	2.96	5.0	0.49	1.1	0.70
Total Hospital	100.0	49.8	2.01	44.3	2.26	209.1	0.48	86.5	1.16
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.95	4.2	1.03	5.0	0.86	4.0	1.09
Obstetrics	2.3	2.4	0.95	2.3	1.02	2.6	0.90	2.5	0.92
Pediatrics	1.6	3.8	0.43	2.4	0.68	4.1	0.39	1.9	0.87
Total Hospital	4.5	4.9	0.92	4.4	1.02	5.3	0.85	4.0	1.13
Surgical Operations									
Inpatient	2,405	1,037	2.32	879	2.74	3,842	0.63	2,381	1.01
Outpatient	20,166	3,865	5.22	5,410	3.73	11,153	1.81	17,543	1.15
Inpatient as % of All Surgeries	10.7%	21.2%	0.50	14.0%	0.76	25.6%	0.42	12.0%	0.89
Outpatient Visits									
Non-Emergency Visits	1,092,120	145,246	7.52	191,881	5.69	450,554	2.42	1,060,306	1.03
Emergency Visits	28,602	16,058	1.78	17,038	1.68	40,709	0.70	27,028	1.06
Full-Time Equivalents (FTEs)									
Administrators	34.8	19.0	1.82	15.5	2.24	63.3	0.55	31.4	1.11
Nurses, Licensed	1,050.5	247.5	4.24	286.5	3.67	921.1	1.14	1,077.2	0.98
Ancillary Nursing Personnel	79.0	40.3	1.96	43.7	1.81	153.6	0.51	74.1	1.07
All Other Personnel	2,096.4	496.2	4.22	497.2	4.22	1,865.1	1.12	2,140.7	0.98
Total FTEs	3,260.6	803.0	4.06	842.9	3.87	3,003.0	1.09	3,323.4	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.1	13.0	0.47	8.7	0.70	11.7	0.52	7.4	0.83
Nurses, Licensed	185.3	168.4	1.10	160.8	1.15	170.7	1.09	253.4	0.73
Ancillary Nursing Personnel	13.9	27.4	0.51	24.5	0.57	28.5	0.49	17.4	0.80
All Other Personnel	369.7	337.6	1.09	279.1	1.32	345.6	1.07	503.5	0.73
Total FTEs	575.0	546.4	1.05	473.2	1.22	556.5	1.03	781.7	0.74

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	175	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	33
Discharges	8,116	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,533
Inpatient Days	36,483			Inpatient Days	0	Newborn Days	2,977

039 Bellin Hospital
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	4,423	19,187	60.4%	52.6	4.3
Orthopedic	1	30	1,300	5,225	47.7%	14.3	4.0
Rehabilitation & Physical Medicine	1	14	320	4,004	78.4%	11.0	12.5
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	169	276	8.4%	0.8	1.6
Obstetrics	1	18	1,472	3,410	51.9%	9.3	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	1	17	432	4,381	70.6%	12.0	10.1
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)	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	32	5	34.8	Surgical Personnel	34	17	41.2
Physicians & Dentists	141	12	147.3	Radiological Services Personnel	66	48	81.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	12	12.3
Dental Hygienists	0	0	0.0	Occupational Therapists	12	18	22.0
Registered Nurses	583	358	737.6	Occupational Therapy Assistants/Aides	4	2	5.2
Certified Nurse Midwives	3	2	4.5	Physical Therapists	64	20	70.6
Licensed Practical Nurses	148	52	174.1	Physical Therapy Assistants/Aides	13	4	15.0
Ancillary Nursing Personnel	40	109	79.0	Recreational Therapists	0	0	0.0
Physician Assistants	41	7	44.0	Dietitians & Nutritionists	15	5	16.8
Nurse Practitioners	106	21	114.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	13	4	15.0	Social Workers	20	9	24.5
Clinical Nurse Specialists	3	3	4.9	All Other Health Professionals	180	258	305.1
Health Info Mgmt-Administrators/Technicians	76	4	77.7	All Other Personnel	653	609	991.1
Pharmacy Personnel	43	13	49.4				
Clinical Laboratory Personnel	62	22	69.2				
				Total	2,465	1,656	3,260.6

039 Bellin Hospital
Green Bay, WI 54301

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$649,740,778	43.7%	46.6%	0.94	47.1%	0.93	46.9%	0.93	42.3%	1.03
Medical Assistance	\$162,381,343	10.9%	14.4%	0.76	12.3%	0.89	13.3%	0.82	10.3%	1.06
Commercial	\$645,071,997	43.4%	33.9%	1.28	36.3%	1.19	34.1%	1.27	45.2%	0.96
All Other	\$29,054,346	2.0%	5.1%	0.39	4.2%	0.46	5.7%	0.34	2.1%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$432,857,293	29.1%	35.2%	0.83	35.4%	0.82	36.2%	0.80	30.8%	0.94
Medical Assistance	\$126,544,836	8.5%	11.1%	0.77	9.8%	0.87	10.3%	0.83	7.8%	1.09
Commercial	\$250,766,518	16.9%	14.9%	1.13	16.0%	1.05	16.2%	1.04	14.5%	1.17
Charity Care	\$14,721,350	1.0%	0.7%	1.39	0.7%	1.44	0.7%	1.42	1.0%	1.04
Bad Debt	\$11,926,892	0.8%	1.0%	0.79	1.1%	0.75	0.8%	0.97	1.2%	0.68
All Other	\$23,467,391	1.6%	2.8%	0.56	2.9%	0.54	3.0%	0.52	1.4%	1.16
Total Deductions	\$860,284,280	57.9%	65.8%	0.88	65.9%	0.88	67.3%	0.86	56.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.4%	6.5%	0.68	6.1%	0.73	6.7%	0.66	4.5%	0.98
Net Gains/Losses as % of Net Income		54.1%	29.4%	1.84	31.1%	1.74	30.5%	1.78	36.7%	1.48
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$359,518,229	59.2%	42.4%	1.40	42.5%	1.39	41.3%	1.44	58.0%	1.02
Supplies & Services	\$205,807,571	33.9%	51.3%	0.66	50.9%	0.67	53.3%	0.64	34.1%	1.00
Capital Component	\$41,523,297	6.8%	6.2%	1.10	6.6%	1.03	5.4%	1.26	7.9%	0.87
Fiscal Statistics										
Operating Margin (%)		7.3%	10.4%	0.70	15.9%	0.46	9.3%	0.79	5.1%	1.45
Total Hospital Net Income (%)		14.7%	14.1%	1.04	21.5%	0.69	12.9%	1.14	7.8%	1.90
Return on Equity (%)		11.2%	6.3%	1.77	15.0%	0.74	8.9%	1.26	6.2%	1.79
Current Ratio		3.3	4.1	0.81	3.7	0.91	4.8	0.70	3.3	1.00
Days in Net Patient Accounts Receivable		58.5	87.5	0.67	56.7	1.03	61.8	0.95	48.7	1.20
Average Payment Period		68.7	89.9	0.76	76.1	0.90	62.8	1.09	61.0	1.13
Equity Financing (%)		64.8%	64.7%	1.00	75.3%	0.86	69.5%	0.93	67.3%	0.96
Long-Term Debt to Equity Ratio		0.3	0.3	0.97	0.2	2.10	0.2	1.72	0.3	1.21
Times Interest Earned		17.5	21.0	0.83	32.4	0.54	24.3	0.72	8.0	2.18
Total Asset Turnover		0.7	0.4	1.63	0.7	1.07	0.7	1.06	0.8	0.89
Average Age of Plant (Years)		9.9	17.1	0.58	10.6	0.94	13.3	0.75	9.7	1.03
Increase (Decrease) Total Net Patient Revenue		11.9%	12.7%	0.93	10.0%	1.18	11.2%	1.06	1.8%	6.77
Outpatient Gross Revenue (% of Total GPR)		81.1%	64.9%	1.25	74.4%	1.09	59.3%	1.37	80.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,020		\$18,658	0.86	\$15,148	1.06	\$21,058	0.76	\$14,012	1.14
Inpatient Net Revenue per Day	\$3,330		\$3,656	0.91	\$3,286	1.01	\$3,785	0.88	\$3,661	0.91
Outpatient Net Revenue per Visit	\$453		\$781	0.58	\$699	0.65	\$881	0.51	\$426	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,486,248,466	Cash & Cash Equivalents	\$218,044,890	Current Liabilities	\$109,548,504
Less Deductions	\$860,284,280	Net Patient Receivables	\$100,357,505	Long-Term Debt	\$193,944,750
Net Patient Revenue	\$625,964,186	Other Receivables	\$1,328,320	Other Liabilities	\$25,228,824
Plus Other Revenue	\$28,892,782			Subtotal	\$328,722,078
Total Revenue	\$654,856,967	Land, Buildings & Equipment (Net)	\$286,609,238	Unrestricted Fund Balance	\$605,978,577
Less Expenses	\$606,849,097	Other Assets	\$328,360,702	Restricted Fund Balance	\$9,769,888
Non-Operating Gains/Losses	\$56,642,552			Total Liabilities & Fund Balance	\$934,700,655
Net Income	\$104,650,422	Total Assets	\$934,700,655		

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: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	75.2%	57.9%	1.30	57.7%	1.30	42.2%	1.78	45.9%	1.64
Obstetrics	0.0%	36.8%	N/A	33.1%	N/A	19.9%	N/A	12.7%	0.00
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	70.1%	58.7%	1.19	51.8%	1.35	42.0%	1.67	42.3%	1.66
Average Census (Patients)									
Adult Medical-Surgical	42.1	26.8	1.57	25.0	1.68	12.3	3.42	28.9	1.46
Obstetrics	0.0	4.8	N/A	3.9	N/A	1.4	N/A	1.5	0.00
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	44.9	49.8	0.90	44.3	1.01	19.1	2.34	35.1	1.28
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	4.6	1.08	4.2	1.18	3.8	1.31	4.0	1.26
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	2.1	0.00
Pediatrics	0.0	3.8	N/A	2.4	N/A	2.0	N/A	0.0	N/A
Total Hospital	5.1	4.9	1.05	4.4	1.16	4.0	1.27	4.0	1.27
Surgical Operations									
Inpatient	535	1,037	0.52	879	0.61	334	1.60	586	0.91
Outpatient	5,622	3,865	1.45	5,410	1.04	2,451	2.29	4,655	1.21
Inpatient as % of All Surgeries	8.7%	21.2%	0.41	14.0%	0.62	12.0%	0.73	11.2%	0.78
Outpatient Visits									
Non-Emergency Visits	69,200	145,246	0.48	191,881	0.36	76,359	0.91	65,181	1.06
Emergency Visits	21,099	16,058	1.31	17,038	1.24	11,733	1.80	23,766	0.89
Full-Time Equivalents (FTEs)									
Administrators	9.0	19.0	0.47	15.5	0.58	12.6	0.72	5.5	1.64
Nurses, Licensed	144.5	247.5	0.58	286.5	0.50	121.7	1.19	159.7	0.91
Ancillary Nursing Personnel	29.1	40.3	0.72	43.7	0.67	21.5	1.35	39.7	0.73
All Other Personnel	184.6	496.2	0.37	497.2	0.37	244.0	0.76	219.9	0.84
Total FTEs	367.2	803.0	0.46	842.9	0.44	399.8	0.92	424.7	0.86
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.2	13.0	0.48	8.7	0.71	14.8	0.42	4.4	1.40
Nurses, Licensed	100.0	168.4	0.59	160.8	0.62	143.7	0.70	128.8	0.78
Ancillary Nursing Personnel	20.1	27.4	0.73	24.5	0.82	25.4	0.79	32.0	0.63
All Other Personnel	127.8	337.6	0.38	279.1	0.46	288.0	0.44	177.3	0.72
Total FTEs	254.1	546.4	0.47	473.2	0.54	471.8	0.54	342.5	0.74

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	3,200	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	16,379			Inpatient Days	0	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	56	3,097	15,366	75.2%	42.1	5.0
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	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	0	0	0.0%	0.0	0.0
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	2	8	103	1,013	34.7%	2.8	9.8
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	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	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	7	15	17.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	17	19.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	6	9.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.4
Registered Nurses	64	134	144.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	5.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	2	3.6
Ancillary Nursing Personnel	8	46	29.1	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
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	15	12.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	52	50	73.1
Pharmacy Personnel	6	2	6.5				
Clinical Laboratory Personnel	23	12	29.1				
				Total	199	307	367.2

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$211,746,572	48.2%	46.6%	1.03	47.1%	1.02	49.5%	0.97	44.7%	1.08
Medical Assistance	\$53,281,224	12.1%	14.4%	0.84	12.3%	0.98	13.2%	0.92	13.6%	0.89
Commercial	\$154,481,629	35.1%	33.9%	1.04	36.3%	0.97	33.6%	1.05	36.3%	0.97
All Other	\$20,080,111	4.6%	5.1%	0.90	4.2%	1.08	3.7%	1.22	5.4%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$157,557,823	35.8%	35.2%	1.02	35.4%	1.01	35.9%	1.00	34.8%	1.03
Medical Assistance	\$43,207,801	9.8%	11.1%	0.89	9.8%	1.00	10.4%	0.95	10.9%	0.90
Commercial	\$82,069,848	18.7%	14.9%	1.25	16.0%	1.17	13.9%	1.35	17.9%	1.05
Charity Care	\$1,681,278	0.4%	0.7%	0.54	0.7%	0.56	0.8%	0.51	0.7%	0.57
Bad Debt	\$6,289,882	1.4%	1.0%	1.40	1.1%	1.33	1.3%	1.11	1.2%	1.16
All Other	\$15,426,010	3.5%	2.8%	1.26	2.9%	1.20	2.3%	1.52	3.1%	1.13
Total Deductions	\$306,232,642	69.7%	65.8%	1.06	65.9%	1.06	64.5%	1.08	68.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.9%	6.5%	1.69	6.1%	1.81	7.3%	1.51	6.4%	1.71	
Net Gains/Losses as % of Net Income	28.4%	29.4%	0.97	31.1%	0.91	21.5%	1.32	13.7%	2.08	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,214,850	22.7%	42.4%	0.53	42.5%	0.53	44.5%	0.51	38.8%	0.58
Supplies & Services	\$81,432,168	70.4%	51.3%	1.37	50.9%	1.38	48.6%	1.45	54.6%	1.29
Capital Component	\$8,017,191	6.9%	6.2%	1.11	6.6%	1.05	6.9%	1.00	6.6%	1.06
Fiscal Statistics										
Operating Margin (%)	22.7%	10.4%	2.19	15.9%	1.43	13.9%	1.64	-8.8%	N/A	
Total Hospital Net Income (%)	29.1%	14.1%	2.06	21.5%	1.36	17.0%	1.71	-10.3%	N/A	
Return on Equity (%)	20.5%	6.3%	3.24	15.0%	1.36	13.1%	1.56	-6.0%	N/A	
Current Ratio	1.5	4.1	0.35	3.7	0.39	4.4	0.33	1.4	1.03	
Days in Net Patient Accounts Receivable	49.7	87.5	0.57	56.7	0.88	43.9	1.13	56.5	0.88	
Average Payment Period	64.3	89.9	0.72	76.1	0.85	61.1	1.05	75.1	0.86	
Equity Financing (%)	77.8%	64.7%	1.20	75.3%	1.03	78.9%	0.99	65.5%	1.19	
Long-Term Debt to Equity Ratio	0.1	0.3	0.41	0.2	0.87	0.1	1.03	0.1	1.06	
Times Interest Earned	-173.7	21.0	N/A	32.4	N/A	25.9	N/A	-50.9	3.41	
Total Asset Turnover	0.6	0.4	1.50	0.7	0.99	0.7	0.87	0.6	1.08	
Average Age of Plant (Years)	15.0	17.1	0.88	10.6	1.42	10.3	1.45	13.3	1.13	
Increase (Decrease) Total Net Patient Revenue	15.1%	12.7%	1.18	10.0%	1.51	14.2%	1.07	-2.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	69.0%	64.9%	1.06	74.4%	0.93	76.7%	0.90	71.9%	0.96	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,071	\$18,658	0.75	\$15,148	0.93	\$12,297	1.14	\$12,431	1.13	
Inpatient Net Revenue per Day	\$2,753	\$3,656	0.75	\$3,286	0.84	\$2,830	0.97	\$3,107	0.89	
Outpatient Net Revenue per Visit	\$1,048	\$781	1.34	\$699	1.50	\$806	1.30	\$908	1.15	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$439,589,536	Cash & Cash Equivalents	-\$217,304	Current Liabilities	\$19,288,566
Less Deductions	\$306,232,642	Net Patient Receivables	\$18,162,691	Long-Term Debt	\$24,088,233
Net Patient Revenue	\$133,356,894	Other Receivables	\$3,230,333	Other Liabilities	\$8,233,513
Plus Other Revenue	\$16,360,847			Subtotal	\$51,610,312
Total Revenue	\$149,717,740	Land, Buildings & Equipment (Net)	\$100,548,721	Unrestricted Fund Balance	\$180,547,965
Less Expenses	\$115,664,209	Other Assets	\$110,433,836	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$13,511,781			Total Liabilities & Fund Balance	\$232,158,277
Net Income	\$47,565,313	Total Assets	\$232,158,277		

042 St Vincent Hospital
 835 S Van Buren St
 Green Bay, WI 54301
 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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.4%	57.9%	1.35	57.7%	1.36	72.0%	1.09	56.7%	1.38
Obstetrics	37.4%	36.8%	1.02	33.1%	0.28	46.8%	0.80	34.1%	1.10
Pediatrics	15.8%	59.6%	0.27	12.8%	1.24	51.3%	0.31	23.4%	0.68
Total Hospital	67.1%	58.7%	1.14	51.8%	1.30	68.8%	0.98	55.2%	1.22
Average Census (Patients)									
Adult Medical-Surgical	63.5	26.8	2.37	25.0	2.54	108.1	0.59	67.5	0.94
Obstetrics	9.3	4.8	1.93	3.9	2.43	14.4	0.65	7.8	1.19
Pediatrics	2.1	1.5	1.33	0.3	8.04	5.0	1.33	4.7	0.44
Total Hospital	139.0	49.8	2.79	44.3	3.14	209.1	0.66	140.7	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.92	4.2	1.00	5.0	0.84	5.2	0.81
Obstetrics	2.5	2.4	1.02	2.3	1.09	2.6	0.96	2.4	1.02
Pediatrics	2.9	3.8	0.76	2.4	1.21	4.1	0.70	3.5	0.83
Total Hospital	5.2	4.9	1.07	4.4	1.17	5.3	0.98	5.1	1.01
Surgical Operations									
Inpatient	2,446	1,037	2.36	879	2.78	3,842	0.64	2,721	0.90
Outpatient	4,966	3,865	1.28	5,410	0.92	11,153	0.45	4,461	1.11
Inpatient as % of All Surgeries	33.0%	21.2%	1.56	14.0%	2.36	25.6%	1.29	37.9%	0.87
Outpatient Visits									
Non-Emergency Visits	189,326	145,246	1.30	191,881	0.99	450,554	0.42	144,556	1.31
Emergency Visits	27,345	16,058	1.70	17,038	1.60	40,709	0.67	30,649	0.89
Full-Time Equivalents (FTEs)									
Administrators	32.0	19.0	1.68	15.5	2.06	63.3	0.51	33.0	0.97
Nurses, Licensed	584.9	247.5	2.36	286.5	2.04	921.1	0.63	536.2	1.09
Ancillary Nursing Personnel	79.6	40.3	1.97	43.7	1.82	153.6	0.52	87.7	0.91
All Other Personnel	691.8	496.2	1.39	497.2	1.39	1,865.1	0.37	804.1	0.86
Total FTEs	1,388.2	803.0	1.73	842.9	1.65	3,003.0	0.46	1,461.0	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.3	13.0	0.72	8.7	1.06	11.7	0.79	9.6	0.97
Nurses, Licensed	169.4	168.4	1.01	160.8	1.05	170.7	0.99	155.4	1.09
Ancillary Nursing Personnel	23.0	27.4	0.84	24.5	0.94	28.5	0.81	25.4	0.91
All Other Personnel	200.4	337.6	0.59	279.1	0.72	345.6	0.58	233.1	0.86
Total FTEs	402.2	546.4	0.74	473.2	0.85	556.5	0.72	423.5	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	207	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	24
Discharges	9,768	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,339
Inpatient Days	50,717			Inpatient Days	0	Newborn Days	2,139

042 St Vincent Hospital
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	5,501	23,192	78.4%	63.5	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	20	328	4,147	56.8%	11.4	12.6
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	13	259	751	15.8%	2.1	2.9
Obstetrics	1	25	1,371	3,411	37.4%	9.3	2.5
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	21	621	6,876	89.7%	18.8	11.1
Cardiac Intensive Unit	1	4	180	1,223	83.8%	3.4	6.8
Pediatric Intensive Care	1	7	432	1,446	56.6%	4.0	3.3
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	13	724	4,497	94.8%	12.3	6.2
Neonatal Intensive/Intermediate Care	1	23	312	5,174	61.6%	14.2	16.6
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	32	0	32.0	Surgical Personnel	30	27	46.3
Physicians & Dentists	0	1	0.7	Radiological Services Personnel	31	34	54.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	21	13	27.9
Dental Hygienists	0	0	0.0	Occupational Therapists	13	17	23.5
Registered Nurses	325	361	571.4	Occupational Therapy Assistants/Aides	0	2	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	42	23	57.3
Licensed Practical Nurses	4	3	5.6	Physical Therapy Assistants/Aides	17	6	20.7
Ancillary Nursing Personnel	23	109	79.6	Recreational Therapists	4	6	7.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	9	12.1
Nurse Practitioners	7	1	7.8	Psychologists	18	20	27.5
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	73	22	89.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	157	93	203.3
Pharmacy Personnel	40	19	50.2				
Clinical Laboratory Personnel	39	18	48.9				
				Total	892	800	1,388.2

042 St Vincent Hospital
Green Bay, WI 54301

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$597,707,996	49.9%	46.6%	1.07	47.1%	1.06	46.9%	1.06	50.2%	0.99
Medical Assistance	\$160,066,320	13.4%	14.4%	0.93	12.3%	1.08	13.3%	1.01	12.0%	1.12
Commercial	\$384,595,942	32.1%	33.9%	0.95	36.3%	0.88	34.1%	0.94	32.2%	1.00
All Other	\$56,002,205	4.7%	5.1%	0.92	4.2%	1.10	5.7%	0.81	5.6%	0.83
Deductions as % of Total Gross Patient Revenue										
Medicare	\$448,370,665	37.4%	35.2%	1.06	35.4%	1.06	36.2%	1.03	38.7%	0.97
Medical Assistance	\$121,133,899	10.1%	11.1%	0.91	9.8%	1.03	10.3%	0.98	9.2%	1.10
Commercial	\$195,420,990	16.3%	14.9%	1.09	16.0%	1.02	16.2%	1.01	15.6%	1.05
Charity Care	\$4,840,040	0.4%	0.7%	0.57	0.7%	0.59	0.7%	0.58	0.5%	0.79
Bad Debt	\$15,414,779	1.3%	1.0%	1.26	1.1%	1.20	0.8%	1.55	0.7%	1.91
All Other	\$43,178,026	3.6%	2.8%	1.29	2.9%	1.23	3.0%	1.18	3.7%	0.98
Total Deductions	\$828,358,399	69.1%	65.8%	1.05	65.9%	1.05	67.3%	1.03	68.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.3%	6.5%	1.59	6.1%	1.70	6.7%	1.54	5.2%	1.99	
Net Gains/Losses as % of Net Income	36.1%	29.4%	1.23	31.1%	1.16	30.5%	1.19	24.5%	1.47	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$63,505,145	20.3%	42.4%	0.48	42.5%	0.48	41.3%	0.49	38.2%	0.53
Supplies & Services	\$231,822,831	74.1%	51.3%	1.44	50.9%	1.46	53.3%	1.39	57.2%	1.30
Capital Component	\$17,502,914	5.6%	6.2%	0.90	6.6%	0.84	5.4%	1.03	4.6%	1.21
Fiscal Statistics										
Operating Margin (%)	24.1%	10.4%	2.32	15.9%	1.52	9.3%	2.59	-4.5%	N/A	
Total Hospital Net Income (%)	33.2%	14.1%	2.35	21.5%	1.55	12.9%	2.59	-6.0%	N/A	
Return on Equity (%)	19.6%	6.3%	3.11	15.0%	1.31	8.9%	2.21	-3.2%	N/A	
Current Ratio	1.5	4.1	0.36	3.7	0.40	4.8	0.31	1.4	1.06	
Days in Net Patient Accounts Receivable	57.7	87.5	0.66	56.7	1.02	61.8	0.93	55.7	1.03	
Average Payment Period	83.6	89.9	0.93	76.1	1.10	62.8	1.33	94.0	0.89	
Equity Financing (%)	81.3%	64.7%	1.26	75.3%	1.08	69.5%	1.17	71.5%	1.14	
Long-Term Debt to Equity Ratio	0.1	0.3	0.20	0.2	0.43	0.2	0.35	0.0	1.36	
Times Interest Earned	283.3	21.0	13.47	32.4	8.73	24.3	11.65	-30.0	N/A	
Total Asset Turnover	0.5	0.4	1.21	0.7	0.80	0.7	0.78	0.5	0.95	
Average Age of Plant (Years)	18.0	17.1	1.06	10.6	1.70	13.3	1.36	16.0	1.13	
Increase (Decrease) Total Net Patient Revenue	1.7%	12.7%	0.14	10.0%	0.17	11.2%	0.15	6.6%	0.27	
Outpatient Gross Revenue (% of Total GPR)	59.7%	64.9%	0.92	74.4%	0.80	59.3%	1.01	58.8%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,579	\$18,658	0.94	\$15,148	1.16	\$21,058	0.83	\$17,528	1.00	
Inpatient Net Revenue per Day	\$3,386	\$3,656	0.93	\$3,286	1.03	\$3,785	0.89	\$3,390	1.00	
Outpatient Net Revenue per Visit	\$986	\$781	1.26	\$699	1.41	\$881	1.12	\$1,107	0.89	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,198,372,463	Cash & Cash Equivalents	\$2,125,777	Current Liabilities	\$68,938,683
Less Deductions	\$828,358,399	Net Patient Receivables	\$58,463,347	Long-Term Debt	\$42,625,539
Net Patient Revenue	\$370,014,064	Other Receivables	\$24,832,340	Other Liabilities	\$36,634,969
Plus Other Revenue	\$42,345,538			Subtotal	\$148,199,191
Total Revenue	\$412,359,602	Land, Buildings & Equipment (Net)	\$131,677,597	Unrestricted Fund Balance	\$645,327,138
Less Expenses	\$312,830,890	Other Assets	\$576,427,268	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$56,260,930			Total Liabilities & Fund Balance	\$793,526,329
Net Income	\$155,789,642	Total Assets	\$793,526,329		

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.6%	57.9%	0.61	61.6%	0.58	36.8%	0.97	34.1%	1.05
Obstetrics	0.0%	36.8%	N/A	32.8%	N/A	23.3%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.4%	58.7%	0.65	56.8%	0.68	42.9%	0.90	36.8%	1.04
Average Census (Patients)									
Adult Medical-Surgical	10.3	26.8	0.38	34.1	0.30	7.2	1.43	9.9	1.05
Obstetrics	0.0	4.8	N/A	5.4	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.4	49.8	0.27	64.9	0.21	10.9	1.23	12.9	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.89	4.3	0.95	3.5	1.17	3.3	1.23
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.85	4.5	0.91	3.8	1.11	3.5	1.17
Surgical Operations									
Inpatient	187	1,037	0.18	1,167	0.16	234	0.80	245	0.76
Outpatient	2,904	3,865	0.75	4,137	0.70	1,718	1.69	2,586	1.12
Inpatient as % of All Surgeries	6.0%	21.2%	0.29	22.0%	0.28	12.0%	0.51	8.7%	0.70
Outpatient Visits									
Non-Emergency Visits	75,478	145,246	0.52	170,630	0.44	77,301	0.98	73,406	1.03
Emergency Visits	9,535	16,058	0.59	21,970	0.43	9,586	0.99	8,291	1.15
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.0	0.31	22.0	0.27	11.2	0.53	6.0	1.00
Nurses, Licensed	98.1	247.5	0.40	286.1	0.34	81.2	1.21	104.2	0.94
Ancillary Nursing Personnel	24.8	40.3	0.62	52.9	0.47	13.2	1.88	31.7	0.78
All Other Personnel	253.3	496.2	0.51	515.7	0.49	206.7	1.23	250.8	1.01
Total FTEs	382.3	803.0	0.48	876.8	0.44	312.3	1.22	392.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.6	13.0	0.66	11.5	0.75	20.5	0.42	9.9	0.87
Nurses, Licensed	140.4	168.4	0.83	148.8	0.94	148.3	0.95	172.0	0.82
Ancillary Nursing Personnel	35.5	27.4	1.30	27.5	1.29	24.2	1.47	52.4	0.68
All Other Personnel	362.5	337.6	1.07	268.3	1.35	377.6	0.96	414.0	0.88
Total FTEs	547.0	546.4	1.00	456.1	1.20	570.6	0.96	648.3	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,182	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	4,909			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 12/31/2021	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	927	3,770	35.6%	10.3	4.1
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	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	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	259	1,139	52.0%	3.1	4.4
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	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	6	0	6.0	Surgical Personnel	9	2	10.5
Physicians & Dentists	9	16	11.3	Radiological Services Personnel	14	13	20.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	6.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	4	6.5
Registered Nurses	53	50	88.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	14	24.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	9	10	13.5
Ancillary Nursing Personnel	9	34	24.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.4
Nurse Practitioners	2	1	2.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	4	4.6	Social Workers	1	2	2.9
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	27	14	34.1
Health Info Mgmt-Administrators/Technicians	1	5	4.9	All Other Personnel	61	44	87.9
Pharmacy Personnel	4	4	6.3				
Clinical Laboratory Personnel	12	5	16.9				
				Total	249	229	382.3

043 Aurora Medical Center in Hartford

Hartford, WI 53027

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,843,563	48.5%	46.6%	1.04	51.5%	0.94	47.0%	1.03	48.5%	1.00
Medical Assistance	\$21,703,217	8.6%	14.4%	0.59	11.3%	0.76	13.0%	0.66	8.3%	1.03
Commercial	\$102,537,922	40.5%	33.9%	1.20	34.7%	1.17	36.1%	1.12	40.7%	0.99
All Other	\$6,281,798	2.5%	5.1%	0.49	2.5%	1.01	3.8%	0.65	2.5%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$99,820,817	39.4%	35.2%	1.12	41.5%	0.95	32.5%	1.21	38.9%	1.01
Medical Assistance	\$19,270,586	7.6%	11.1%	0.69	9.1%	0.83	9.9%	0.77	7.1%	1.06
Commercial	\$52,362,401	20.7%	14.9%	1.38	16.0%	1.29	14.1%	1.46	20.1%	1.03
Charity Care	\$2,025,764	0.8%	0.7%	1.12	0.9%	0.90	0.7%	1.21	0.8%	0.98
Bad Debt	\$1,850,578	0.7%	1.0%	0.72	1.0%	0.71	1.5%	0.49	1.1%	0.66
All Other	\$3,214,319	1.3%	2.8%	0.45	1.2%	1.04	1.8%	0.72	1.2%	1.08
Total Deductions	\$178,544,465	70.5%	65.8%	1.07	69.8%	1.01	60.4%	1.17	69.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	6.5%	0.06		5.3%	0.07	7.5%	0.05	5.2%	0.07
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A		13.2%	N/A	42.4%	N/A	0.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,300,605	44.0%	42.4%	1.04	38.6%	1.14	50.4%	0.87	44.6%	0.99
Supplies & Services	\$28,316,706	49.2%	51.3%	0.96	53.1%	0.93	42.2%	1.17	47.3%	1.04
Capital Component	\$3,906,784	6.8%	6.2%	1.09	8.4%	0.81	7.5%	0.91	8.1%	0.84
Fiscal Statistics										
Operating Margin (%)	23.4%	10.4%	2.25		13.6%	1.72	8.9%	2.63	18.9%	1.24
Total Hospital Net Income (%)	23.4%	14.1%	1.66		15.4%	1.52	14.5%	1.61	18.9%	1.24
Return on Equity (%)	9.4%	6.3%	1.48		9.8%	0.96	11.3%	0.83	7.8%	1.21
Current Ratio	21.7	4.1	5.27		7.4	2.93	5.3	4.09	24.1	0.90
Days in Net Patient Accounts Receivable	59.8	87.5	0.68		51.6	1.16	49.1	1.22	62.7	0.95
Average Payment Period	51.3	89.9	0.57		51.5	1.00	43.7	1.17	42.1	1.22
Equity Financing (%)	95.4%	64.7%	1.47		80.1%	1.19	76.8%	1.24	93.9%	1.02
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	37.2	21.0	1.77		14.8	2.51	19.8	1.88	30.1	1.23
Total Asset Turnover	0.4	0.4	0.93		0.6	0.64	0.7	0.55	0.4	0.98
Average Age of Plant (Years)	11.9	17.1	0.70		11.1	1.07	10.5	1.13	9.3	1.28
Increase (Decrease) Total Net Patient Revenue	11.9%	12.7%	0.94		7.7%	1.54	11.8%	1.01	1.3%	9.43
Outpatient Gross Revenue (% of Total GPR)	80.4%	64.9%	1.24		65.6%	1.23	79.7%	1.01	78.1%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,349	\$18,658	0.82		\$14,982	1.02	\$14,182	1.08	\$13,194	1.16
Inpatient Net Revenue per Day	\$3,636	\$3,656	0.99		\$3,228	1.13	\$3,541	1.03	\$3,620	1.00
Outpatient Net Revenue per Visit	\$688	\$781	0.88		\$697	0.99	\$602	1.14	\$633	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$253,366,499	Cash & Cash Equivalents	\$154,231,288	Current Liabilities	\$7,752,923
Less Deductions	\$178,544,465	Net Patient Receivables	\$12,262,170	Long-Term Debt	\$0
Net Patient Revenue	\$74,822,034	Other Receivables	\$57,333	Other Liabilities	\$957,506
Plus Other Revenue	\$273,807			Subtotal	\$8,710,429
Total Revenue	\$75,095,841	Land, Buildings & Equipment (Net)	\$17,658,894	Unrestricted Fund Balance	\$178,686,403
Less Expenses	\$57,524,095	Other Assets	\$3,187,146	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$24,000	Total Assets	\$187,396,831	Total Liabilities & Fund Balance	\$187,396,832
Net Income	\$17,547,746				

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: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.0%	57.9%	0.41	25.1%	0.95	19.3%	1.24	26.9%	0.89
Obstetrics	17.6%	36.8%	0.48	24.3%	0.03	21.6%	0.82	19.4%	0.91
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	22.9%	58.7%	0.39	28.2%	0.81	20.9%	1.10	25.7%	0.89
Average Census (Patients)									
Adult Medical-Surgical	5.0	26.8	0.19	5.0	1.02	3.3	1.51	5.6	0.89
Obstetrics	0.7	4.8	0.15	1.1	0.64	0.9	0.78	0.8	0.91
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.7	49.8	0.12	6.5	0.88	4.2	1.36	6.4	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	3.6	0.95	3.6	0.95	3.2	1.08
Obstetrics	2.1	2.4	0.88	2.3	0.95	2.2	0.98	2.1	1.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.65	3.9	0.82	3.1	1.04	3.0	1.06
Surgical Operations									
Inpatient	95	1,037	0.09	70	1.36	202	0.47	129	0.74
Outpatient	1,017	3,865	0.26	1,013	1.00	1,213	0.84	961	1.06
Inpatient as % of All Surgeries	8.5%	21.2%	0.40	6.4%	1.33	14.3%	0.60	11.8%	0.72
Outpatient Visits									
Non-Emergency Visits	5,380	145,246	0.04	40,762	0.13	37,326	0.14	7,867	0.68
Emergency Visits	6,500	16,058	0.40	6,148	1.06	4,868	1.34	7,240	0.90
Full-Time Equivalents (FTEs)									
Administrators	10.4	19.0	0.55	2.8	3.76	5.6	1.87	7.0	1.49
Nurses, Licensed	66.9	247.5	0.27	61.3	1.09	48.0	1.39	79.1	0.85
Ancillary Nursing Personnel	11.4	40.3	0.28	8.9	1.29	5.7	2.02	8.3	1.37
All Other Personnel	155.9	496.2	0.31	146.9	1.06	98.5	1.58	171.7	0.91
Total FTEs	244.7	803.0	0.30	219.9	1.11	157.8	1.55	266.2	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	31.3	13.0	2.41	5.7	5.49	26.2	1.19	21.0	1.49
Nurses, Licensed	200.2	168.4	1.19	125.8	1.59	225.1	0.89	237.4	0.84
Ancillary Nursing Personnel	34.3	27.4	1.25	18.3	1.88	26.6	1.29	25.0	1.37
All Other Personnel	466.8	337.6	1.38	301.1	1.55	461.9	1.01	515.2	0.91
Total FTEs	732.5	546.4	1.34	450.8	1.62	739.8	0.99	798.6	0.92

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 658
 Inpatient Days 2,094

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 36
 Inpatient Days 441

Newborn Nursery:
 Bassinets 6
 Total Births 119
 Newborn Days 222

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2021	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	538	1,837	24.0%	5.0	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	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	120	257	17.6%	0.7	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	10	2	10.4	Surgical Personnel	1	1	1.7
Physicians & Dentists	7	5	9.8	Radiological Services Personnel	10	9	12.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	4.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.1
Registered Nurses	47	27	60.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	6	9.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	6	0	6.0
Ancillary Nursing Personnel	7	9	11.4	Recreational Therapists	2	1	2.2
Physician Assistants	2	5	5.3	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	0	3	1.1	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	21	5	24.0
Health Info Mgmt-Administrators/Technicians	6	2	7.6	All Other Personnel	40	33	44.9
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	11	2	12.1				
				Total	195	120	244.7

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$53,524,918	46.9%	46.6%	1.00	50.8%	0.92	47.7%	0.98	47.5%	0.99
Medical Assistance	\$22,310,072	19.5%	14.4%	1.35	16.7%	1.17	12.6%	1.55	18.6%	1.05
Commercial	\$27,866,682	24.4%	33.9%	0.72	26.9%	0.91	35.5%	0.69	25.3%	0.97
All Other	\$10,514,587	9.2%	5.1%	1.82	5.6%	1.65	4.2%	2.19	8.7%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,783,315	26.1%	35.2%	0.74	27.0%	0.96	27.4%	0.95	27.3%	0.96
Medical Assistance	\$14,682,020	12.9%	11.1%	1.16	11.1%	1.15	8.8%	1.46	11.9%	1.08
Commercial	\$3,562,547	3.1%	14.9%	0.21	5.5%	0.57	12.2%	0.26	2.7%	1.17
Charity Care	\$1,253,638	1.1%	0.7%	1.54	0.7%	1.63	0.7%	1.56	0.5%	2.28
Bad Debt	\$963,375	0.8%	1.0%	0.83	1.5%	0.57	1.3%	0.67	2.4%	0.35
All Other	\$5,198,196	4.6%	2.8%	1.63	2.7%	1.69	2.4%	1.88	2.8%	1.64
Total Deductions	\$55,443,091	48.5%	65.8%	0.74	48.5%	1.00	52.8%	0.92	47.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.4%	6.5%	0.06	3.4%	0.12	4.2%	0.10	0.4%	1.06
Net Gains/Losses as % of Net Income		83.1%	29.4%	2.83	46.4%	1.79	27.5%	3.03	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,991,256	59.5%	42.4%	1.40	52.8%	1.13	46.9%	1.27	54.9%	1.08
Supplies & Services	\$17,630,608	30.9%	51.3%	0.60	40.1%	0.77	45.9%	0.67	36.0%	0.86
Capital Component	\$5,473,202	9.6%	6.2%	1.54	7.1%	1.35	7.1%	1.34	9.1%	1.05
Fiscal Statistics										
Operating Margin (%)		3.3%	10.4%	0.31	12.3%	0.26	14.1%	0.23	9.2%	0.35
Total Hospital Net Income (%)		16.6%	14.1%	1.17	20.8%	0.80	18.4%	0.90	9.0%	1.83
Return on Equity (%)		11.0%	6.3%	1.74	2.3%	4.84	1.6%	6.87	6.2%	1.77
Current Ratio		5.1	4.1	1.24	3.1	1.62	2.8	1.82	7.1	0.72
Days in Net Patient Accounts Receivable		50.7	87.5	0.58	372.2	0.14	469.6	0.11	47.4	1.07
Average Payment Period		68.8	89.9	0.77	407.2	0.17	503.0	0.14	46.5	1.48
Equity Financing (%)		82.6%	64.7%	1.28	51.8%	1.59	50.7%	1.63	87.7%	0.94
Long-Term Debt to Equity Ratio		0.1	0.3	0.20	0.7	0.09	0.7	0.09	0.1	1.16
Times Interest Earned		80.6	21.0	3.83	56.7	1.42	28.6	2.82	24.7	3.26
Total Asset Turnover		0.6	0.4	1.33	0.1	5.79	0.1	6.93	0.7	0.83
Average Age of Plant (Years)		9.4	17.1	0.55	55.6	0.17	72.9	0.13	9.8	0.96
Increase (Decrease) Total Net Patient Revenue		1.5%	12.7%	0.12	17.4%	0.09	13.5%	0.11	17.1%	0.09
Outpatient Gross Revenue (% of Total GPR)		82.8%	64.9%	1.28	86.8%	0.95	80.3%	1.03	80.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,895		\$18,658	1.07	\$14,908	1.33	\$17,504	1.14	\$18,280	1.09
Inpatient Net Revenue per Day	\$5,406		\$3,656	1.48	\$3,393	1.59	\$4,490	1.20	\$5,413	1.00
Outpatient Net Revenue per Visit	\$3,861		\$781	4.94	\$924	4.18	\$784	4.93	\$3,015	1.28

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$114,216,256	Cash & Cash Equivalents	\$39,865,216	Current Liabilities	\$10,042,681
Less Deductions	\$55,443,091	Net Patient Receivables	\$8,161,414	Long-Term Debt	\$5,496,864
Net Patient Revenue	\$58,773,165	Other Receivables	\$529,650	Other Liabilities	\$2,500,000
Plus Other Revenue	\$244,304			Subtotal	\$18,039,545
Total Revenue	\$59,017,469	Land, Buildings & Equipment (Net)	\$36,136,428	Unrestricted Fund Balance	\$85,434,070
Less Expenses	\$57,095,066	Other Assets	\$18,780,908	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,424,077			Total Liabilities & Fund Balance	\$103,473,615
Net Income	\$11,346,480	Total Assets	\$103,473,616		

045 Gunderson 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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.8%	57.9%	0.29	44.6%	0.38	19.3%	0.87	12.1%	1.39
Obstetrics	0.0%	36.8%	N/A	52.1%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.8%	58.7%	0.29	48.8%	0.34	20.9%	0.80	12.1%	1.39
Average Census (Patients)									
Adult Medical-Surgical	2.2	26.8	0.08	17.0	0.13	3.3	0.65	1.6	1.39
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.2	49.8	0.04	28.6	0.08	4.2	0.52	1.6	1.39
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.1	1.00	3.6	1.14	3.0	1.35
Obstetrics	0.0	2.4	N/A	3.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.84	4.9	0.83	3.1	1.34	3.0	1.35
Surgical Operations									
Inpatient	2	1,037	0.00	828	0.00	202	0.01	8	0.25
Outpatient	166	3,865	0.04	2,810	0.06	1,213	0.14	154	1.08
Inpatient as % of All Surgeries	1.2%	21.2%	0.06	22.8%	0.05	14.3%	0.08	4.9%	0.24
Outpatient Visits									
Non-Emergency Visits	42,447	145,246	0.29	141,645	0.30	37,326	1.14	31,190	1.36
Emergency Visits	2,839	16,058	0.18	14,182	0.20	4,868	0.58	2,953	0.96
Full-Time Equivalents (FTEs)									
Administrators	12.0	19.0	0.63	11.3	1.06	5.6	2.14	17.0	0.71
Nurses, Licensed	38.8	247.5	0.16	150.4	0.26	48.0	0.81	38.1	1.02
Ancillary Nursing Personnel	6.7	40.3	0.17	22.0	0.31	5.7	1.18	6.2	1.08
All Other Personnel	88.7	496.2	0.18	396.9	0.22	98.5	0.90	85.0	1.04
Total FTEs	146.2	803.0	0.18	580.7	0.25	157.8	0.93	146.3	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	46.2	13.0	3.56	8.5	5.42	26.2	1.76	77.4	0.60
Nurses, Licensed	149.2	168.4	0.89	113.4	1.32	225.1	0.66	173.4	0.86
Ancillary Nursing Personnel	25.9	27.4	0.94	16.6	1.56	26.6	0.97	28.2	0.92
All Other Personnel	341.4	337.6	1.01	299.2	1.14	461.9	0.74	387.0	0.88
Total FTEs	562.7	546.4	1.03	437.7	1.29	739.8	0.76	666.1	0.84

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	194	Preferred Provider Organization (PPO)	Yes	Discharges	51	Total Births	0
Inpatient Days	796			Inpatient Days	486	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	194	796	16.8%	2.2	4.1
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	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	0	12.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	1	5.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.0
Registered Nurses	25	23	33.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.7
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	2	1	2.3
Ancillary Nursing Personnel	5	9	6.7	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	2	2	3.4	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	2	3.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	36	16	44.7
Pharmacy Personnel	1	4	2.7				
Clinical Laboratory Personnel	5	3	6.3				
				Total	118	68	146.2

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$30,162,212	50.5%	46.6%	1.08	45.7%	1.10	47.7%	1.06	53.3%	0.95
Medical Assistance	\$7,845,986	13.1%	14.4%	0.91	10.5%	1.25	12.6%	1.04	11.1%	1.18
Commercial	\$16,445,019	27.5%	33.9%	0.81	35.7%	0.77	35.5%	0.78	26.5%	1.04
All Other	\$5,278,492	8.8%	5.1%	1.74	8.1%	1.10	4.2%	2.10	9.0%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,637,702	21.2%	35.2%	0.60	32.9%	0.64	27.4%	0.77	22.1%	0.96
Medical Assistance	\$4,828,039	8.1%	11.1%	0.73	8.2%	0.99	8.8%	0.92	7.1%	1.14
Commercial	\$7,234,852	12.1%	14.9%	0.81	16.1%	0.75	12.2%	0.99	11.6%	1.04
Charity Care	\$428,963	0.7%	0.7%	1.01	0.4%	1.63	0.7%	1.02	1.3%	0.54
Bad Debt	\$1,358,886	2.3%	1.0%	2.23	0.9%	2.51	1.3%	1.81	1.2%	1.89
All Other	\$2,880,521	4.8%	2.8%	1.73	5.9%	0.81	2.4%	1.99	5.8%	0.84
Total Deductions	\$29,368,963	49.2%	65.8%	0.75	64.5%	0.76	52.8%	0.93	49.1%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.3%	6.5%	0.67	19.4%	0.22	4.2%	1.04	17.5%	0.25	
Net Gains/Losses as % of Net Income	27.2%	29.4%	0.93	94.5%	0.29	27.5%	0.99	12.1%	2.26	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,027,488	46.1%	42.4%	1.09	55.8%	0.83	46.9%	0.98	51.3%	0.90
Supplies & Services	\$11,892,149	42.1%	51.3%	0.82	39.5%	1.07	45.9%	0.92	41.1%	1.03
Capital Component	\$3,311,206	11.7%	6.2%	1.88	4.7%	2.47	7.1%	1.64	7.6%	1.54
Fiscal Statistics										
Operating Margin (%)	11.0%	10.4%	1.06	0.2%	44.79	14.1%	0.79	5.7%	1.92	
Total Hospital Net Income (%)	14.6%	14.1%	1.03	4.3%	3.41	18.4%	0.79	6.5%	2.25	
Return on Equity (%)	8.4%	6.3%	1.33	3.3%	2.56	1.6%	5.25	3.2%	2.58	
Current Ratio	5.1	4.1	1.24	21.9	0.23	2.8	1.83	3.9	1.32	
Days in Net Patient Accounts Receivable	48.9	87.5	0.56	56.7	0.86	469.6	0.10	49.0	1.00	
Average Payment Period	62.5	89.9	0.70	17.0	3.69	503.0	0.12	65.7	0.95	
Equity Financing (%)	51.1%	64.7%	0.79	87.4%	0.58	50.7%	1.01	47.3%	1.08	
Long-Term Debt to Equity Ratio	0.8	0.3	2.45	0.1	15.07	0.7	1.09	0.9	0.86	
Times Interest Earned	7.4	21.0	0.35	10.7	0.69	28.6	0.26	0.0	N/A	
Total Asset Turnover	0.6	0.4	1.29	0.7	0.75	0.1	6.70	0.5	1.11	
Average Age of Plant (Years)	2.7	17.1	0.16	9.0	0.30	72.9	0.04	2.3	1.17	
Increase (Decrease) Total Net Patient Revenue	42.8%	12.7%	3.36	15.9%	2.69	13.5%	3.18	-11.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	91.7%	64.9%	1.41	80.2%	1.14	80.3%	1.14	92.8%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,879	\$18,658	1.12	\$17,806	1.17	\$17,504	1.19	\$12,925	1.62	
Inpatient Net Revenue per Day	\$4,045	\$3,656	1.11	\$3,646	1.11	\$4,490	0.90	\$3,156	1.28	
Outpatient Net Revenue per Visit	\$587	\$781	0.75	\$806	0.73	\$784	0.75	\$551	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$59,731,709	Cash & Cash Equivalents	\$20,720,785	Current Liabilities	\$4,416,141
Less Deductions	\$29,368,963	Net Patient Receivables	\$4,069,838	Long-Term Debt	\$23,705,106
Net Patient Revenue	\$30,362,746	Other Receivables	\$0	Other Liabilities	\$48,275
Plus Other Revenue	\$1,374,488			Subtotal	\$28,169,522
Total Revenue	\$31,737,233	Land, Buildings & Equipment (Net)	\$33,800,266	Unrestricted Fund Balance	\$29,383,413
Less Expenses	\$28,230,843	Other Assets	-\$1,037,953	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,309,523			Total Liabilities & Fund Balance	\$57,552,935
Net Income	\$4,815,913	Total Assets	\$57,552,936		

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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.4%	57.9%	0.66	49.7%	0.77	42.2%	0.91	28.3%	1.36
Obstetrics	45.9%	36.8%	1.25	28.0%	0.12	19.9%	2.31	44.7%	1.03
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.6%	58.7%	0.69	50.3%	0.81	42.0%	0.97	33.1%	1.23
Average Census (Patients)									
Adult Medical-Surgical	6.5	26.8	0.24	11.9	0.55	12.3	0.53	4.8	1.36
Obstetrics	3.2	4.8	0.66	2.0	1.63	1.4	2.31	3.1	1.03
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.7	49.8	0.20	18.8	0.52	19.1	0.51	7.9	1.23
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	4.2	0.89	3.8	0.98	2.7	1.40
Obstetrics	2.1	2.4	0.84	2.2	0.95	2.1	1.00	2.3	0.91
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.60	4.4	0.67	4.0	0.73	2.5	1.18
Surgical Operations									
Inpatient	233	1,037	0.22	390	0.60	334	0.70	274	0.85
Outpatient	1,406	3,865	0.36	2,637	0.53	2,451	0.57	1,219	1.15
Inpatient as % of All Surgeries	14.2%	21.2%	0.67	12.9%	1.10	12.0%	1.19	18.4%	0.77
Outpatient Visits									
Non-Emergency Visits	48,075	145,246	0.33	85,077	0.57	76,359	0.63	33,493	1.44
Emergency Visits	10,454	16,058	0.65	8,132	1.29	11,733	0.89	8,931	1.17
Full-Time Equivalents (FTEs)									
Administrators	11.0	19.0	0.58	10.7	1.02	12.6	0.88	27.6	0.40
Nurses, Licensed	76.8	247.5	0.31	127.1	0.60	121.7	0.63	75.7	1.01
Ancillary Nursing Personnel	14.5	40.3	0.36	20.5	0.71	21.5	0.68	19.7	0.74
All Other Personnel	161.4	496.2	0.33	291.6	0.55	244.0	0.66	128.9	1.25
Total FTEs	263.7	803.0	0.33	450.0	0.59	399.8	0.66	251.9	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.4	13.0	1.73	14.3	1.56	14.8	1.51	76.4	0.29
Nurses, Licensed	156.6	168.4	0.93	169.5	0.92	143.7	1.09	209.9	0.75
Ancillary Nursing Personnel	29.6	27.4	1.08	27.3	1.08	25.4	1.17	54.7	0.54
All Other Personnel	329.0	337.6	0.97	388.8	0.85	288.0	1.14	357.1	0.92
Total FTEs	537.7	546.4	0.98	599.9	0.90	471.8	1.14	698.0	0.77

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	6
Discharges	1,214	Preferred Provider Organization (PPO)	Yes	Discharges	91	Total Births	552
Inpatient Days	3,555			Inpatient Days	1,334	Newborn Days	957

046 Hudson Hospital & Clinics

Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	643	2,381	38.4%	6.5	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	7	571	1,174	45.9%	3.2	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	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	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	5	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	11	1	11.0	Surgical Personnel	7	12	12.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	13	12.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	41	69	76.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	8	6.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	21	14.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	15	11.9
Nurse Practitioners	0	0	0.0	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	46	28	59.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	23	7	24.9
Pharmacy Personnel	7	9	13.0				
Clinical Laboratory Personnel	3	5	7.7				
				Total	168	194	263.7

046 Hudson Hospital & Clinics

Hudson, WI 54016

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$62,500,205	41.8%	46.6%	0.90	50.7%	0.82	49.5%	0.84	39.4%	1.06
Medical Assistance	\$17,308,975	11.6%	14.4%	0.80	12.0%	0.96	13.2%	0.88	11.3%	1.03
Commercial	\$66,416,175	44.4%	33.9%	1.31	32.9%	1.35	33.6%	1.32	46.5%	0.96
All Other	\$3,383,479	2.3%	5.1%	0.45	4.5%	0.51	3.7%	0.60	2.8%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$39,067,748	26.1%	35.2%	0.74	33.4%	0.78	35.9%	0.73	24.1%	1.08
Medical Assistance	\$11,301,823	7.6%	11.1%	0.68	8.6%	0.87	10.4%	0.73	7.1%	1.06
Commercial	\$29,159,492	19.5%	14.9%	1.30	10.0%	1.95	13.9%	1.41	20.1%	0.97
Charity Care	\$300,344	0.2%	0.7%	0.28	0.6%	0.34	0.8%	0.27	0.5%	0.38
Bad Debt	\$1,534,714	1.0%	1.0%	1.01	1.1%	0.90	1.3%	0.79	1.4%	0.75
All Other	\$2,862,427	1.9%	2.8%	0.68	2.7%	0.72	2.3%	0.83	2.3%	0.83
Total Deductions	\$84,226,548	56.3%	65.8%	0.86	56.4%	1.00	64.5%	0.87	55.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	8.4%	6.5%	1.30	5.6%	1.50	7.3%	1.16	13.6%	0.62	
Net Gains/Losses as % of Net Income	12.3%	29.4%	0.42	37.6%	0.33	21.5%	0.57	24.2%	0.51	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,565,600	44.9%	42.4%	1.06	50.5%	0.89	44.5%	1.01	42.1%	1.07
Supplies & Services	\$28,962,788	49.0%	51.3%	0.95	44.3%	1.10	48.6%	1.01	51.4%	0.95
Capital Component	\$3,603,810	6.1%	6.2%	0.98	5.1%	1.18	6.9%	0.88	6.5%	0.93
Fiscal Statistics										
Operating Margin (%)	17.2%	10.4%	1.65	9.6%	1.79	13.9%	1.24	8.4%	2.04	
Total Hospital Net Income (%)	19.1%	14.1%	1.35	14.5%	1.32	17.0%	1.12	10.8%	1.77	
Return on Equity (%)	13.1%	6.3%	2.08	2.4%	5.47	13.1%	1.00	7.1%	1.85	
Current Ratio	2.8	4.1	0.67	2.7	1.02	4.4	0.62	2.0	1.37	
Days in Net Patient Accounts Receivable	40.1	87.5	0.46	250.3	0.16	43.9	0.91	42.1	0.95	
Average Payment Period	98.4	89.9	1.10	256.1	0.38	61.1	1.61	111.4	0.88	
Equity Financing (%)	78.6%	64.7%	1.21	51.4%	1.53	78.9%	1.00	71.0%	1.11	
Long-Term Debt to Equity Ratio	0.1	0.3	0.22	0.7	0.11	0.1	0.56	0.1	0.59	
Times Interest Earned	41.4	21.0	1.97	45.6	0.91	25.9	1.60	16.6	2.50	
Total Asset Turnover	0.7	0.4	1.57	0.2	4.30	0.7	0.90	0.6	1.05	
Average Age of Plant (Years)	15.9	17.1	0.93	51.5	0.31	10.3	1.54	14.6	1.09	
Increase (Decrease) Total Net Patient Revenue	20.6%	12.7%	1.61	13.4%	1.53	14.2%	1.45	-6.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	80.5%	64.9%	1.24	75.1%	1.07	76.7%	1.05	78.2%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,781	\$18,658	0.69	\$16,496	0.77	\$12,297	1.04	\$11,772	1.09	
Inpatient Net Revenue per Day	\$3,351	\$3,656	0.92	\$3,511	0.95	\$2,830	1.18	\$3,631	0.92	
Outpatient Net Revenue per Visit	\$857	\$781	1.10	\$874	0.98	\$806	1.06	\$973	0.88	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$149,608,836	Cash & Cash Equivalents	\$33,224,482	Current Liabilities	\$15,111,789
Less Deductions	\$84,226,548	Net Patient Receivables	\$7,188,680	Long-Term Debt	\$6,025,196
Net Patient Revenue	\$65,382,288	Other Receivables	\$222,150	Other Liabilities	\$1,634,071
Plus Other Revenue	\$5,991,986			Subtotal	\$22,771,056
Total Revenue	\$71,374,274	Land, Buildings & Equipment (Net)	\$34,249,625	Unrestricted Fund Balance	\$83,450,448
Less Expenses	\$59,132,198	Other Assets	\$31,336,567	Restricted Fund Balance	\$5,134,828
Non-Operating Gains/Losses	\$1,723,316			Total Liabilities & Fund Balance	\$106,221,504
Net Income	\$13,965,393	Total Assets	\$106,221,504		

048 Mercy Health Hospital and Trauma Center - Janesville
 1000 Mineral Point Ave
 Janesville, WI 53548
 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: 6

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.5%	57.9%	1.10	58.2%	1.09	58.1%	1.09	63.1%	1.01
Obstetrics	30.6%	36.8%	0.83	41.0%	0.09	31.4%	0.97	33.3%	0.92
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	63.9%	58.7%	1.09	62.3%	1.02	55.7%	1.15	57.7%	1.11
Average Census (Patients)									
Adult Medical-Surgical	36.2	26.8	1.35	25.0	1.45	31.3	1.15	36.0	1.01
Obstetrics	3.7	4.8	0.76	4.5	0.81	4.8	0.76	4.0	0.92
Pediatrics	0.0	1.5	N/A	2.2	N/A	4.0	N/A	0.0	N/A
Total Hospital	76.6	49.8	1.54	53.8	1.43	61.6	1.24	75.6	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	4.6	1.05	4.5	1.06	4.4	1.09	4.4	1.10
Obstetrics	1.8	2.4	0.75	2.5	0.72	2.4	0.77	1.9	0.94
Pediatrics	0.0	3.8	N/A	4.5	N/A	3.5	N/A	0.0	N/A
Total Hospital	5.0	4.9	1.02	4.5	1.10	4.6	1.07	4.4	1.13
Surgical Operations									
Inpatient	1,625	1,037	1.57	947	1.72	1,302	1.25	1,875	0.87
Outpatient	5,183	3,865	1.34	3,798	1.36	5,418	0.96	4,712	1.10
Inpatient as % of All Surgeries	23.9%	21.2%	1.13	20.0%	1.20	19.4%	1.23	28.5%	0.84
Outpatient Visits									
Non-Emergency Visits	850,751	145,246	5.86	172,458	4.93	219,131	3.88	918,966	0.93
Emergency Visits	20,330	16,058	1.27	16,037	1.27	24,739	0.82	25,174	0.81
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	20.3	0.25	20.7	0.24	4.0	1.25
Nurses, Licensed	309.4	247.5	1.25	270.6	1.14	342.9	0.90	312.2	0.99
Ancillary Nursing Personnel	44.8	40.3	1.11	38.3	1.17	54.5	0.82	50.5	0.89
All Other Personnel	511.9	496.2	1.03	620.2	0.83	656.1	0.78	453.7	1.13
Total FTEs	871.1	803.0	1.08	949.5	0.92	1,074.1	0.81	820.4	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.0	13.0	0.15	12.6	0.16	10.1	0.20	1.7	1.18
Nurses, Licensed	122.9	168.4	0.73	168.2	0.73	168.5	0.73	131.0	0.94
Ancillary Nursing Personnel	17.8	27.4	0.65	23.8	0.75	26.8	0.67	21.2	0.84
All Other Personnel	203.3	337.6	0.60	385.4	0.53	322.3	0.63	190.4	1.07
Total FTEs	346.0	546.4	0.63	590.0	0.59	527.7	0.66	344.3	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	120	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	5,628	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	724
Inpatient Days	27,976			Inpatient Days	0	Newborn Days	1,185

048 Mercy Health Hospital and Trauma Center - Janesville
 Janesville, WI 53548

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	57	2,749	13,206	63.5%	36.2	4.8
Orthopedic	1	18	770	3,741	56.9%	10.2	4.9
Rehabilitation & Physical Medicine	4	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	12	737	1,342	30.6%	3.7	1.8
Psychiatric	1	12	488	1,759	40.2%	4.8	3.6
Alcoholism/chemical dependency	2	6	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	15	364	3,354	61.3%	9.2	9.2
Step-Down (Special Care)	1	0	715	4,574	0.0%	12.5	6.4
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	5	1	5.0	Surgical Personnel	15	9	19.1
Physicians & Dentists	51	24	55.5	Radiological Services Personnel	15	27	31.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	8	5.7
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	2.8
Registered Nurses	218	180	300.1	Occupational Therapy Assistants/Aides	0	2	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	2.5
Licensed Practical Nurses	1	2	1.6	Physical Therapy Assistants/Aides	0	2	1.4
Ancillary Nursing Personnel	29	67	44.8	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	2	2	3.7
Nurse Practitioners	5	2	6.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	5	1.0	Social Workers	4	5	4.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	67	61	91.5
Health Info Mgmt-Administrators/Technicians	12	3	14.2	All Other Personnel	178	74	215.6
Pharmacy Personnel	19	5	21.1				
Clinical Laboratory Personnel	28	8	29.5				
				Total	666	499	871.1

048 Mercy Health Hospital and Trauma Center - Janesville

Janesville, WI 53548

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$534,515,586	44.8%	46.6%	0.96	42.1%	1.06	43.4%	1.03	43.1%	1.04
Medical Assistance	\$135,331,064	11.3%	14.4%	0.79	12.0%	0.94	18.4%	0.62	10.9%	1.04
Commercial	\$323,134,395	27.1%	33.9%	0.80	37.4%	0.72	33.8%	0.80	27.9%	0.97
All Other	\$199,861,907	16.8%	5.1%	3.31	8.4%	1.99	4.3%	3.86	18.0%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$427,184,981	35.8%	35.2%	1.02	31.8%	1.13	33.7%	1.06	34.6%	1.04
Medical Assistance	\$107,732,573	9.0%	11.1%	0.82	9.3%	0.97	14.1%	0.64	8.5%	1.07
Commercial	\$144,461,515	12.1%	14.9%	0.81	19.0%	0.64	13.7%	0.89	13.5%	0.90
Charity Care	\$5,947,367	0.5%	0.7%	0.70	0.5%	0.94	0.7%	0.76	0.5%	0.95
Bad Debt	\$26,514,349	2.2%	1.0%	2.18	1.0%	2.15	1.3%	1.77	2.0%	1.11
All Other	\$117,278,795	9.8%	2.8%	3.52	4.5%	2.17	2.7%	3.67	10.5%	0.93
Total Deductions	\$829,119,580	69.5%	65.8%	1.06	66.2%	1.05	66.0%	1.05	69.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		30.8%	6.5%	4.75	6.8%	4.54	6.7%	4.57	34.6%	0.89
Net Gains/Losses as % of Net Income		18.7%	29.4%	0.64	49.6%	0.38	20.9%	0.89	9.4%	1.98
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$176,999,873	37.7%	42.4%	0.89	44.5%	0.85	43.3%	0.87	40.2%	0.94
Supplies & Services	\$266,150,293	56.7%	51.3%	1.10	48.9%	1.16	49.2%	1.15	54.1%	1.05
Capital Component	\$26,507,258	5.6%	6.2%	0.91	6.6%	0.85	7.4%	0.76	5.7%	0.99
Fiscal Statistics										
Operating Margin (%)		10.6%	10.4%	1.02	8.0%	1.32	12.2%	0.86	7.3%	1.44
Total Hospital Net Income (%)		12.7%	14.1%	0.90	14.8%	0.86	15.0%	0.85	8.0%	1.58
Return on Equity (%)		8.8%	6.3%	1.39	10.2%	0.87	3.8%	2.34	6.1%	1.43
Current Ratio		3.7	4.1	0.89	2.7	1.37	4.0	0.91	2.9	1.27
Days in Net Patient Accounts Receivable		27.5	87.5	0.31	50.7	0.54	139.1	0.20	40.3	0.68
Average Payment Period		79.7	89.9	0.89	78.2	1.02	140.8	0.57	73.0	1.09
Equity Financing (%)		51.4%	64.7%	0.79	59.6%	0.86	62.1%	0.83	47.1%	1.09
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		13.4	21.0	0.63	18.0	0.74	15.1	0.89	8.0	1.67
Total Asset Turnover		0.7	0.4	1.58	0.6	1.06	0.2	2.79	0.8	0.89
Average Age of Plant (Years)		21.6	17.1	1.26	12.6	1.72	23.5	0.92	20.9	1.03
Increase (Decrease) Total Net Patient Revenue		11.3%	12.7%	0.89	11.3%	1.01	18.6%	0.61	-2.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.2%	64.9%	1.08	61.9%	1.13	69.2%	1.01	68.5%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$20,555	\$18,658	1.10	\$18,949	1.08	\$18,023	1.14	\$16,989	1.21
Inpatient Net Revenue per Day		\$4,219	\$3,656	1.15	\$3,664	1.15	\$3,813	1.11	\$3,906	1.08
Outpatient Net Revenue per Visit		\$315	\$781	0.40	\$753	0.42	\$729	0.43	\$255	1.23

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,192,842,952	Cash & Cash Equivalents	\$259,151,057	Current Liabilities	\$98,297,711
Less Deductions	\$829,119,580	Net Patient Receivables	\$27,371,006	Long-Term Debt	\$0
Net Patient Revenue	\$363,723,372	Other Receivables	\$21,428,902	Other Liabilities	\$279,587,502
Plus Other Revenue	\$161,542,774			Subtotal	\$377,885,213
Total Revenue	\$525,266,145	Land, Buildings & Equipment (Net)	\$250,527,928	Unrestricted Fund Balance	\$399,956,157
Less Expenses	\$469,657,424	Other Assets	\$219,362,477	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$12,767,816			Total Liabilities & Fund Balance	\$777,841,370
Net Income	\$68,376,537	Total Assets	\$777,841,370		

317 SSM Health 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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.0%	57.9%	0.86	58.2%	0.86	42.2%	1.18	46.3%	1.08
Obstetrics	35.4%	36.8%	0.96	41.0%	0.07	19.9%	1.78	36.3%	0.98
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.0%	58.7%	0.82	62.3%	0.77	42.0%	1.14	43.7%	1.10
Average Census (Patients)									
Adult Medical-Surgical	19.0	26.8	0.71	25.0	0.76	12.3	1.54	17.6	1.08
Obstetrics	2.8	4.8	0.59	4.5	0.62	1.4	2.03	2.9	0.98
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.0	49.8	0.48	53.8	0.45	19.1	1.25	21.8	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	4.5	0.81	3.8	0.98	3.3	1.12
Obstetrics	2.3	2.4	0.94	2.5	0.90	2.1	1.11	2.1	1.07
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.78	4.5	0.84	4.0	0.94	3.1	1.21
Surgical Operations									
Inpatient	582	1,037	0.56	947	0.61	334	1.74	780	0.75
Outpatient	2,882	3,865	0.75	3,798	0.76	2,451	1.18	2,143	1.34
Inpatient as % of All Surgeries	16.8%	21.2%	0.79	20.0%	0.84	12.0%	1.40	26.7%	0.63
Outpatient Visits									
Non-Emergency Visits	52,794	145,246	0.36	172,458	0.31	76,359	0.69	57,644	0.92
Emergency Visits	16,719	16,058	1.04	16,037	1.04	11,733	1.42	14,240	1.17
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.0	0.52	20.3	0.49	12.6	0.80	15.8	0.63
Nurses, Licensed	116.8	247.5	0.47	270.6	0.43	121.7	0.96	109.3	1.07
Ancillary Nursing Personnel	0.0	40.3	N/A	38.3	N/A	21.5	N/A	17.1	0.00
All Other Personnel	178.8	496.2	0.36	620.2	0.29	244.0	0.73	164.9	1.08
Total FTEs	305.6	803.0	0.38	949.5	0.32	399.8	0.76	307.0	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.4	13.0	1.04	12.6	1.06	14.8	0.91	27.4	0.49
Nurses, Licensed	156.9	168.4	0.93	168.2	0.93	143.7	1.09	190.3	0.82
Ancillary Nursing Personnel	0.0	27.4	N/A	23.8	N/A	25.4	N/A	29.8	0.00
All Other Personnel	240.1	337.6	0.71	385.4	0.62	288.0	0.83	287.1	0.84
Total FTEs	410.5	546.4	0.75	590.0	0.70	471.8	0.87	534.7	0.77

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	50	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	2,304	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	418
Inpatient Days	8,762			Inpatient Days	0	Newborn Days	676

317 SSM Health St Mary's Janesville Hospital
 Janesville, WI 53546

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,878	6,938	50.0%	19.0	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	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	452	1,034	35.4%	2.8	2.3
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	790	54.1%	2.2	7.0
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	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.

* 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	10	1	10.0	Surgical Personnel	7	2	7.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	10	8.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	1.8
Registered Nurses	83	44	116.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	1.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	2	3.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	34	18	43.6
Health Info Mgmt-Administrators/Technicians	0	1	1.3	All Other Personnel	28	16	41.3
Pharmacy Personnel	5	5	7.8				
Clinical Laboratory Personnel	30	32	54.4				
				Total	209	138	305.6

317 SSM Health St Mary's Janesville Hospital

Janesville, WI 53546

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$146,354,783	51.1%	46.6%	1.10	42.1%	1.21	49.5%	1.03	51.2%	1.00
Medical Assistance	\$42,013,190	14.7%	14.4%	1.02	12.0%	1.22	13.2%	1.11	13.5%	1.09
Commercial	\$87,904,378	30.7%	33.9%	0.91	37.4%	0.82	33.6%	0.91	30.8%	1.00
All Other	\$10,216,520	3.6%	5.1%	0.70	8.4%	0.42	3.7%	0.95	4.6%	0.78
Deductions as % of Total Gross Patient Revenue										
Medicare	\$117,833,587	41.1%	35.2%	1.17	31.8%	1.29	35.9%	1.15	40.9%	1.00
Medical Assistance	\$33,056,003	11.5%	11.1%	1.04	9.3%	1.24	10.4%	1.11	10.8%	1.07
Commercial	\$37,511,016	13.1%	14.9%	0.88	19.0%	0.69	13.9%	0.94	12.8%	1.02
Charity Care	\$2,034,505	0.7%	0.7%	1.00	0.5%	1.33	0.8%	0.94	0.5%	1.48
Bad Debt	\$6,194,484	2.2%	1.0%	2.12	1.0%	2.10	1.3%	1.67	2.5%	0.88
All Other	\$6,221,937	2.2%	2.8%	0.78	4.5%	0.48	2.3%	0.94	1.9%	1.14
Total Deductions	\$202,851,532	70.8%	65.8%	1.08	66.2%	1.07	64.5%	1.10	69.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	6.5%	0.16	6.8%	0.16	7.3%	0.14	1.4%	0.76
Net Gains/Losses as % of Net Income		9.6%	29.4%	0.33	49.6%	0.19	21.5%	0.44	25.6%	0.37
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,380,363	40.2%	42.4%	0.95	44.5%	0.90	44.5%	0.91	43.0%	0.94
Supplies & Services	\$35,684,136	50.6%	51.3%	0.99	48.9%	1.03	48.6%	1.04	46.9%	1.08
Capital Component	\$6,464,495	9.2%	6.2%	1.47	6.6%	1.38	6.9%	1.33	10.1%	0.91
Fiscal Statistics										
Operating Margin (%)		16.6%	10.4%	1.59	8.0%	2.06	13.9%	1.19	12.7%	1.31
Total Hospital Net Income (%)		18.0%	14.1%	1.27	14.8%	1.22	17.0%	1.06	16.3%	1.10
Return on Equity (%)		34.6%	6.3%	5.47	10.2%	3.40	13.1%	2.63	3.8%	9.18
Current Ratio		0.7	4.1	0.17	2.7	0.26	4.4	0.16	19.5	0.04
Days in Net Patient Accounts Receivable		23.3	87.5	0.27	50.7	0.46	43.9	0.53	-2.3	N/A
Average Payment Period		50.3	89.9	0.56	78.2	0.64	61.1	0.82	89.2	0.56
Equity Financing (%)		185.6%	64.7%	2.87	59.6%	3.11	78.9%	2.35	20.4%	9.08
Long-Term Debt to Equity Ratio		0.1	0.3	0.22	0.3	0.28	0.1	0.55	0.0	N/A
Times Interest Earned		67.3	21.0	3.20	18.0	3.73	25.9	2.60	41.1	1.64
Total Asset Turnover		1.9	0.4	4.40	0.6	2.97	0.7	2.54	0.2	8.54
Average Age of Plant (Years)		11.3	17.1	0.66	12.6	0.90	10.3	1.09	10.1	1.11
Increase (Decrease) Total Net Patient Revenue		16.1%	12.7%	1.26	11.3%	1.43	14.2%	1.14	-5.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.0%	64.9%	1.05	61.9%	1.10	76.7%	0.89	62.0%	1.10
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,828	\$18,658	0.74	\$18,949	0.73	\$12,297	1.12	\$13,142	1.05
Inpatient Net Revenue per Day		\$3,661	\$3,656	1.00	\$3,664	1.00	\$2,830	1.29	\$4,173	0.88
Outpatient Net Revenue per Visit		\$834	\$781	1.07	\$753	1.11	\$806	1.04	\$618	1.35

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$286,488,871	Cash & Cash Equivalents	\$65,842	Current Liabilities	\$8,970,549
Less Deductions	\$202,851,532	Net Patient Receivables	\$5,340,025	Long-Term Debt	\$5,956,271
Net Patient Revenue	\$83,637,339	Other Receivables	\$227,648	Other Liabilities	-\$53,259,891
Plus Other Revenue	\$888,503			Subtotal	-\$38,333,071
Total Revenue	\$84,525,844	Land, Buildings & Equipment (Net)	\$37,817,969	Unrestricted Fund Balance	\$83,101,860
Less Expenses	\$70,528,994	Other Assets	\$1,317,306	Restricted Fund Balance	\$285,775
Non-Operating Gains/Losses	\$1,479,071			Total Liabilities & Fund Balance	\$44,768,789
Net Income	\$15,475,921	Total Assets	\$44,768,790		

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	97.0%	57.9%	1.67	61.6%	1.57	58.1%	1.67	75.8%	1.28
Obstetrics	59.5%	36.8%	1.62	32.8%	0.15	31.4%	1.89	89.1%	0.67
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	70.3%	58.7%	1.20	56.8%	1.24	55.7%	1.26	45.2%	1.55
Average Census (Patients)									
Adult Medical-Surgical	52.4	26.8	1.95	34.1	1.54	31.3	1.67	40.9	1.28
Obstetrics	4.8	4.8	0.98	5.4	0.87	4.8	0.98	7.1	0.67
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	70.3	49.8	1.41	64.9	1.08	61.6	1.14	59.7	1.18
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.6	0.84	4.3	0.89	4.4	0.87	3.8	1.01
Obstetrics	4.2	2.4	1.73	2.3	1.83	2.4	1.78	2.2	1.92
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.84	4.5	0.90	4.6	0.88	3.7	1.11
Surgical Operations									
Inpatient	1,234	1,037	1.19	1,167	1.06	1,302	0.95	1,263	0.98
Outpatient	6,360	3,865	1.65	4,137	1.54	5,418	1.17	5,315	1.20
Inpatient as % of All Surgeries	16.2%	21.2%	0.77	22.0%	0.74	19.4%	0.84	19.2%	0.85
Outpatient Visits									
Non-Emergency Visits	161,682	145,246	1.11	170,630	0.95	219,131	0.74	137,982	1.17
Emergency Visits	31,558	16,058	1.97	21,970	1.44	24,739	1.28	28,445	1.11
Full-Time Equivalents (FTEs)									
Administrators	18.0	19.0	0.94	22.0	0.82	20.7	0.87	16.0	1.13
Nurses, Licensed	404.8	247.5	1.64	286.1	1.41	342.9	1.18	398.1	1.02
Ancillary Nursing Personnel	86.4	40.3	2.15	52.9	1.63	54.5	1.59	86.6	1.00
All Other Personnel	829.7	496.2	1.67	515.7	1.61	656.1	1.26	830.2	1.00
Total FTEs	1,339.0	803.0	1.67	876.8	1.53	1,074.1	1.25	1,330.9	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	13.0	0.53	11.5	0.60	10.1	0.68	7.7	0.90
Nurses, Licensed	155.4	168.4	0.92	148.8	1.04	168.5	0.92	190.4	0.82
Ancillary Nursing Personnel	33.2	27.4	1.21	27.5	1.20	26.8	1.24	41.4	0.80
All Other Personnel	318.5	337.6	0.94	268.3	1.19	322.3	0.99	397.1	0.80
Total FTEs	514.0	546.4	0.94	456.1	1.13	527.7	0.97	636.6	0.81

Total Hospital:
 Beds Set Up & Staffed 100
 Discharges 6,241
 Inpatient Days 25,647

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 1,183
 Newborn Days 1,948

189 Aurora Medical Center in Kenosha
Kenosha, WI 53142

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	4,974	19,124	97.0%	52.4	3.8
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	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	2	17	1	5	0.0%	0.0	5.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	411	1,736	59.5%	4.8	4.2
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	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	407	3,536	80.7%	9.7	8.7
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	9	120	1,246	37.9%	3.4	10.4
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.

* 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	18	0	18.0	Surgical Personnel	29	9	34.0
Physicians & Dentists	83	26	88.7	Radiological Services Personnel	56	25	73.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	6	14.9
Dental Hygienists	0	0	0.0	Occupational Therapists	10	4	11.7
Registered Nurses	301	133	373.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	27	5	30.0
Licensed Practical Nurses	4	3	5.8	Physical Therapy Assistants/Aides	4	1	4.8
Ancillary Nursing Personnel	63	39	86.4	Recreational Therapists	0	0	0.0
Physician Assistants	13	4	14.4	Dietitians & Nutritionists	3	1	3.6
Nurse Practitioners	16	9	22.9	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	99	45	118.7
Health Info Mgmt-Administrators/Technicians	25	7	29.8	All Other Personnel	198	87	249.1
Pharmacy Personnel	18	13	27.1				
Clinical Laboratory Personnel	31	8	33.9				
				Total	1,094	444	1,339.0

189 Aurora Medical Center in Kenosha

Kenosha, WI 53142

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$438,037,472	46.6%	46.6%	1.00	51.5%	0.91	43.4%	1.07	47.0%	0.99
Medical Assistance	\$116,861,434	12.4%	14.4%	0.86	11.3%	1.10	18.4%	0.68	11.5%	1.08
Commercial	\$352,701,058	37.5%	33.9%	1.11	34.7%	1.08	33.8%	1.11	38.0%	0.99
All Other	\$32,282,846	3.4%	5.1%	0.68	2.5%	1.40	4.3%	0.79	3.5%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$365,669,851	38.9%	35.2%	1.10	41.5%	0.94	33.7%	1.16	38.9%	1.00
Medical Assistance	\$95,486,726	10.2%	11.1%	0.92	9.1%	1.11	14.1%	0.72	9.0%	1.13
Commercial	\$159,120,714	16.9%	14.9%	1.13	16.0%	1.06	13.7%	1.24	16.5%	1.03
Charity Care	\$8,693,796	0.9%	0.7%	1.30	0.9%	1.04	0.7%	1.41	1.3%	0.72
Bad Debt	\$12,708,969	1.4%	1.0%	1.33	1.0%	1.32	1.3%	1.08	1.3%	1.04
All Other	\$16,704,794	1.8%	2.8%	0.64	1.2%	1.46	2.7%	0.66	1.6%	1.14
Total Deductions	\$658,384,850	70.0%	65.8%	1.07	69.8%	1.00	66.0%	1.06	68.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	6.5%	0.30	5.3%	0.36	6.7%	0.28	11.3%	0.17
Net Gains/Losses as % of Net Income		0.2%	29.4%	0.01	13.2%	0.01	20.9%	0.01	0.1%	3.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$74,184,876	35.2%	42.4%	0.83	38.6%	0.91	43.3%	0.81	37.1%	0.95
Supplies & Services	\$122,312,635	58.0%	51.3%	1.13	53.1%	1.09	49.2%	1.18	54.9%	1.06
Capital Component	\$14,501,212	6.9%	6.2%	1.10	8.4%	0.82	7.4%	0.92	8.0%	0.85
Fiscal Statistics										
Operating Margin (%)		26.5%	10.4%	2.54	13.6%	1.94	12.2%	2.16	31.1%	0.85
Total Hospital Net Income (%)		26.5%	14.1%	1.88	15.4%	1.72	15.0%	1.77	31.1%	0.85
Return on Equity (%)		7.3%	6.3%	1.16	9.8%	0.75	3.8%	1.95	8.6%	0.85
Current Ratio		18.5	4.1	4.49	7.4	2.50	4.0	4.61	24.0	0.77
Days in Net Patient Accounts Receivable		54.3	87.5	0.62	51.6	1.05	139.1	0.39	53.4	1.02
Average Payment Period		72.5	89.9	0.81	51.5	1.41	140.8	0.52	64.9	1.12
Equity Financing (%)		96.0%	64.7%	1.48	80.1%	1.20	62.1%	1.55	95.5%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.01	0.4	0.00	0.0	0.73
Times Interest Earned		22.4	21.0	1.07	14.8	1.51	15.1	1.49	26.1	0.86
Total Asset Turnover		0.3	0.4	0.64	0.6	0.44	0.2	1.14	0.3	0.99
Average Age of Plant (Years)		9.7	17.1	0.57	11.1	0.88	23.5	0.41	8.7	1.12
Increase (Decrease) Total Net Patient Revenue		18.0%	12.7%	1.41	7.7%	2.33	18.6%	0.97	-9.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.0%	64.9%	1.11	65.6%	1.10	69.2%	1.04	70.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,736		\$18,658	0.79	\$14,982	0.98	\$18,023	0.82	\$13,432	1.10
Inpatient Net Revenue per Day	\$3,449		\$3,656	0.94	\$3,228	1.07	\$3,813	0.90	\$3,461	1.00
Outpatient Net Revenue per Visit	\$1,047		\$781	1.34	\$697	1.50	\$729	1.44	\$1,015	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$939,882,810	Cash & Cash Equivalents	\$690,819,328	Current Liabilities	\$39,918,794
Less Deductions	\$658,384,850	Net Patient Receivables	\$41,893,519	Long-Term Debt	\$1,007,113
Net Patient Revenue	\$281,497,960	Other Receivables	\$682,308	Other Liabilities	\$796,866
Plus Other Revenue	\$5,500,701			Subtotal	\$41,722,773
Total Revenue	\$286,998,663	Land, Buildings & Equipment (Net)	\$301,618,944	Unrestricted Fund Balance	\$999,413,088
Less Expenses	\$210,998,723	Other Assets	\$6,121,762	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$136,585			Total Liabilities & Fund Balance	\$1,041,135,861
Net Income	\$76,136,525	Total Assets	\$1,041,135,861		

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: 6

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.2%	57.9%	1.04	61.6%	0.98	58.1%	1.04	59.8%	1.01
Obstetrics	12.6%	36.8%	0.34	32.8%	0.10	31.4%	0.40	23.0%	0.55
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	47.8%	58.7%	0.81	56.8%	0.84	55.7%	0.86	50.3%	0.95
Average Census (Patients)									
Adult Medical-Surgical	65.0	26.8	2.42	34.1	1.91	31.3	2.07	72.4	0.90
Obstetrics	3.4	4.8	0.71	5.4	0.63	4.8	0.71	6.2	0.55
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	79.3	49.8	1.59	64.9	1.22	61.6	1.29	90.0	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	5.2	4.6	1.14	4.3	1.21	4.4	1.19	5.3	0.98
Obstetrics	2.0	2.4	0.81	2.3	0.86	2.4	0.84	2.5	0.79
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	5.1	4.9	1.04	4.5	1.12	4.6	1.09	5.0	1.02
Surgical Operations									
Inpatient	1,557	1,037	1.50	1,167	1.33	1,302	1.20	1,538	1.01
Outpatient	5,372	3,865	1.39	4,137	1.30	5,418	0.99	4,532	1.19
Inpatient as % of All Surgeries	22.5%	21.2%	1.06	22.0%	1.02	19.4%	1.16	25.3%	0.89
Outpatient Visits									
Non-Emergency Visits	457,689	145,246	3.15	170,630	2.68	219,131	2.09	368,739	1.24
Emergency Visits	40,754	16,058	2.54	21,970	1.85	24,739	1.65	54,055	0.75
Full-Time Equivalents (FTEs)									
Administrators	60.8	19.0	3.19	22.0	2.76	20.7	2.95	54.1	1.12
Nurses, Licensed	494.3	247.5	2.00	286.1	1.73	342.9	1.44	536.0	0.92
Ancillary Nursing Personnel	64.8	40.3	1.61	52.9	1.22	54.5	1.19	80.0	0.81
All Other Personnel	1,052.3	496.2	2.12	515.7	2.04	656.1	1.60	1,116.4	0.94
Total FTEs	1,672.2	803.0	2.08	876.8	1.91	1,074.1	1.56	1,786.4	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.3	13.0	1.72	11.5	1.95	10.1	2.20	18.8	1.19
Nurses, Licensed	181.5	168.4	1.08	148.8	1.22	168.5	1.08	186.1	0.98
Ancillary Nursing Personnel	23.8	27.4	0.87	27.5	0.86	26.8	0.89	27.8	0.86
All Other Personnel	386.5	337.6	1.14	268.3	1.44	322.3	1.20	387.7	1.00
Total FTEs	614.2	546.4	1.12	456.1	1.35	527.7	1.16	620.4	0.99

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	166	Health Maintenance Organization (HMO)	No	Average Beds Used	0	Bassinets	24
Discharges	5,703	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	582
Inpatient Days	28,947			Inpatient Days	0	Newborn Days	1,220

305 Froedtert South
Kenosha, WI 53143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	108	4,552	23,730	60.2%	65.0	5.2
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	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	0	0	0	0.0%	0.0	0.0
Obstetrics	1	27	629	1,246	12.6%	3.4	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	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	435	3,971	35.1%	10.9	9.1
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	58	5	60.8	Surgical Personnel	26	3	27.7
Physicians & Dentists	51	6	53.8	Radiological Services Personnel	33	53	71.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	9	16.9
Dental Hygienists	0	0	0.0	Occupational Therapists	7	6	10.7
Registered Nurses	271	291	464.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	28	11	34.8
Licensed Practical Nurses	7	6	10.3	Physical Therapy Assistants/Aides	8	15	16.8
Ancillary Nursing Personnel	32	60	64.8	Recreational Therapists	0	0	0.0
Physician Assistants	8	2	9.6	Dietitians & Nutritionists	4	3	5.7
Nurse Practitioners	15	5	19.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	2	8.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	107	108	160.8
Health Info Mgmt-Administrators/Technicians	48	0	48.0	All Other Personnel	407	136	487.2
Pharmacy Personnel	40	14	47.8				
Clinical Laboratory Personnel	43	18	52.6				
				Total	1,212	753	1,672.2

305 Froedtert South
Kenosha, WI 53143

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$516,551,627	47.3%	46.6%	1.01	51.5%	0.92	43.4%	1.09	47.8%	0.99
Medical Assistance	\$178,964,989	16.4%	14.4%	1.14	11.3%	1.45	18.4%	0.89	15.0%	1.09
Commercial	\$375,170,336	34.4%	33.9%	1.01	34.7%	0.99	33.8%	1.02	33.6%	1.02
All Other	\$21,033,959	1.9%	5.1%	0.38	2.5%	0.78	4.3%	0.44	3.5%	0.55
Deductions as % of Total Gross Patient Revenue										
Medicare	\$412,581,893	37.8%	35.2%	1.07	41.5%	0.91	33.7%	1.12	36.2%	1.04
Medical Assistance	\$156,515,389	14.3%	11.1%	1.29	9.1%	1.57	14.1%	1.02	12.7%	1.13
Commercial	\$136,182,198	12.5%	14.9%	0.84	16.0%	0.78	13.7%	0.91	13.6%	0.92
Charity Care	\$13,914,071	1.3%	0.7%	1.79	0.9%	1.43	0.7%	1.94	1.2%	1.02
Bad Debt	\$14,429,607	1.3%	1.0%	1.30	1.0%	1.29	1.3%	1.06	0.8%	1.56
All Other	\$11,553,017	1.1%	2.8%	0.38	1.2%	0.87	2.7%	0.40	3.1%	0.34
Total Deductions	\$745,176,175	68.3%	65.8%	1.04	69.8%	0.98	66.0%	1.03	67.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.6%	6.5%	0.87	5.3%	1.06	6.7%	0.84	4.3%	1.30
Net Gains/Losses as % of Net Income		47.6%	29.4%	1.62	13.2%	3.60	20.9%	2.28	481.4%	0.10
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$174,896,553	52.4%	42.4%	1.24	38.6%	1.36	43.3%	1.21	53.8%	0.98
Supplies & Services	\$128,422,655	38.5%	51.3%	0.75	53.1%	0.73	49.2%	0.78	37.8%	1.02
Capital Component	\$30,194,258	9.1%	6.2%	1.45	8.4%	1.08	7.4%	1.22	8.4%	1.07
Fiscal Statistics										
Operating Margin (%)		9.2%	10.4%	0.88	13.6%	0.67	12.2%	0.75	-2.2%	N/A
Total Hospital Net Income (%)		16.2%	14.1%	1.15	15.4%	1.05	15.0%	1.08	0.6%	28.37
Return on Equity (%)		11.0%	6.3%	1.74	9.8%	1.13	3.8%	2.93	0.4%	30.89
Current Ratio		5.3	4.1	1.29	7.4	0.72	4.0	1.32	4.2	1.26
Days in Net Patient Accounts Receivable		52.1	87.5	0.60	51.6	1.01	139.1	0.37	53.2	0.98
Average Payment Period		39.0	89.9	0.43	51.5	0.76	140.8	0.28	43.0	0.91
Equity Financing (%)		80.9%	64.7%	1.25	80.1%	1.01	62.1%	1.30	84.3%	0.96
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	15.1	N/A	0.0	N/A
Total Asset Turnover		0.6	0.4	1.46	0.6	1.01	0.2	2.59	0.6	1.03
Average Age of Plant (Years)		11.6	17.1	0.68	11.1	1.05	23.5	0.49	11.9	0.98
Increase (Decrease) Total Net Patient Revenue		13.1%	12.7%	1.03	7.7%	1.70	18.6%	0.70	-4.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.1%	64.9%	1.08	65.6%	1.07	69.2%	1.01	68.7%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$19,022	\$18,658	1.02	\$14,982	1.27	\$18,023	1.06	\$14,951	1.27
Inpatient Net Revenue per Day		\$3,650	\$3,656	1.00	\$3,228	1.13	\$3,813	0.96	\$2,990	1.22
Outpatient Net Revenue per Visit		\$507	\$781	0.65	\$697	0.73	\$729	0.69	\$510	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,091,720,915	Cash & Cash Equivalents	\$28,802,938	Current Liabilities	\$32,530,772
Less Deductions	\$745,176,175	Net Patient Receivables	\$49,493,893	Long-Term Debt	\$0
Net Patient Revenue	\$346,544,740	Other Receivables	\$510,814	Other Liabilities	\$79,221,017
Plus Other Revenue	\$20,694,409			Subtotal	\$111,751,789
Total Revenue	\$367,239,145	Land, Buildings & Equipment (Net)	\$234,403,508	Unrestricted Fund Balance	\$473,277,505
Less Expenses	\$333,513,466	Other Assets	\$271,818,141	Restricted Fund Balance	\$2,425,395
Non-Operating Gains/Losses	\$30,685,248			Total Liabilities & Fund Balance	\$585,029,294
Net Income	\$64,410,927	Total Assets	\$585,029,294		

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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.6%	57.9%	0.93	44.6%	1.20	72.0%	0.74	45.6%	1.18
Obstetrics	121.3%	36.8%	3.30	52.1%	0.37	46.8%	2.59	121.9%	1.00
Pediatrics	30.0%	59.6%	0.50	30.0%	1.00	51.3%	0.58	29.6%	1.01
Total Hospital	61.0%	58.7%	1.04	48.8%	1.25	68.8%	0.89	54.3%	1.12
Average Census (Patients)									
Adult Medical-Surgical	99.2	26.8	3.70	17.0	5.84	108.1	0.92	96.7	1.03
Obstetrics	19.4	4.8	4.01	4.5	4.30	14.4	1.35	18.3	1.06
Pediatrics	3.0	1.5	1.94	0.6	5.00	5.0	1.94	3.5	0.84
Total Hospital	199.6	49.8	4.01	28.6	6.99	209.1	0.95	192.8	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.6	0.98	4.1	1.09	5.0	0.89	4.4	1.02
Obstetrics	3.9	2.4	1.60	3.2	1.22	2.6	1.51	3.9	0.99
Pediatrics	2.5	3.8	0.66	2.5	1.00	4.1	0.61	2.9	0.86
Total Hospital	5.9	4.9	1.21	4.9	1.19	5.3	1.11	5.9	1.00
Surgical Operations									
Inpatient	4,077	1,037	3.93	828	4.92	3,842	1.06	4,119	0.99
Outpatient	15,281	3,865	3.95	2,810	5.44	11,153	1.37	13,159	1.16
Inpatient as % of All Surgeries	21.1%	21.2%	1.00	22.8%	0.93	25.6%	0.82	23.8%	0.88
Outpatient Visits									
Non-Emergency Visits	760,421	145,246	5.24	141,645	5.37	450,554	1.69	588,824	1.29
Emergency Visits	59,841	16,058	3.73	14,182	4.22	40,709	1.47	50,390	1.19
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	11.3	N/A	63.3	N/A	0.0	N/A
Nurses, Licensed	428.0	247.5	1.73	150.4	2.85	921.1	0.46	436.0	0.98
Ancillary Nursing Personnel	33.0	40.3	0.82	22.0	1.50	153.6	0.21	45.0	0.73
All Other Personnel	1,250.0	496.2	2.52	396.9	3.15	1,865.1	0.67	1,265.0	0.99
Total FTEs	1,711.0	803.0	2.13	580.7	2.95	3,003.0	0.57	1,746.0	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	8.5	N/A	11.7	N/A	0.0	N/A
Nurses, Licensed	49.7	168.4	0.30	113.4	0.44	170.7	0.29	59.7	0.83
Ancillary Nursing Personnel	3.8	27.4	0.14	16.6	0.23	28.5	0.13	6.2	0.62
All Other Personnel	145.2	337.6	0.43	299.2	0.49	345.6	0.42	173.2	0.84
Total FTEs	198.8	546.4	0.36	437.7	0.45	556.5	0.36	239.1	0.83

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	327	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	12,378	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,760
Inpatient Days	72,845			Inpatient Days	0	Newborn Days	5,947

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	185	8,083	36,203	53.6%	99.2	4.5
Orthopedic	2	24	1,352	5,394	61.6%	14.8	4.0
Rehabilitation & Physical Medicine	1	20	767	6,401	87.7%	17.5	8.3
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	2	10	435	1,094	30.0%	3.0	2.5
Obstetrics	2	16	1,813	7,086	121.3%	19.4	3.9
Psychiatric	2	30	1,334	8,655	79.0%	23.7	6.5
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	21	143	9.8%	0.4	6.8
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	1,821	4,002	54.8%	11.0	2.2
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	18	252	3,867	58.9%	10.6	15.3
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	47	46	47.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	25	23	25.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	21	27	21.0
Dental Hygienists	0	0	0.0	Occupational Therapists	18	13	18.0
Registered Nurses	418	862	418.0	Occupational Therapy Assistants/Aides	1	6	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	45	11	45.0
Licensed Practical Nurses	10	15	10.0	Physical Therapy Assistants/Aides	14	9	14.0
Ancillary Nursing Personnel	33	166	33.0	Recreational Therapists	4	5	4.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	16	8	16.0
Nurse Practitioners	0	0	0.0	Psychologists	4	2	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	35	22	35.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	347	266	347.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	422	170	422.0
Pharmacy Personnel	57	15	57.0				
Clinical Laboratory Personnel	33	29	33.0				
				Total	1,711	1,801	1,711.0

056 Gundersen Lutheran Medical Center

La Crosse, WI 54601

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,209,033,443	43.6%	46.6%	0.93	45.7%	0.95	46.9%	0.93	43.7%	1.00
Medical Assistance	\$264,874,581	9.5%	14.4%	0.66	10.5%	0.91	13.3%	0.72	8.8%	1.08
Commercial	\$1,028,608,416	37.1%	33.9%	1.10	35.7%	1.04	34.1%	1.09	37.9%	0.98
All Other	\$271,121,890	9.8%	5.1%	1.93	8.1%	1.21	5.7%	1.70	9.6%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$927,224,186	33.4%	35.2%	0.95	32.9%	1.02	36.2%	0.92	33.1%	1.01
Medical Assistance	\$222,095,871	8.0%	11.1%	0.72	8.2%	0.98	10.3%	0.78	7.4%	1.09
Commercial	\$549,661,029	19.8%	14.9%	1.33	16.1%	1.23	16.2%	1.22	20.2%	0.98
Charity Care	\$6,518,658	0.2%	0.7%	0.33	0.4%	0.53	0.7%	0.34	0.3%	0.72
Bad Debt	\$21,773,486	0.8%	1.0%	0.77	0.9%	0.87	0.8%	0.95	1.7%	0.46
All Other	\$215,571,835	7.8%	2.8%	2.78	5.9%	1.31	3.0%	2.55	6.9%	1.12
Total Deductions	\$1,942,845,065	70.0%	65.8%	1.07	64.5%	1.09	67.3%	1.04	69.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	28.2%	6.5%	4.35		19.4%	1.45	6.7%	4.21	32.6%	0.86
Net Gains/Losses as % of Net Income	157.5%	29.4%	5.37		94.5%	1.67	30.5%	5.17	87.5%	1.80
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$639,907,391	54.4%	42.4%	1.28	55.8%	0.97	41.3%	1.32	53.4%	1.02
Supplies & Services	\$492,976,650	41.9%	51.3%	0.82	39.5%	1.06	53.3%	0.79	43.0%	0.97
Capital Component	\$44,490,257	3.8%	6.2%	0.61	4.7%	0.80	5.4%	0.69	3.6%	1.04
Fiscal Statistics										
Operating Margin (%)	-1.8%	10.4%	N/A		0.2%	N/A	9.3%	N/A	1.0%	N/A
Total Hospital Net Income (%)	3.0%	14.1%	0.21		4.3%	0.71	12.9%	0.23	7.6%	0.40
Return on Equity (%)	1.9%	6.3%	0.30		3.3%	0.59	8.9%	0.22	4.6%	0.42
Current Ratio	64.2	4.1	15.59		21.9	2.93	4.8	13.48	44.2	1.45
Days in Net Patient Accounts Receivable	63.4	87.5	0.72		56.7	1.12	61.8	1.03	65.6	0.97
Average Payment Period	7.9	89.9	0.09		17.0	0.47	62.8	0.13	12.8	0.62
Equity Financing (%)	98.5%	64.7%	1.52		87.4%	1.13	69.5%	1.42	96.9%	1.02
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	0.0	21.0	N/A		10.7	N/A	24.3	N/A	0.0	N/A
Total Asset Turnover	0.6	0.4	1.42		0.7	0.83	0.7	0.92	0.6	1.09
Average Age of Plant (Years)	7.3	17.1	0.43		9.0	0.82	13.3	0.55	8.1	0.90
Increase (Decrease) Total Net Patient Revenue	18.0%	12.7%	1.41		15.9%	1.13	11.2%	1.60	-8.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	79.8%	64.9%	1.23		80.2%	0.99	59.3%	1.35	78.3%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,492	\$18,658	0.94		\$17,806	0.98	\$21,058	0.83	\$17,148	1.02
Inpatient Net Revenue per Day	\$3,410	\$3,656	0.93		\$3,646	0.94	\$3,785	0.90	\$3,553	0.96
Outpatient Net Revenue per Visit	\$775	\$781	0.99		\$806	0.96	\$881	0.88	\$840	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,773,638,329	Cash & Cash Equivalents	\$400,774	Current Liabilities	\$24,788,650
Less Deductions	\$1,942,845,065	Net Patient Receivables	\$144,352,491	Long-Term Debt	\$0
Net Patient Revenue	\$830,793,264	Other Receivables	\$9,533,499	Other Liabilities	\$3,136,915
Plus Other Revenue	\$325,532,133			Subtotal	\$27,925,565
Total Revenue	\$1,156,325,398	Land, Buildings & Equipment (Net)	\$306,783,049	Unrestricted Fund Balance	\$1,872,790,190
Less Expenses	\$1,177,374,298	Other Assets	\$1,439,645,942	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$57,628,678			Total Liabilities & Fund Balance	\$1,900,715,755
Net Income	\$36,579,778	Total Assets	\$1,900,715,755		

057 Mayo Clinic Health System - 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: 7

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	58.1%	57.9%	1.00	44.6%	1.30	72.0%	0.81	43.2%	1.34
Obstetrics	21.4%	36.8%	0.58	52.1%	0.07	46.8%	0.46	17.1%	1.25
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	45.1%	58.7%	0.77	48.8%	0.92	68.8%	0.66	34.9%	1.29
Average Census (Patients)									
Adult Medical-Surgical	39.5	26.8	1.47	17.0	2.33	108.1	0.37	37.6	1.05
Obstetrics	3.9	4.8	0.80	4.5	0.85	14.4	0.27	3.8	1.02
Pediatrics	0.0	1.5	N/A	0.6	N/A	5.0	N/A	0.0	N/A
Total Hospital	50.5	49.8	1.01	28.6	1.77	209.1	0.24	47.9	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.6	0.88	4.1	0.99	5.0	0.80	4.3	0.94
Obstetrics	2.2	2.4	0.92	3.2	0.70	2.6	0.87	2.2	1.00
Pediatrics	0.0	3.8	N/A	2.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.84	4.9	0.83	5.3	0.77	4.3	0.96
Surgical Operations									
Inpatient	721	1,037	0.70	828	0.87	3,842	0.19	708	1.02
Outpatient	4,754	3,865	1.23	2,810	1.69	11,153	0.43	4,412	1.08
Inpatient as % of All Surgeries	13.2%	21.2%	0.62	22.8%	0.58	25.6%	0.51	13.8%	0.95
Outpatient Visits									
Non-Emergency Visits	325,932	145,246	2.24	141,645	2.30	450,554	0.72	296,776	1.10
Emergency Visits	23,954	16,058	1.49	14,182	1.69	40,709	0.59	17,857	1.34
Full-Time Equivalents (FTEs)									
Administrators	38.7	19.0	2.03	11.3	3.42	63.3	0.61	89.0	0.43
Nurses, Licensed	542.5	247.5	2.19	150.4	3.61	921.1	0.59	541.5	1.00
Ancillary Nursing Personnel	70.0	40.3	1.74	22.0	3.18	153.6	0.46	47.5	1.48
All Other Personnel	1,519.1	496.2	3.06	396.9	3.83	1,865.1	0.81	1,480.7	1.03
Total FTEs	2,170.2	803.0	2.70	580.7	3.74	3,003.0	0.72	2,158.6	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.2	13.0	1.17	8.5	1.78	11.7	1.30	40.0	0.38
Nurses, Licensed	213.0	168.4	1.26	113.4	1.88	170.7	1.25	243.5	0.87
Ancillary Nursing Personnel	27.5	27.4	1.00	16.6	1.66	28.5	0.97	21.3	1.29
All Other Personnel	596.4	337.6	1.77	299.2	1.99	345.6	1.73	665.8	0.90
Total FTEs	852.1	546.4	1.56	437.7	1.95	556.5	1.53	970.7	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	112	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	21
Discharges	4,514	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	603
Inpatient Days	18,434			Inpatient Days	0	Newborn Days	1,004

057 Mayo Clinic Health System - La Crosse
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	68	3,579	14,423	58.1%	39.5	4.0
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	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	18	628	1,409	21.4%	3.9	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	12	227	2,070	47.3%	5.7	9.1
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	14	80	532	10.4%	1.5	6.7
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	38	1	38.7	Surgical Personnel	14	25	32.5
Physicians & Dentists	130	43	157.6	Radiological Services Personnel	33	31	53.2
Medical & Dental Residents	18	0	18.0	Respiratory Therapists	17	12	24.7
Dental Hygienists	0	0	0.0	Occupational Therapists	5	7	9.1
Registered Nurses	172	345	413.5	Occupational Therapy Assistants/Aides	3	1	3.8
Certified Nurse Midwives	6	0	6.0	Physical Therapists	22	11	27.9
Licensed Practical Nurses	27	37	54.8	Physical Therapy Assistants/Aides	6	12	11.8
Ancillary Nursing Personnel	19	100	70.0	Recreational Therapists	1	2	1.7
Physician Assistants	18	10	23.2	Dietitians & Nutritionists	5	4	7.4
Nurse Practitioners	23	20	36.6	Psychologists	3	3	5.4
Certified Registered Nurse Anesthetists	17	7	22.6	Social Workers	33	10	37.8
Clinical Nurse Specialists	9	0	9.0	All Other Health Professionals	373	114	441.4
Health Info Mgmt-Administrators/Technicians	46	2	47.0	All Other Personnel	343	129	432.0
Pharmacy Personnel	42	31	59.1				
Clinical Laboratory Personnel	32	15	43.4				
				Total	1,502	1,024	2,170.2

057 Mayo Clinic Health System - La Crosse

La Crosse, WI 54601

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$525,646,941	50.7%	46.6%	1.09	45.7%	1.11	46.9%	1.08	52.1%	0.97
Medical Assistance	\$111,547,364	10.8%	14.4%	0.75	10.5%	1.02	13.3%	0.81	9.8%	1.10
Commercial	\$347,791,493	33.5%	33.9%	0.99	35.7%	0.94	34.1%	0.98	33.9%	0.99
All Other	\$51,726,198	5.0%	5.1%	0.98	8.1%	0.62	5.7%	0.87	4.3%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$388,380,651	37.5%	35.2%	1.06	32.9%	1.14	36.2%	1.04	38.5%	0.97
Medical Assistance	\$87,161,091	8.4%	11.1%	0.76	8.2%	1.03	10.3%	0.82	7.4%	1.13
Commercial	\$112,074,361	10.8%	14.9%	0.72	16.1%	0.67	16.2%	0.67	10.3%	1.05
Charity Care	\$5,373,733	0.5%	0.7%	0.73	0.4%	1.18	0.7%	0.74	0.9%	0.59
Bad Debt	\$6,921,558	0.7%	1.0%	0.66	0.9%	0.74	0.8%	0.81	1.0%	0.69
All Other	\$31,357,030	3.0%	2.8%	1.08	5.9%	0.51	3.0%	0.99	2.5%	1.19
Total Deductions	\$631,268,423	60.9%	65.8%	0.93	64.5%	0.94	67.3%	0.90	60.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.1%	6.5%	0.95	19.4%	0.32	6.7%	0.92	11.8%	0.52
Net Gains/Losses as % of Net Income		108.1%	29.4%	3.68	94.5%	1.14	30.5%	3.55	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$263,496,879	60.9%	42.4%	1.44	55.8%	1.09	41.3%	1.48	60.6%	1.00
Supplies & Services	\$149,343,019	34.5%	51.3%	0.67	39.5%	0.87	53.3%	0.65	34.7%	0.99
Capital Component	\$19,534,873	4.5%	6.2%	0.73	4.7%	0.95	5.4%	0.83	4.6%	0.98
Fiscal Statistics										
Operating Margin (%)		-0.1%	10.4%	N/A	0.2%	N/A	9.3%	N/A	-2.2%	0.04
Total Hospital Net Income (%)		1.2%	14.1%	0.08	4.3%	0.28	12.9%	0.09	-0.9%	N/A
Return on Equity (%)		2.1%	6.3%	0.33	3.3%	0.64	8.9%	0.23	-1.4%	N/A
Current Ratio		6.6	4.1	1.59	21.9	0.30	4.8	1.38	9.5	0.69
Days in Net Patient Accounts Receivable		43.8	87.5	0.50	56.7	0.77	61.8	0.71	46.3	0.95
Average Payment Period		15.6	89.9	0.17	17.0	0.92	62.8	0.25	13.6	1.15
Equity Financing (%)		50.4%	64.7%	0.78	87.4%	0.58	69.5%	0.73	53.0%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		2.4	21.0	0.11	10.7	0.22	24.3	0.10	0.0	N/A
Total Asset Turnover		1.8	0.4	4.09	0.7	2.39	0.7	2.64	1.5	1.16
Average Age of Plant (Years)		14.7	17.1	0.86	9.0	1.63	13.3	1.11	14.2	1.03
Increase (Decrease) Total Net Patient Revenue		16.8%	12.7%	1.32	15.9%	1.05	11.2%	1.49	0.0%	899.80
Outpatient Gross Revenue (% of Total GPR)		80.2%	64.9%	1.24	80.2%	1.00	59.3%	1.35	78.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$17,190	\$18,658	0.92	\$17,806	0.97	\$21,058	0.82	\$18,573	0.93
Inpatient Net Revenue per Day		\$4,223	\$3,656	1.15	\$3,646	1.16	\$3,785	1.12	\$4,379	0.96
Outpatient Net Revenue per Visit		\$957	\$781	1.22	\$806	1.19	\$881	1.09	\$889	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,036,711,996	Cash & Cash Equivalents	\$11,268	Current Liabilities	\$17,933,007
Less Deductions	\$631,268,423	Net Patient Receivables	\$48,612,061	Long-Term Debt	\$0
Net Patient Revenue	\$405,443,573	Other Receivables	\$793,192	Other Liabilities	\$104,252,318
Plus Other Revenue	\$26,515,365			Subtotal	\$122,185,325
Total Revenue	\$431,958,938	Land, Buildings & Equipment (Net)	\$96,858,435	Unrestricted Fund Balance	\$124,260,691
Less Expenses	\$432,374,771	Other Assets	\$100,171,060	Restricted Fund Balance	\$8,923,509
Non-Operating Gains/Losses	\$5,555,025			Total Liabilities & Fund Balance	\$246,446,016
Net Income	\$5,139,192	Total Assets	\$246,446,016		

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

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	8.4%	57.9%	0.14	49.7%	0.17	19.3%	0.43	7.2%	1.16	
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	21.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	8.4%	58.7%	0.14	50.3%	0.17	20.9%	0.40	7.2%	1.16	
Average Census (Patients)										
Adult Medical-Surgical	2.1	26.8	0.08	11.9	0.18	3.3	0.63	1.8	1.16	
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.9	N/A	0.0	N/A	
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.1	49.8	0.04	18.8	0.11	4.2	0.50	1.8	1.16	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.6	4.6	0.78	4.2	0.85	3.6	0.99	3.7	0.97	
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	4.2	4.9	0.87	4.4	0.97	3.1	1.38	3.7	1.15	
Surgical Operations										
Inpatient	1	1,037	0.00	390	0.00	202	0.00	7	0.14	
Outpatient	608	3,865	0.16	2,637	0.23	1,213	0.50	483	1.26	
Inpatient as % of All Surgeries	0.2%	21.2%	0.01	12.9%	0.01	14.3%	0.01	1.4%	0.11	
Outpatient Visits										
Non-Emergency Visits	56,358	145,246	0.39	85,077	0.66	37,326	1.51	48,175	1.17	
Emergency Visits	6,827	16,058	0.43	8,132	0.84	4,868	1.40	8,048	0.85	
Full-Time Equivalents (FTEs)										
Administrators	3.0	19.0	0.16	10.7	0.28	5.6	0.54	3.0	1.00	
Nurses, Licensed	29.1	247.5	0.12	127.1	0.23	48.0	0.61	31.5	0.92	
Ancillary Nursing Personnel	5.1	40.3	0.13	20.5	0.25	5.7	0.90	5.3	0.96	
All Other Personnel	104.3	496.2	0.21	291.6	0.36	98.5	1.06	122.1	0.85	
Total FTEs	141.5	803.0	0.18	450.0	0.31	157.8	0.90	161.9	0.87	
FTEs per 100 Patient Census (Adjusted)										
Administrators	8.0	13.0	0.62	14.3	0.56	26.2	0.30	10.3	0.77	
Nurses, Licensed	77.5	168.4	0.46	169.5	0.46	225.1	0.34	108.5	0.71	
Ancillary Nursing Personnel	13.6	27.4	0.50	27.3	0.50	26.6	0.51	18.3	0.74	
All Other Personnel	278.1	337.6	0.82	388.8	0.72	461.9	0.60	421.2	0.66	
Total FTEs	377.2	546.4	0.69	599.9	0.63	739.8	0.51	558.3	0.68	

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	180	Preferred Provider Organization (PPO)	Yes	Discharges	33	Total Births	0
Inpatient Days	764			Inpatient Days	471	Newborn Days	0

058 Marshfield Medical Center - Ladysmith
Ladysmith, WI 54848

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	215	764	8.4%	2.1	3.6
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	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	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.

** 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	1	1.2
Physicians & Dentists	7	3	7.3	Radiological Services Personnel	3	3	4.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	18	12	23.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	3	5.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	2	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	5	34.1
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	26	6	28.7
Pharmacy Personnel	7	3	7.6				
Clinical Laboratory Personnel	5	0	5.0				
				Total	126	41	141.5

058 Marshfield Medical Center - Ladysmith

Ladysmith, WI 54848

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$31,989,102	55.6%	46.6%	1.19	50.7%	1.10	47.7%	1.17	55.9%	1.00
Medical Assistance	\$10,148,236	17.6%	14.4%	1.22	12.0%	1.47	12.6%	1.40	16.4%	1.07
Commercial	\$12,419,304	21.6%	33.9%	0.64	32.9%	0.66	35.5%	0.61	22.8%	0.95
All Other	\$2,950,747	5.1%	5.1%	1.01	4.5%	1.15	4.2%	1.22	4.9%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,218,754	21.2%	35.2%	0.60	33.4%	0.64	27.4%	0.78	22.4%	0.95
Medical Assistance	\$7,360,862	12.8%	11.1%	1.16	8.6%	1.48	8.8%	1.45	8.6%	1.50
Commercial	\$2,708,196	4.7%	14.9%	0.32	10.0%	0.47	12.2%	0.39	3.3%	1.43
Charity Care	\$333,286	0.6%	0.7%	0.81	0.6%	0.99	0.7%	0.82	0.9%	0.65
Bad Debt	\$926,361	1.6%	1.0%	1.58	1.1%	1.42	1.3%	1.28	2.1%	0.79
All Other	\$1,189,023	2.1%	2.8%	0.74	2.7%	0.78	2.4%	0.86	0.0%	115.51
Total Deductions	\$24,736,482	43.0%	65.8%	0.65	56.4%	0.76	52.8%	0.81	37.2%	1.16
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%	6.5%	0.05		5.6%	0.06	4.2%	0.07	0.7%	0.43
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A		37.6%	N/A	27.5%	N/A	1.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,141,509	48.4%	42.4%	1.14	50.5%	0.96	46.9%	1.03	45.4%	1.06
Supplies & Services	\$14,258,451	48.8%	51.3%	0.95	44.3%	1.10	45.9%	1.06	51.0%	0.96
Capital Component	\$837,694	2.9%	6.2%	0.46	5.1%	0.56	7.1%	0.40	3.6%	0.80
Fiscal Statistics										
Operating Margin (%)		11.1%	10.4%	1.06	9.6%	1.15	14.1%	0.79	4.9%	2.27
Total Hospital Net Income (%)		11.1%	14.1%	0.78	14.5%	0.76	18.4%	0.60	4.9%	2.25
Return on Equity (%)		0.1%	6.3%	0.02	2.4%	0.05	1.6%	0.07	0.1%	2.26
Current Ratio		2.8	4.1	0.68	2.7	1.03	2.8	1.00	2.3	1.20
Days in Net Patient Accounts Receivable	3,597.5		87.5	41.12	250.3	14.37	469.6	7.66	3,173.0	1.13
Average Payment Period	3,538.9		89.9	39.37	256.1	13.82	503.0	7.04	4,743.7	0.75
Equity Financing (%)		47.4%	64.7%	0.73	51.4%	0.92	50.7%	0.94	44.0%	1.08
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.24	0.7	1.14	0.9	0.93
Times Interest Earned	5,023.0		21.0	238.88	45.6	110.07	28.6	175.69	399.1	12.59
Total Asset Turnover		0.0	0.4	0.02	0.2	0.07	0.1	0.12	0.0	1.01
Average Age of Plant (Years)	2,837.1		17.1	166.27	51.5	55.05	72.9	38.94	1,547.8	1.83
Increase (Decrease) Total Net Patient Revenue		0.9%	12.7%	0.07	13.4%	0.06	13.5%	0.06	13.7%	0.06
Outpatient Gross Revenue (% of Total GPR)		94.7%	64.9%	1.46	75.1%	1.26	80.3%	1.18	93.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,757		\$18,658	0.47	\$16,496	0.53	\$17,504	0.50	\$9,078	0.96
Inpatient Net Revenue per Day	\$1,562		\$3,656	0.43	\$3,511	0.45	\$4,490	0.35	\$1,721	0.91
Outpatient Net Revenue per Visit	\$504		\$781	0.64	\$874	0.58	\$784	0.64	\$560	0.90

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,507,388	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$24,736,482	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$32,770,906	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$102,705			Subtotal	\$1,683,908,000
Total Revenue	\$32,873,611	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$29,237,654	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$0	Total Assets	\$3,199,879,000	Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$3,635,957				

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.5%	57.9%	0.91	61.6%	0.85	36.8%	1.43	56.8%	0.92
Obstetrics	27.9%	36.8%	0.76	32.8%	0.03	23.3%	1.19	26.6%	1.05
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.6%	58.7%	0.79	56.8%	0.82	42.9%	1.09	46.4%	1.00
Average Census (Patients)									
Adult Medical-Surgical	6.8	26.8	0.25	34.1	0.20	7.2	0.95	7.4	0.92
Obstetrics	0.8	4.8	0.17	5.4	0.15	0.9	0.91	0.8	1.05
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.4	49.8	0.17	64.9	0.13	10.9	0.77	8.4	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.6	0.56	4.3	0.60	3.5	0.74	2.3	1.12
Obstetrics	2.0	2.4	0.82	2.3	0.87	2.1	0.97	1.8	1.12
Pediatrics	0.0	3.8	N/A	0.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.57	4.5	0.61	3.8	0.74	2.6	1.07
Surgical Operations									
Inpatient	388	1,037	0.37	1,167	0.33	234	1.66	456	0.85
Outpatient	3,029	3,865	0.78	4,137	0.73	1,718	1.76	2,582	1.17
Inpatient as % of All Surgeries	11.4%	21.2%	0.54	22.0%	0.52	12.0%	0.95	15.0%	0.76
Outpatient Visits									
Non-Emergency Visits	153,039	145,246	1.05	170,630	0.90	77,301	1.98	144,393	1.06
Emergency Visits	8,786	16,058	0.55	21,970	0.40	9,586	0.92	9,965	0.88
Full-Time Equivalents (FTEs)									
Administrators	0.8	19.0	0.04	22.0	0.04	11.2	0.07	0.8	1.05
Nurses, Licensed	99.7	247.5	0.40	286.1	0.35	81.2	1.23	87.3	1.14
Ancillary Nursing Personnel	9.8	40.3	0.24	52.9	0.18	13.2	0.74	8.5	1.16
All Other Personnel	187.2	496.2	0.38	515.7	0.36	206.7	0.91	178.6	1.05
Total FTEs	297.4	803.0	0.37	876.8	0.34	312.3	0.95	275.0	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.8	13.0	0.14	11.5	0.16	20.5	0.09	1.9	0.96
Nurses, Licensed	231.3	168.4	1.37	148.8	1.55	148.3	1.56	221.8	1.04
Ancillary Nursing Personnel	22.7	27.4	0.83	27.5	0.83	24.2	0.94	21.5	1.06
All Other Personnel	434.3	337.6	1.29	268.3	1.62	377.6	1.15	453.9	0.96
Total FTEs	690.2	546.4	1.26	456.1	1.51	570.6	1.21	699.1	0.99

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	1,107	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	135
Inpatient Days	3,064			Inpatient Days	0	Newborn Days	191

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	963	2,493	52.5%	6.8	2.6
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	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	153	305	27.9%	0.8	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	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	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	67	266	36.4%	0.7	4.0
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	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	1	0.8	Surgical Personnel	1	7	3.3
Physicians & Dentists	25	16	29.4	Radiological Services Personnel	8	6	9.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.8
Registered Nurses	50	71	92.4	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.0
Licensed Practical Nurses	2	3	3.5	Physical Therapy Assistants/Aides	1	1	1.9
Ancillary Nursing Personnel	7	7	9.8	Recreational Therapists	0	0	0.0
Physician Assistants	6	2	6.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	2	1	2.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	1	1	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	31	32.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	44	39	62.3
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	5	3	5.8				
				Total	201	204	297.4

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$97,465,883	42.8%	46.6%	0.92	51.5%	0.83	47.0%	0.91	40.7%	1.05
Medical Assistance	\$20,550,139	9.0%	14.4%	0.63	11.3%	0.80	13.0%	0.69	8.2%	1.10
Commercial	\$76,268,583	33.5%	33.9%	0.99	34.7%	0.97	36.1%	0.93	34.8%	0.96
All Other	\$33,204,021	14.6%	5.1%	2.88	2.5%	5.95	3.8%	3.82	16.3%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$77,983,921	34.3%	35.2%	0.97	41.5%	0.83	32.5%	1.06	32.6%	1.05
Medical Assistance	\$17,013,397	7.5%	11.1%	0.68	9.1%	0.82	9.9%	0.76	6.6%	1.14
Commercial	\$34,602,042	15.2%	14.9%	1.02	16.0%	0.95	14.1%	1.08	17.1%	0.89
Charity Care	\$1,134,982	0.5%	0.7%	0.70	0.9%	0.56	0.7%	0.75	0.5%	0.96
Bad Debt	\$5,069,632	2.2%	1.0%	2.19	1.0%	2.18	1.5%	1.48	2.0%	1.12
All Other	\$18,198,803	8.0%	2.8%	2.86	1.2%	6.58	1.8%	4.51	9.0%	0.89
Total Deductions	\$154,002,777	67.7%	65.8%	1.03	69.8%	0.97	60.4%	1.12	67.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		26.2%	6.5%	4.05	5.3%	4.92	7.5%	3.48	30.4%	0.86
Net Gains/Losses as % of Net Income		11.3%	29.4%	0.39	13.2%	0.86	42.4%	0.27	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,724,732	27.8%	42.4%	0.65	38.6%	0.72	50.4%	0.55	29.7%	0.94
Supplies & Services	\$58,495,389	65.7%	51.3%	1.28	53.1%	1.24	42.2%	1.56	63.3%	1.04
Capital Component	\$5,809,822	6.5%	6.2%	1.05	8.4%	0.78	7.5%	0.87	7.0%	0.93
Fiscal Statistics										
Operating Margin (%)		10.6%	10.4%	1.02	13.6%	0.78	8.9%	1.19	7.3%	1.44
Total Hospital Net Income (%)		11.8%	14.1%	0.83	15.4%	0.77	14.5%	0.81	7.3%	1.61
Return on Equity (%)		0.0%	6.3%	N/A	9.8%	N/A	11.3%	N/A	0.0%	N/A
Current Ratio		0.0	4.1	N/A	7.4	N/A	5.3	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	87.5	N/A	51.6	N/A	49.1	N/A	0.0	N/A
Average Payment Period		0.0	89.9	N/A	51.5	N/A	43.7	N/A	0.0	N/A
Equity Financing (%)		0.0%	64.7%	N/A	80.1%	N/A	76.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		9.2	21.0	0.44	14.8	0.62	19.8	0.46	6.1	1.52
Total Asset Turnover		0.0	0.4	N/A	0.6	N/A	0.7	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	17.1	N/A	11.1	N/A	10.5	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		9.9%	12.7%	0.78	7.7%	1.28	11.8%	0.84	-3.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.3%	64.9%	1.25	65.6%	1.24	79.7%	1.02	78.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,490		\$18,658	0.72	\$14,982	0.90	\$14,182	0.95	\$11,815	1.14
Inpatient Net Revenue per Day	\$5,066		\$3,656	1.39	\$3,228	1.57	\$3,541	1.43	\$4,613	1.10
Outpatient Net Revenue per Visit	\$393		\$781	0.50	\$697	0.56	\$602	0.65	\$353	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$227,488,628	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$154,002,777	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$73,485,851	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$26,085,480			Subtotal	\$0
Total Revenue	\$99,571,331	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$89,029,943	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,348,613			Total Liabilities & Fund Balance	\$0
Net Income	\$11,890,001	Total Assets	\$0		

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	23.3%	57.9%	0.40	58.2%	0.40	19.3%	1.21	153.0%	0.15
Obstetrics	14.5%	36.8%	0.39	41.0%	0.02	21.6%	0.67	74.9%	0.19
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	21.3%	58.7%	0.36	62.3%	0.34	20.9%	1.02	130.2%	0.16
Average Census (Patients)									
Adult Medical-Surgical	3.7	26.8	0.14	25.0	0.15	3.3	1.12	3.1	1.22
Obstetrics	0.7	4.8	0.15	4.5	0.16	0.9	0.80	0.7	0.97
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.5	49.8	0.09	53.8	0.08	4.2	1.06	3.9	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.75	4.5	0.76	3.6	0.96	3.6	0.95
Obstetrics	2.0	2.4	0.82	2.5	0.79	2.2	0.91	1.9	1.03
Pediatrics	0.0	3.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.5	0.77	3.1	1.13	3.4	1.02
Surgical Operations									
Inpatient	67	1,037	0.06	947	0.07	202	0.33	83	0.81
Outpatient	1,283	3,865	0.33	3,798	0.34	1,213	1.06	842	1.52
Inpatient as % of All Surgeries	5.0%	21.2%	0.23	20.0%	0.25	14.3%	0.35	9.0%	0.55
Outpatient Visits									
Non-Emergency Visits	48,387	145,246	0.33	172,458	0.28	37,326	1.30	33,458	1.45
Emergency Visits	3,944	16,058	0.25	16,037	0.25	4,868	0.81	2,979	1.32
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	20.3	0.25	5.6	0.89	6.0	0.83
Nurses, Licensed	65.8	247.5	0.27	270.6	0.24	48.0	1.37	64.4	1.02
Ancillary Nursing Personnel	8.5	40.3	0.21	38.3	0.22	5.7	1.50	5.3	1.61
All Other Personnel	143.9	496.2	0.29	620.2	0.23	98.5	1.46	135.1	1.07
Total FTEs	223.2	803.0	0.28	949.5	0.24	157.8	1.41	210.8	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.0	13.0	1.31	12.6	1.35	26.2	0.65	29.1	0.58
Nurses, Licensed	224.0	168.4	1.33	168.2	1.33	225.1	1.00	312.9	0.72
Ancillary Nursing Personnel	28.9	27.4	1.06	23.8	1.21	26.6	1.09	25.6	1.13
All Other Personnel	489.9	337.6	1.45	385.4	1.27	461.9	1.06	655.8	0.75
Total FTEs	759.9	546.4	1.39	590.0	1.29	739.8	1.03	1,023.5	0.74

Total Hospital:
 Beds Set Up & Staffed 21
 Discharges 472
 Inpatient Days 1,634

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 62
 Inpatient Days 639

Newborn Nursery:
 Bassinets 1
 Total Births 132
 Newborn Days 225

059 Grant Regional Health Center
Lancaster, WI 53813

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	395	1,361	23.3%	3.7	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	4	9	0.0%	0.0	2.3
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	5	132	264	14.5%	0.7	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	5	0	5.0	Surgical Personnel	2	4	5.5
Physicians & Dentists	7	4	9.4	Radiological Services Personnel	2	10	9.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	36	23	53.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	5.9
Licensed Practical Nurses	5	1	5.9	Physical Therapy Assistants/Aides	2	2	3.8
Ancillary Nursing Personnel	1	10	8.5	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	3	0	3.0	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	17	4	19.2
Health Info Mgmt-Administrators/Technicians	4	1	4.9	All Other Personnel	40	34	58.7
Pharmacy Personnel	3	2	4.1				
Clinical Laboratory Personnel	8	2	8.9				
				Total	153	104	223.2

059 Grant Regional Health Center
Lancaster, WI 53813

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$32,625,281	45.4%	46.6%	0.97	42.1%	1.08	47.7%	0.95	43.0%	1.06
Medical Assistance	\$9,045,084	12.6%	14.4%	0.87	12.0%	1.05	12.6%	1.00	11.6%	1.09
Commercial	\$28,351,858	39.5%	33.9%	1.17	37.4%	1.05	35.5%	1.11	42.7%	0.93
All Other	\$1,790,439	2.5%	5.1%	0.49	8.4%	0.30	4.2%	0.59	2.7%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,106,960	22.4%	35.2%	0.64	31.8%	0.70	27.4%	0.82	15.8%	1.42
Medical Assistance	\$5,066,840	7.1%	11.1%	0.64	9.3%	0.76	8.8%	0.80	6.5%	1.09
Commercial	\$9,401,882	13.1%	14.9%	0.88	19.0%	0.69	12.2%	1.08	15.1%	0.86
Charity Care	\$294,061	0.4%	0.7%	0.57	0.5%	0.77	0.7%	0.58	0.7%	0.61
Bad Debt	\$371,683	0.5%	1.0%	0.51	1.0%	0.50	1.3%	0.41	-0.7%	N/A
All Other	\$1,155,191	1.6%	2.8%	0.58	4.5%	0.35	2.4%	0.67	2.5%	0.65
Total Deductions	\$32,396,617	45.1%	65.8%	0.69	66.2%	0.68	52.8%	0.85	39.8%	1.13
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.8%	6.5%	0.89	6.8%	0.85	4.2%	1.39	12.8%	0.45	
Net Gains/Losses as % of Net Income	58.6%	29.4%	2.00	49.6%	1.18	27.5%	2.14	60.4%	0.97	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,323,446	57.7%	42.4%	1.36	44.5%	1.30	46.9%	1.23	57.2%	1.01
Supplies & Services	\$11,537,405	29.8%	51.3%	0.58	48.9%	0.61	45.9%	0.65	29.9%	1.00
Capital Component	\$4,840,745	12.5%	6.2%	2.01	6.6%	1.88	7.1%	1.75	12.9%	0.97
Fiscal Statistics										
Operating Margin (%)	7.5%	10.4%	0.72	8.0%	0.93	14.1%	0.53	2.2%	3.48	
Total Hospital Net Income (%)	16.4%	14.1%	1.16	14.8%	1.10	18.4%	0.89	5.3%	3.11	
Return on Equity (%)	10.1%	6.3%	1.60	10.2%	0.99	1.6%	6.33	3.0%	3.34	
Current Ratio	2.4	4.1	0.58	2.7	0.90	2.8	0.86	2.1	1.17	
Days in Net Patient Accounts Receivable	54.3	87.5	0.62	50.7	1.07	469.6	0.12	50.2	1.08	
Average Payment Period	102.8	89.9	1.14	78.2	1.31	503.0	0.20	93.7	1.10	
Equity Financing (%)	48.9%	64.7%	0.76	59.6%	0.82	50.7%	0.97	43.7%	1.12	
Long-Term Debt to Equity Ratio	0.8	0.3	2.36	0.3	3.06	0.7	1.05	1.0	0.78	
Times Interest Earned	7.8	21.0	0.37	18.0	0.44	28.6	0.27	2.8	2.83	
Total Asset Turnover	0.6	0.4	1.30	0.6	0.88	0.1	6.78	0.6	1.00	
Average Age of Plant (Years)	7.3	17.1	0.43	12.6	0.58	72.9	0.10	6.6	1.10	
Increase (Decrease) Total Net Patient Revenue	21.0%	12.7%	1.64	11.3%	1.86	13.5%	1.55	2.1%	10.08	
Outpatient Gross Revenue (% of Total GPR)	85.1%	64.9%	1.31	61.9%	1.37	80.3%	1.06	82.5%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,779	\$18,658	0.85	\$18,949	0.83	\$17,504	0.90	\$16,455	0.96	
Inpatient Net Revenue per Day	\$3,726	\$3,656	1.02	\$3,664	1.02	\$4,490	0.83	\$3,590	1.04	
Outpatient Net Revenue per Visit	\$599	\$781	0.77	\$753	0.80	\$784	0.76	\$659	0.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$71,812,662	Cash & Cash Equivalents	\$15,101,563	Current Liabilities	\$9,926,141
Less Deductions	\$32,396,617	Net Patient Receivables	\$5,862,183	Long-Term Debt	\$28,400,044
Net Patient Revenue	\$39,416,045	Other Receivables	\$1,261,519	Other Liabilities	\$0
Plus Other Revenue	\$2,416,708			Subtotal	\$38,326,185
Total Revenue	\$41,832,752	Land, Buildings & Equipment (Net)	\$38,123,522	Unrestricted Fund Balance	\$36,652,484
Less Expenses	\$38,701,596	Other Assets	\$14,629,882	Restricted Fund Balance	\$343,698
Non-Operating Gains/Losses	\$4,440,510			Total Liabilities & Fund Balance	\$74,978,669
Net Income	\$7,571,666	Total Assets	\$74,978,669		

063 SSM Health 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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	76.4%	57.9%	1.32	58.2%	1.31	72.0%	1.06	72.1%	1.06
Obstetrics	37.8%	36.8%	1.03	41.0%	0.43	46.8%	0.81	41.7%	0.91
Pediatrics	13.5%	59.6%	0.23	55.7%	0.24	51.3%	0.26	10.4%	1.30
Total Hospital	72.8%	58.7%	1.24	62.3%	1.17	68.8%	1.06	61.3%	1.19
Average Census (Patients)									
Adult Medical-Surgical	24.4	26.8	0.91	25.0	0.98	108.1	0.23	23.1	1.06
Obstetrics	17.8	4.8	3.67	4.5	3.91	14.4	1.24	19.6	0.91
Pediatrics	1.6	1.5	1.05	2.2	0.72	5.0	1.05	1.2	1.30
Total Hospital	263.4	49.8	5.29	53.8	4.90	209.1	1.26	229.4	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.6	1.11	4.5	1.12	5.0	1.01	3.9	1.31
Obstetrics	2.9	2.4	1.21	2.5	1.16	2.6	1.14	3.2	0.93
Pediatrics	2.3	3.8	0.59	4.5	0.51	4.1	0.55	2.0	1.12
Total Hospital	3.5	4.9	0.71	4.5	0.77	5.3	0.65	4.9	0.70
Surgical Operations									
Inpatient	4,528	1,037	4.37	947	4.78	3,842	1.18	4,514	1.00
Outpatient	4,514	3,865	1.17	3,798	1.19	11,153	0.40	3,525	1.28
Inpatient as % of All Surgeries	50.1%	21.2%	2.37	20.0%	2.51	25.6%	1.95	56.2%	0.89
Outpatient Visits									
Non-Emergency Visits	52,543	145,246	0.36	172,458	0.30	450,554	0.12	45,434	1.16
Emergency Visits	43,540	16,058	2.71	16,037	2.72	40,709	1.07	38,990	1.12
Full-Time Equivalents (FTEs)									
Administrators	70.5	19.0	3.70	20.3	3.47	63.3	1.11	78.0	0.90
Nurses, Licensed	724.4	247.5	2.93	270.6	2.68	921.1	0.79	740.2	0.98
Ancillary Nursing Personnel	0.0	40.3	N/A	38.3	N/A	153.6	N/A	105.4	0.00
All Other Personnel	686.0	496.2	1.38	620.2	1.11	1,865.1	0.37	780.8	0.88
Total FTEs	1,480.9	803.0	1.84	949.5	1.56	3,003.0	0.49	1,704.4	0.87
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.7	13.0	0.83	12.6	0.85	11.7	0.91	21.9	0.49
Nurses, Licensed	110.2	168.4	0.65	168.2	0.66	170.7	0.65	208.1	0.53
Ancillary Nursing Personnel	0.0	27.4	N/A	23.8	N/A	28.5	N/A	29.6	0.00
All Other Personnel	104.4	337.6	0.31	385.4	0.27	345.6	0.30	219.6	0.48
Total FTEs	225.4	546.4	0.41	590.0	0.38	556.5	0.40	479.3	0.47

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	362	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	27,820	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,955
Inpatient Days	96,139			Inpatient Days	0	Newborn Days	3,215

063 SSM Health St Mary's Hospital
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,749	8,920	76.4%	24.4	5.1
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	1	12	261	590	13.5%	1.6	2.3
Obstetrics	1	47	2,200	6,479	37.8%	17.8	2.9
Psychiatric	1	20	1,059	5,508	75.5%	15.1	5.2
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	27	328	10,226	103.8%	28.0	31.2
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	186	11,540	58,259	85.8%	159.6	5.0
Neonatal Intensive/Intermediate Care	1	38	296	6,157	44.4%	16.9	20.8
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	69	5	70.5	Surgical Personnel	24	28	43.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	7	15.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	17	11	20.6
Dental Hygienists	0	0	0.0	Occupational Therapists	5	13	5.5
Registered Nurses	424	525	723.4	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	18	13.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	76	2.1
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	10	3.4
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	398	276	506.0
Pharmacy Personnel	29	32	42.0				
Clinical Laboratory Personnel	4	6	8.4				
				Total	1,002	1,029	1,480.9

063 SSM Health St Mary's Hospital
Madison, WI 53715

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$876,462,608	55.2%	46.6%	1.18	42.1%	1.31	46.9%	1.18	53.3%	1.04
Medical Assistance	\$202,240,015	12.7%	14.4%	0.88	12.0%	1.06	13.3%	0.96	12.3%	1.03
Commercial	\$473,400,518	29.8%	33.9%	0.88	37.4%	0.80	34.1%	0.87	31.2%	0.96
All Other	\$35,606,356	2.2%	5.1%	0.44	8.4%	0.27	5.7%	0.39	3.2%	0.71
Deductions as % of Total Gross Patient Revenue										
Medicare	\$674,960,344	42.5%	35.2%	1.21	31.8%	1.34	36.2%	1.18	40.5%	1.05
Medical Assistance	\$154,857,053	9.8%	11.1%	0.88	9.3%	1.05	10.3%	0.95	9.2%	1.06
Commercial	\$268,984,623	16.9%	14.9%	1.13	19.0%	0.89	16.2%	1.04	13.9%	1.22
Charity Care	\$5,873,692	0.4%	0.7%	0.52	0.5%	0.69	0.7%	0.53	0.6%	0.59
Bad Debt	\$19,268,114	1.2%	1.0%	1.19	1.0%	1.18	0.8%	1.47	1.3%	0.91
All Other	\$16,660,481	1.0%	2.8%	0.38	4.5%	0.23	3.0%	0.34	0.9%	1.20
Total Deductions	\$1,140,604,307	71.8%	65.8%	1.09	66.2%	1.09	67.3%	1.07	66.4%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.7%	6.5%	1.04	6.8%	0.99	6.7%	1.00	7.0%	0.96
Net Gains/Losses as % of Net Income		33.8%	29.4%	1.15	49.6%	0.68	30.5%	1.11	20.5%	1.65
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$180,131,995	42.1%	42.4%	0.99	44.5%	0.95	41.3%	1.02	43.8%	0.96
Supplies & Services	\$225,019,848	52.6%	51.3%	1.02	48.9%	1.08	53.3%	0.99	50.6%	1.04
Capital Component	\$22,549,096	5.3%	6.2%	0.85	6.6%	0.79	5.4%	0.97	5.6%	0.94
Fiscal Statistics										
Operating Margin (%)		10.8%	10.4%	1.03	8.0%	1.34	9.3%	1.16	17.9%	0.60
Total Hospital Net Income (%)		15.4%	14.1%	1.09	14.8%	1.04	12.9%	1.20	21.6%	0.72
Return on Equity (%)		30.8%	6.3%	4.88	10.2%	3.03	8.9%	3.47	21.5%	1.43
Current Ratio		0.8	4.1	0.19	2.7	0.30	4.8	0.17	0.7	1.21
Days in Net Patient Accounts Receivable		63.8	87.5	0.73	50.7	1.26	61.8	1.03	44.2	1.45
Average Payment Period		99.7	89.9	1.11	78.2	1.28	62.8	1.59	97.7	1.02
Equity Financing (%)		30.7%	64.7%	0.47	59.6%	0.52	69.5%	0.44	78.5%	0.39
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	24.3	N/A	0.0	N/A
Total Asset Turnover		1.9	0.4	4.42	0.6	2.98	0.7	2.85	1.0	1.99
Average Age of Plant (Years)		19.2	17.1	1.13	12.6	1.53	13.3	1.45	18.5	1.04
Increase (Decrease) Total Net Patient Revenue		-1.4%	12.7%	N/A	11.3%	N/A	11.2%	N/A	-3.4%	0.41
Outpatient Gross Revenue (% of Total GPR)		35.1%	64.9%	0.54	61.9%	0.57	59.3%	0.59	33.3%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,101	\$18,658	0.54	\$18,949	0.53	\$21,058	0.48	\$19,216	0.53
Inpatient Net Revenue per Day		\$1,804	\$3,656	0.49	\$3,664	0.49	\$3,785	0.48	\$3,788	0.48
Outpatient Net Revenue per Visit		\$1,929	\$781	2.47	\$753	2.56	\$881	2.19	\$1,688	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,587,709,496	Cash & Cash Equivalents	\$7,230	Current Liabilities	\$111,729,833
Less Deductions	\$1,140,604,307	Net Patient Receivables	\$78,160,151	Long-Term Debt	\$0
Net Patient Revenue	\$447,105,189	Other Receivables	\$767,903	Other Liabilities	\$63,618,426
Plus Other Revenue	\$32,205,890			Subtotal	\$175,348,259
Total Revenue	\$479,311,079	Land, Buildings & Equipment (Net)	\$134,210,953		
Less Expenses	\$427,700,939	Other Assets	\$39,953,109	Unrestricted Fund Balance	\$77,751,087
Non-Operating Gains/Losses	\$26,392,865			Restricted Fund Balance	\$6,208,639
Net Income	\$78,003,005	Total Assets	\$253,099,346	Total Liabilities & Fund Balance	\$253,099,346

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.1%	57.9%	1.18	58.2%	1.17	72.0%	0.95	66.6%	1.02
Obstetrics	96.7%	36.8%	2.63	41.0%	0.99	46.8%	2.06	84.3%	1.15
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	81.1%	58.7%	1.38	62.3%	1.30	68.8%	1.18	77.9%	1.04
Average Census (Patients)									
Adult Medical-Surgical	53.2	26.8	1.98	25.0	2.13	108.1	0.49	48.6	1.09
Obstetrics	40.6	4.8	8.39	4.5	8.95	14.4	2.83	38.8	1.05
Pediatrics	0.0	1.5	N/A	2.2	N/A	5.0	N/A	0.0	N/A
Total Hospital	202.0	49.8	4.06	53.8	3.76	209.1	0.97	186.1	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.89	4.5	0.89	5.0	0.81	3.6	1.12
Obstetrics	2.8	2.4	1.16	2.5	1.11	2.6	1.10	2.8	1.02
Pediatrics	0.0	3.8	N/A	4.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.9	4.9	1.01	4.5	1.09	5.3	0.93	4.6	1.07
Surgical Operations									
Inpatient	1,488	1,037	1.43	947	1.57	3,842	0.39	1,403	1.06
Outpatient	8,115	3,865	2.10	3,798	2.14	11,153	0.73	6,885	1.18
Inpatient as % of All Surgeries	15.5%	21.2%	0.73	20.0%	0.78	25.6%	0.60	16.9%	0.92
Outpatient Visits									
Non-Emergency Visits	285,134	145,246	1.96	172,458	1.65	450,554	0.63	252,472	1.13
Emergency Visits	40,844	16,058	2.54	16,037	2.55	40,709	1.00	35,265	1.16
Full-Time Equivalents (FTEs)									
Administrators	30.0	19.0	1.57	20.3	1.48	63.3	0.47	32.0	0.94
Nurses, Licensed	903.2	247.5	3.65	270.6	3.34	921.1	0.98	748.7	1.21
Ancillary Nursing Personnel	244.7	40.3	6.07	38.3	6.38	153.6	1.59	136.8	1.79
All Other Personnel	1,802.3	496.2	3.63	620.2	2.91	1,865.1	0.97	1,519.7	1.19
Total FTEs	2,980.2	803.0	3.71	949.5	3.14	3,003.0	0.99	2,437.1	1.22
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.8	13.0	0.53	12.6	0.54	11.7	0.58	8.0	0.85
Nurses, Licensed	204.9	168.4	1.22	168.2	1.22	170.7	1.20	188.3	1.09
Ancillary Nursing Personnel	55.5	27.4	2.03	23.8	2.33	28.5	1.95	34.4	1.61
All Other Personnel	408.9	337.6	1.21	385.4	1.06	345.6	1.18	382.2	1.07
Total FTEs	676.1	546.4	1.24	590.0	1.15	556.5	1.22	613.0	1.10

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	249	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	24
Discharges	15,007	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	4,504
Inpatient Days	73,716			Inpatient Days	0	Newborn Days	8,808

061 UnityPoint Health - Meriter
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	78	4,776	19,401	68.1%	53.2	4.1
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	42	5,229	14,822	96.7%	40.6	2.8
Psychiatric	1	31	1,505	8,690	76.8%	23.8	5.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	17	245	4,654	75.0%	12.8	19.0
Cardiac Intensive Unit	1	39	2,002	10,975	77.1%	30.1	5.5
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	28	638	10,810	105.8%	29.6	16.9
Other Intensive Care	1	14	612	4,364	85.4%	12.0	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	30	0	30.0	Surgical Personnel	13	31	40.3
Physicians & Dentists	56	33	56.0	Radiological Services Personnel	33	31	60.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	26	33.1
Dental Hygienists	0	0	0.0	Occupational Therapists	14	26	35.9
Registered Nurses	219	748	882.6	Occupational Therapy Assistants/Aides	2	4	5.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	16	40	51.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	17	25	38.4
Ancillary Nursing Personnel	44	226	244.7	Recreational Therapists	1	1	1.9
Physician Assistants	1	3	1.0	Dietitians & Nutritionists	4	7	10.2
Nurse Practitioners	2	14	3.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	34	21	52.7
Clinical Nurse Specialists	14	1	14.9	All Other Health Professionals	181	182	341.4
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	503	410	865.1
Pharmacy Personnel	63	45	101.6				
Clinical Laboratory Personnel	17	17	32.1				
				Total	1,318	1,928	2,980.2

061 UnityPoint Health - Meriter

Madison, WI 53715

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$543,184,334	35.2%	46.6%	0.76	42.1%	0.84	46.9%	0.75	35.3%	1.00
Medical Assistance	\$265,935,574	17.3%	14.4%	1.20	12.0%	1.43	13.3%	1.30	15.8%	1.09
Commercial	\$669,969,015	43.5%	33.9%	1.28	37.4%	1.16	34.1%	1.27	44.8%	0.97
All Other	\$61,942,635	4.0%	5.1%	0.79	8.4%	0.48	5.7%	0.70	4.1%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$423,187,690	27.5%	35.2%	0.78	31.8%	0.86	36.2%	0.76	26.8%	1.02
Medical Assistance	\$203,749,692	13.2%	11.1%	1.19	9.3%	1.42	10.3%	1.28	11.5%	1.15
Commercial	\$388,932,442	25.2%	14.9%	1.69	19.0%	1.33	16.2%	1.56	24.0%	1.05
Charity Care	\$8,769,514	0.6%	0.7%	0.80	0.5%	1.07	0.7%	0.82	0.5%	1.22
Bad Debt	\$7,750,605	0.5%	1.0%	0.49	1.0%	0.49	0.8%	0.61	0.9%	0.58
All Other	\$51,752,904	3.4%	2.8%	1.20	4.5%	0.74	3.0%	1.10	3.2%	1.06
Total Deductions	\$1,084,142,847	70.4%	65.8%	1.07	66.2%	1.06	67.3%	1.05	66.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.4%	6.5%	2.07	6.8%	1.98	6.7%	2.01	8.8%	1.53
Net Gains/Losses as % of Net Income		74.9%	29.4%	2.55	49.6%	1.51	30.5%	2.46	66.7%	1.12
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$250,912,089	49.6%	42.4%	1.17	44.5%	1.12	41.3%	1.20	52.2%	0.95
Supplies & Services	\$218,872,947	43.3%	51.3%	0.84	48.9%	0.88	53.3%	0.81	40.2%	1.08
Capital Component	\$36,271,665	7.2%	6.2%	1.15	6.6%	1.08	5.4%	1.32	7.5%	0.95
Fiscal Statistics										
Operating Margin (%)		4.1%	10.4%	0.39	8.0%	0.51	9.3%	0.44	4.6%	0.89
Total Hospital Net Income (%)		14.6%	14.1%	1.03	14.8%	0.98	12.9%	1.13	12.7%	1.15
Return on Equity (%)		9.0%	6.3%	1.42	10.2%	0.89	8.9%	1.01	7.4%	1.21
Current Ratio		1.3	4.1	0.32	2.7	0.49	4.8	0.28	1.5	0.85
Days in Net Patient Accounts Receivable		27.5	87.5	0.31	50.7	0.54	61.8	0.45	35.9	0.77
Average Payment Period		65.7	89.9	0.73	78.2	0.84	62.8	1.05	62.7	1.05
Equity Financing (%)		74.8%	64.7%	1.16	59.6%	1.25	69.5%	1.08	69.9%	1.07
Long-Term Debt to Equity Ratio		0.2	0.3	0.66	0.3	0.86	0.2	1.16	0.3	0.85
Times Interest Earned		12.0	21.0	0.57	18.0	0.66	24.3	0.49	10.8	1.11
Total Asset Turnover		0.6	0.4	1.28	0.6	0.87	0.7	0.83	0.5	1.03
Average Age of Plant (Years)		7.1	17.1	0.41	12.6	0.56	13.3	0.53	6.5	1.08
Increase (Decrease) Total Net Patient Revenue		3.0%	12.7%	0.24	11.3%	0.27	11.2%	0.27	0.7%	4.16
Outpatient Gross Revenue (% of Total GPR)		54.2%	64.9%	0.83	61.9%	0.88	59.3%	0.91	53.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,150	\$18,658	0.81	\$18,949	0.80	\$21,058	0.72	\$15,401	0.98
Inpatient Net Revenue per Day		\$3,084	\$3,656	0.84	\$3,664	0.84	\$3,785	0.81	\$3,352	0.92
Outpatient Net Revenue per Visit		\$728	\$781	0.93	\$753	0.97	\$881	0.83	\$788	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,541,031,558	Cash & Cash Equivalents	\$44,936,150	Current Liabilities	\$86,981,403
Less Deductions	\$1,084,142,847	Net Patient Receivables	\$34,444,524	Long-Term Debt	\$155,325,000
Net Patient Revenue	\$456,888,711	Other Receivables	\$28,165,859	Other Liabilities	-\$6,378,358
Plus Other Revenue	\$70,778,502			Subtotal	\$235,928,045
Total Revenue	\$527,667,213	Land, Buildings & Equipment (Net)	\$284,802,958	Unrestricted Fund Balance	\$717,076,921
Less Expenses	\$506,056,701	Other Assets	\$566,496,560	Restricted Fund Balance	\$5,841,084
Non-Operating Gains/Losses	\$64,580,050			Total Liabilities & Fund Balance	\$953,004,966
Net Income	\$86,190,562	Total Assets	\$958,846,051		

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: State

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	79.2%	57.9%	1.37	58.2%	1.36	72.0%	1.10	76.7%	1.03
Obstetrics	0.0%	36.8%	N/A	41.0%	N/A	46.8%	N/A	0.0%	N/A
Pediatrics	67.0%	59.6%	1.12	55.7%	1.20	51.3%	1.31	60.8%	1.10
Total Hospital	76.2%	58.7%	1.30	62.3%	1.22	68.8%	1.11	72.1%	1.06
Average Census (Patients)									
Adult Medical-Surgical	316.9	26.8	11.81	25.0	12.67	108.1	2.93	293.0	1.08
Obstetrics	0.0	4.8	N/A	4.5	N/A	14.4	N/A	0.0	N/A
Pediatrics	36.2	1.5	23.45	2.2	16.21	5.0	23.45	32.8	1.10
Total Hospital	484.2	49.8	9.73	53.8	9.01	209.1	2.32	449.1	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	5.5	4.6	1.20	4.5	1.21	5.0	1.09	5.0	1.11
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.6	N/A	0.0	N/A
Pediatrics	4.7	3.8	1.23	4.5	1.05	4.1	1.14	4.0	1.17
Total Hospital	6.0	4.9	1.22	4.5	1.32	5.3	1.13	5.4	1.11
Surgical Operations									
Inpatient	8,747	1,037	8.43	947	9.24	3,842	2.28	30,265	0.29
Outpatient	35,456	3,865	9.17	3,798	9.33	11,153	3.18	124,696	0.28
Inpatient as % of All Surgeries	19.8%	21.2%	0.94	20.0%	0.99	25.6%	0.77	19.5%	1.01
Outpatient Visits									
Non-Emergency Visits	1,002,206	145,246	6.90	172,458	5.81	450,554	2.22	894,280	1.12
Emergency Visits	75,321	16,058	4.69	16,037	4.70	40,709	1.85	79,448	0.95
Full-Time Equivalents (FTEs)									
Administrators	153.0	19.0	8.03	20.3	7.54	63.3	2.42	135.0	1.13
Nurses, Licensed	2,496.5	247.5	10.09	270.6	9.23	921.1	2.71	2,389.4	1.04
Ancillary Nursing Personnel	352.9	40.3	8.76	38.3	9.21	153.6	2.30	351.6	1.00
All Other Personnel	6,667.1	496.2	13.44	620.2	10.75	1,865.1	3.57	6,684.3	1.00
Total FTEs	9,669.5	803.0	12.04	949.5	10.18	3,003.0	3.22	9,560.2	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.7	13.0	1.06	12.6	1.08	11.7	1.17	13.9	0.98
Nurses, Licensed	223.3	168.4	1.33	168.2	1.33	170.7	1.31	246.1	0.91
Ancillary Nursing Personnel	31.6	27.4	1.15	23.8	1.33	28.5	1.11	36.2	0.87
All Other Personnel	596.4	337.6	1.77	385.4	1.55	345.6	1.73	688.5	0.87
Total FTEs	864.9	546.4	1.58	590.0	1.47	556.5	1.55	984.8	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	635	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	29,642	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	176,718			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 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	400	20,970	115,671	79.2%	316.9	5.5
Orthopedic	1	39	2,516	10,383	72.9%	28.4	4.1
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	2,804	13,208	67.0%	36.2	4.7
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	18	1,145	4,849	73.8%	13.3	4.2
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	31	381	10,795	95.4%	29.6	28.3
Cardiac Intensive Unit	1	7	161	1,950	76.3%	5.3	12.1
Pediatric Intensive Care	1	21	227	4,663	60.8%	12.8	20.5
Burn Care	1	11	290	3,505	87.3%	9.6	12.1
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	213	4,688	49.4%	12.8	22.0
Other Intensive Care	1	18	263	6,207	94.5%	17.0	23.6
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	10	151	799	21.9%	2.2	5.3

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	153	0	153.0	Surgical Personnel	94	17	104.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	214	68	254.0
Medical & Dental Residents	728	1	728.8	Respiratory Therapists	93	26	106.1
Dental Hygienists	0	0	0.0	Occupational Therapists	26	51	47.3
Registered Nurses	1,818	959	2,443.6	Occupational Therapy Assistants/Aides	2	4	4.9
Certified Nurse Midwives	2	2	3.3	Physical Therapists	64	76	101.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	5	3	7.0
Ancillary Nursing Personnel	205	288	352.9	Recreational Therapists	32	70	54.4
Physician Assistants	0	2	1.5	Dietitians & Nutritionists	42	10	47.3
Nurse Practitioners	1	2	2.4	Psychologists	6	1	6.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	56	18	69.3
Clinical Nurse Specialists	42	7	47.3	All Other Health Professionals	786	259	877.7
Health Info Mgmt-Administrators/Technicians	197	21	211.2	All Other Personnel	2,918	461	3,140.8
Pharmacy Personnel	191	60	231.5				
Clinical Laboratory Personnel	252	66	290.8				
				Total	8,233	2,586	9,669.5

064 UW Hospital and Clinics Authority

Madison, WI 53792

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,252,156,335	35.8%	46.6%	0.77	42.1%	0.85	46.9%	0.76	35.6%	1.01
Medical Assistance	\$592,851,070	9.4%	14.4%	0.65	12.0%	0.78	13.3%	0.71	9.4%	1.00
Commercial	\$2,560,139,025	40.7%	33.9%	1.20	37.4%	1.09	34.1%	1.19	41.6%	0.98
All Other	\$883,200,711	14.0%	5.1%	2.77	8.4%	1.67	5.7%	2.44	13.5%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,683,778,580	26.8%	35.2%	0.76	31.8%	0.84	36.2%	0.74	26.0%	1.03
Medical Assistance	\$427,507,643	6.8%	11.1%	0.61	9.3%	0.73	10.3%	0.66	6.7%	1.01
Commercial	\$1,329,866,238	21.1%	14.9%	1.42	19.0%	1.12	16.2%	1.30	20.1%	1.05
Charity Care	\$42,525,162	0.7%	0.7%	0.95	0.5%	1.27	0.7%	0.97	0.9%	0.75
Bad Debt	\$38,015,268	0.6%	1.0%	0.59	1.0%	0.59	0.8%	0.73	1.0%	0.63
All Other	\$442,528,065	7.0%	2.8%	2.52	4.5%	1.55	3.0%	2.31	6.5%	1.08
Total Deductions	\$3,964,220,956	63.0%	65.8%	0.96	66.2%	0.95	67.3%	0.94	61.2%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	6.5%	0.09	6.8%	0.08	6.7%	0.08	0.9%	0.59
Net Gains/Losses as % of Net Income		50.6%	29.4%	1.72	49.6%	1.02	30.5%	1.66	47.7%	1.06
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$823,537,332	38.8%	42.4%	0.91	44.5%	0.87	41.3%	0.94	41.7%	0.93
Supplies & Services	\$1,171,179,010	55.1%	51.3%	1.07	48.9%	1.13	53.3%	1.03	51.5%	1.07
Capital Component	\$130,260,164	6.1%	6.2%	0.98	6.6%	0.92	5.4%	1.13	6.8%	0.90
Fiscal Statistics										
Operating Margin (%)		9.1%	10.4%	0.87	8.0%	1.13	9.3%	0.98	5.1%	1.79
Total Hospital Net Income (%)		16.8%	14.1%	1.19	14.8%	1.13	12.9%	1.31	9.3%	1.81
Return on Equity (%)		10.2%	6.3%	1.61	10.2%	1.00	8.9%	1.14	5.3%	1.93
Current Ratio		3.0	4.1	0.73	2.7	1.13	4.8	0.63	4.4	0.68
Days in Net Patient Accounts Receivable		56.4	87.5	0.64	50.7	1.11	61.8	0.91	49.2	1.15
Average Payment Period		87.7	89.9	0.98	78.2	1.12	62.8	1.40	58.6	1.50
Equity Financing (%)		52.2%	64.7%	0.81	59.6%	0.88	69.5%	0.75	47.0%	1.11
Long-Term Debt to Equity Ratio		0.3	0.3	0.95	0.3	1.24	0.2	1.69	0.4	0.88
Times Interest Earned		21.1	21.0	1.00	18.0	1.17	24.3	0.87	10.0	2.12
Total Asset Turnover		0.6	0.4	1.29	0.6	0.87	0.7	0.83	0.5	1.02
Average Age of Plant (Years)		11.9	17.1	0.70	12.6	0.95	13.3	0.90	10.5	1.13
Increase (Decrease) Total Net Patient Revenue		13.0%	12.7%	1.02	11.3%	1.16	11.2%	1.16	2.5%	5.26
Outpatient Gross Revenue (% of Total GPR)		55.4%	64.9%	0.85	61.9%	0.90	59.3%	0.93	53.1%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$32,828	\$18,658	1.76	\$18,949	1.73	\$21,058	1.56	\$30,320	1.08
Inpatient Net Revenue per Day		\$5,348	\$3,656	1.46	\$3,664	1.46	\$3,785	1.41	\$5,582	0.96
Outpatient Net Revenue per Visit		\$1,289	\$781	1.65	\$753	1.71	\$881	1.46	\$1,209	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,288,347,142	Cash & Cash Equivalents	\$531,331,450	Current Liabilities	\$491,097,303
Less Deductions	\$3,964,220,956	Net Patient Receivables	\$359,078,573	Long-Term Debt	\$693,070,877
Net Patient Revenue	\$2,324,126,186	Other Receivables	\$30,825,591	Other Liabilities	\$834,649,198
Plus Other Revenue	\$13,009,853			Subtotal	\$2,018,817,378
Total Revenue	\$2,337,136,039	Land, Buildings & Equipment (Net)	\$764,990,460	Unrestricted Fund Balance	\$2,207,509,460
Less Expenses	\$2,124,976,506	Other Assets	\$2,540,100,764	Restricted Fund Balance	\$26,236,069
Non-Operating Gains/Losses	\$216,894,622			Total Liabilities & Fund Balance	\$4,226,326,838
Net Income	\$429,054,155	Total Assets	\$4,226,326,838		

178 Froedtert Holy Family Memorial
 2300 Western Ave
 Manitowoc, WI 54220
 920-320-2011

Fiscal Year: 7/01 to 6/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.6%	57.9%	0.70	57.7%	0.70	42.2%	0.96	42.6%	0.95
Obstetrics	5.7%	36.8%	0.16	33.1%	0.02	19.9%	0.29	6.2%	0.92
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.7%	58.7%	0.61	51.8%	0.69	42.0%	0.85	36.8%	0.97
Average Census (Patients)									
Adult Medical-Surgical	14.2	26.8	0.53	25.0	0.57	12.3	1.16	14.9	0.95
Obstetrics	0.7	4.8	0.15	3.9	0.19	1.4	0.53	0.8	0.92
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	20.7	49.8	0.42	44.3	0.47	19.1	1.08	21.3	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	4.2	0.81	3.8	0.90	3.2	1.05
Obstetrics	2.0	2.4	0.83	2.3	0.89	2.1	0.98	2.2	0.92
Pediatrics	0.0	3.8	N/A	2.4	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	4.4	0.82	4.0	0.90	3.6	1.02
Surgical Operations									
Inpatient	632	1,037	0.61	879	0.72	334	1.89	760	0.83
Outpatient	2,101	3,865	0.54	5,410	0.39	2,451	0.86	1,726	1.22
Inpatient as % of All Surgeries	23.1%	21.2%	1.09	14.0%	1.65	12.0%	1.93	30.6%	0.76
Outpatient Visits									
Non-Emergency Visits	122,165	145,246	0.84	191,881	0.64	76,359	1.60	211,931	0.58
Emergency Visits	9,144	16,058	0.57	17,038	0.54	11,733	0.78	8,849	1.03
Full-Time Equivalents (FTEs)									
Administrators	19.0	19.0	1.00	15.5	1.22	12.6	1.51	22.7	0.84
Nurses, Licensed	166.1	247.5	0.67	286.5	0.58	121.7	1.36	142.5	1.17
Ancillary Nursing Personnel	14.0	40.3	0.35	43.7	0.32	21.5	0.65	19.7	0.71
All Other Personnel	475.3	496.2	0.96	497.2	0.96	244.0	1.95	459.7	1.03
Total FTEs	674.4	803.0	0.84	842.9	0.80	399.8	1.69	644.6	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.8	13.0	1.45	8.7	2.15	14.8	1.27	24.7	0.76
Nurses, Licensed	164.1	168.4	0.97	160.8	1.02	143.7	1.14	154.7	1.06
Ancillary Nursing Personnel	13.8	27.4	0.50	24.5	0.56	25.4	0.55	21.4	0.65
All Other Personnel	469.8	337.6	1.39	279.1	1.68	288.0	1.63	499.0	0.94
Total FTEs	666.6	546.4	1.22	473.2	1.41	471.8	1.41	699.7	0.95

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	6
Discharges	2,088	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	107
Inpatient Days	7,556			Inpatient Days	0	Newborn Days	233

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Manitowoc, WI 54220

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 6/30/2021	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	1,534	5,192	40.6%	14.2	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	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	13	134	271	5.7%	0.7	2.0
Psychiatric	2	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	10	366	2,093	57.3%	5.7	5.7
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	2	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	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	19	0	19.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	38	4	38.3	Radiological Services Personnel	26	3	26.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	4	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	6	0	6.0
Registered Nurses	143	25	144.1	Occupational Therapy Assistants/Aides	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	1	9.0
Licensed Practical Nurses	1	2	1.0	Physical Therapy Assistants/Aides	7	1	7.0
Ancillary Nursing Personnel	14	11	14.0	Recreational Therapists	0	0	0.0
Physician Assistants	10	0	10.0	Dietitians & Nutritionists	3	1	3.0
Nurse Practitioners	17	0	17.0	Psychologists	1	0	1.0
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	60	15	60.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	209	45	210.0
Pharmacy Personnel	10	2	10.0				
Clinical Laboratory Personnel	34	10	34.0				
				Total	672	131	674.4

178 Froedtert Holy Family Memorial
Manitowoc, WI 54220

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$196,021,452	54.8%	46.6%	1.17	47.1%	1.16	49.5%	1.11	55.7%	0.98
Medical Assistance	\$43,505,415	12.2%	14.4%	0.84	12.3%	0.99	13.2%	0.92	11.6%	1.04
Commercial	\$105,752,704	29.5%	33.9%	0.87	36.3%	0.81	33.6%	0.88	29.2%	1.01
All Other	\$12,720,508	3.6%	5.1%	0.70	4.2%	0.84	3.7%	0.95	3.5%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$150,425,672	42.0%	35.2%	1.19	35.4%	1.19	35.9%	1.17	42.6%	0.99
Medical Assistance	\$36,483,771	10.2%	11.1%	0.92	9.8%	1.04	10.4%	0.98	9.3%	1.09
Commercial	\$48,836,986	13.6%	14.9%	0.91	16.0%	0.85	13.9%	0.98	13.3%	1.02
Charity Care	\$924	0.0%	0.7%	0.00	0.7%	0.00	0.8%	0.00	0.1%	0.00
Bad Debt	\$6,187,905	1.7%	1.0%	1.70	1.1%	1.61	1.3%	1.34	1.7%	1.01
All Other	\$9,413,473	2.6%	2.8%	0.94	2.9%	0.90	2.3%	1.14	2.4%	1.10
Total Deductions	\$251,348,731	70.2%	65.8%	1.07	65.9%	1.07	64.5%	1.09	69.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.3%	6.5%	0.66	6.1%	0.71	7.3%	0.59	12.3%	0.35
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	31.1%	N/A	21.5%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$70,170,537	54.6%	42.4%	1.29	42.5%	1.28	44.5%	1.23	54.3%	1.01
Supplies & Services	\$51,445,036	40.0%	51.3%	0.78	50.9%	0.79	48.6%	0.82	38.9%	1.03
Capital Component	\$6,945,739	5.4%	6.2%	0.87	6.6%	0.82	6.9%	0.78	6.8%	0.79
Fiscal Statistics										
Operating Margin (%)		-15.4%	10.4%	N/A	15.9%	N/A	13.9%	N/A	-6.6%	2.35
Total Hospital Net Income (%)		-9.9%	14.1%	N/A	21.5%	N/A	17.0%	N/A	-0.5%	21.23
Return on Equity (%)		-18.2%	6.3%	N/A	15.0%	N/A	13.1%	N/A	-0.3%	55.49
Current Ratio		2.0	4.1	0.48	3.7	0.53	4.4	0.44	1.4	1.38
Days in Net Patient Accounts Receivable		28.7	87.5	0.33	56.7	0.51	43.9	0.65	37.9	0.76
Average Payment Period		40.6	89.9	0.45	76.1	0.53	61.1	0.66	54.8	0.74
Equity Financing (%)		64.1%	64.7%	0.99	75.3%	0.85	78.9%	0.81	61.9%	1.04
Long-Term Debt to Equity Ratio		0.2	0.3	0.69	0.2	1.49	0.1	1.75	0.4	0.57
Times Interest Earned		-11.0	21.0	N/A	32.4	N/A	25.9	N/A	0.6	N/A
Total Asset Turnover		1.7	0.4	4.06	0.7	2.66	0.7	2.34	0.7	2.64
Average Age of Plant (Years)		0.2	17.1	0.01	10.6	0.02	10.3	0.02	19.3	0.01
Increase (Decrease) Total Net Patient Revenue		3.0%	12.7%	0.24	10.0%	0.30	14.2%	0.21	-13.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		79.5%	64.9%	1.22	74.4%	1.07	76.7%	1.04	76.8%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,388	\$18,658	0.50	\$15,148	0.62	\$12,297	0.76	\$12,969	0.72
Inpatient Net Revenue per Day		\$2,588	\$3,656	0.71	\$3,286	0.79	\$2,830	0.91	\$3,647	0.71
Outpatient Net Revenue per Visit		\$710	\$781	0.91	\$699	1.02	\$806	0.88	\$366	1.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$358,000,079	Cash & Cash Equivalents	\$10,625,058	Current Liabilities	\$13,654,576
Less Deductions	\$251,348,731	Net Patient Receivables	\$8,386,169	Long-Term Debt	\$9,310,412
Net Patient Revenue	\$106,651,348	Other Receivables	\$2,559,235	Other Liabilities	\$0
Plus Other Revenue	\$4,756,607			Subtotal	\$22,964,988
Total Revenue	\$111,407,955	Land, Buildings & Equipment (Net)	\$20,997,629	Unrestricted Fund Balance	\$41,077,080
Less Expenses	\$128,561,312	Other Assets	\$21,473,977	Restricted Fund Balance	\$3,974,887
Non-Operating Gains/Losses	\$5,525,786			Total Liabilities & Fund Balance	\$64,042,068
Net Income	-\$11,627,571	Total Assets	\$64,042,068		

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	59.9%	57.9%	1.03	57.7%	1.04	54.3%	1.10	63.2%	0.95
Obstetrics	36.1%	36.8%	0.98	33.1%	0.08	31.5%	1.15	21.4%	1.69
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.9%	58.7%	0.80	51.8%	0.91	55.3%	0.85	52.5%	0.89
Average Census (Patients)									
Adult Medical-Surgical	24.6	26.8	0.92	25.0	0.98	18.1	1.36	24.0	1.02
Obstetrics	2.5	4.8	0.52	3.9	0.66	3.1	0.82	1.5	1.69
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.2	49.8	0.69	44.3	0.77	37.4	0.92	31.0	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.6	0.88	4.2	0.96	4.1	1.00	3.5	1.15
Obstetrics	2.2	2.4	0.89	2.3	0.95	2.3	0.94	1.5	1.45
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.5	4.9	0.92	4.4	1.02	4.4	1.03	3.6	1.26
Surgical Operations									
Inpatient	340	1,037	0.33	879	0.39	612	0.56	370	0.92
Outpatient	2,249	3,865	0.58	5,410	0.42	2,709	0.83	1,902	1.18
Inpatient as % of All Surgeries	13.1%	21.2%	0.62	14.0%	0.94	18.4%	0.71	16.3%	0.81
Outpatient Visits									
Non-Emergency Visits	82,200	145,246	0.57	191,881	0.43	120,713	0.68	91,806	0.90
Emergency Visits	20,474	16,058	1.27	17,038	1.20	16,865	1.21	17,829	1.15
Full-Time Equivalents (FTEs)									
Administrators	11.0	19.0	0.58	15.5	0.71	17.0	0.65	13.0	0.85
Nurses, Licensed	178.8	247.5	0.72	286.5	0.62	164.3	1.09	173.4	1.03
Ancillary Nursing Personnel	56.0	40.3	1.39	43.7	1.28	24.6	2.28	59.1	0.95
All Other Personnel	348.7	496.2	0.70	497.2	0.70	297.6	1.17	323.1	1.08
Total FTEs	594.4	803.0	0.74	842.9	0.71	503.6	1.18	568.6	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.8	13.0	0.60	8.7	0.90	14.0	0.56	11.2	0.70
Nurses, Licensed	127.0	168.4	0.75	160.8	0.79	134.7	0.94	149.3	0.85
Ancillary Nursing Personnel	39.7	27.4	1.45	24.5	1.62	20.2	1.97	50.9	0.78
All Other Personnel	247.6	337.6	0.73	279.1	0.89	244.0	1.01	278.1	0.89
Total FTEs	422.1	546.4	0.77	473.2	0.89	412.8	1.02	489.4	0.86

Total Hospital:
 Beds Set Up & Staffed 73
 Discharges 2,777
 Inpatient Days 12,498

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 11
 Total Births 159
 Newborn Days 321

067 Aurora Medical Center - Bay Area
Marinette, WI 54143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	41	2,213	8,962	59.9%	24.6	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	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	7	426	922	36.1%	2.5	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	1	10	217	2,342	64.2%	6.4	10.8
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	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	11	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	4	51	272	18.6%	0.7	5.3

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	0	11.0	Surgical Personnel	7	8	13.8
Physicians & Dentists	25	15	26.1	Radiological Services Personnel	23	11	28.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	13	12.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	55	115	163.8	Occupational Therapy Assistants/Aides	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	1	9.9
Licensed Practical Nurses	4	3	6.1	Physical Therapy Assistants/Aides	4	3	6.8
Ancillary Nursing Personnel	8	68	56.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	5	1	5.9	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	31	24	50.5
Health Info Mgmt-Administrators/Technicians	14	1	14.9	All Other Personnel	75	52	123.7
Pharmacy Personnel	12	9	17.5				
Clinical Laboratory Personnel	10	17	24.8				
				Total	315	346	594.4

067 Aurora Medical Center - Bay Area

Marinette, WI 54143

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$244,680,896	56.7%	46.6%	1.21	47.1%	1.20	49.9%	1.14	57.8%	0.98
Medical Assistance	\$60,194,687	13.9%	14.4%	0.97	12.3%	1.13	15.6%	0.90	11.7%	1.19
Commercial	\$93,431,286	21.6%	33.9%	0.64	36.3%	0.60	30.3%	0.71	22.0%	0.98
All Other	\$33,588,318	7.8%	5.1%	1.53	4.2%	1.83	4.2%	1.84	8.5%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$199,441,770	46.2%	35.2%	1.31	35.4%	1.30	36.9%	1.25	46.0%	1.00
Medical Assistance	\$51,684,373	12.0%	11.1%	1.08	9.8%	1.22	11.4%	1.05	9.8%	1.22
Commercial	\$40,188,230	9.3%	14.9%	0.62	16.0%	0.58	11.8%	0.79	9.9%	0.94
Charity Care	\$3,563,170	0.8%	0.7%	1.16	0.7%	1.20	0.9%	0.88	0.7%	1.11
Bad Debt	\$6,444,106	1.5%	1.0%	1.46	1.1%	1.39	1.2%	1.27	1.0%	1.48
All Other	\$22,135,436	5.1%	2.8%	1.83	2.9%	1.75	2.5%	2.08	5.4%	0.96
Total Deductions	\$323,457,085	74.9%	65.8%	1.14	65.9%	1.14	64.7%	1.16	72.7%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.9%	6.5%	0.14		6.1%	0.15	4.5%	0.20	10.1%	0.09
Net Gains/Losses as % of Net Income	25.6%	29.4%	0.87		31.1%	0.82	43.7%	0.59	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,263,540	37.7%	42.4%	0.89	42.5%	0.89	38.8%	0.97	36.9%	1.02
Supplies & Services	\$53,803,461	51.7%	51.3%	1.01	50.9%	1.02	54.3%	0.95	51.7%	1.00
Capital Component	\$10,992,962	10.6%	6.2%	1.70	6.6%	1.59	6.9%	1.54	11.4%	0.93
Fiscal Statistics										
Operating Margin (%)	4.9%	10.4%	0.47		15.9%	0.31	9.6%	0.51	5.8%	0.84
Total Hospital Net Income (%)	6.5%	14.1%	0.46		21.5%	0.30	15.9%	0.41	4.8%	1.36
Return on Equity (%)	3.3%	6.3%	0.53		15.0%	0.22	11.2%	0.30	2.3%	1.47
Current Ratio	3.5	4.1	0.86		3.7	0.96	3.9	0.90	3.5	1.01
Days in Net Patient Accounts Receivable	58.7	87.5	0.67		56.7	1.04	51.2	1.15	56.5	1.04
Average Payment Period	85.5	89.9	0.95		76.1	1.12	62.2	1.37	89.9	0.95
Equity Financing (%)	51.4%	64.7%	0.80		75.3%	0.68	78.3%	0.66	47.0%	1.09
Long-Term Debt to Equity Ratio	0.7	0.3	2.04		0.2	4.39	0.1	6.78	0.7	0.91
Times Interest Earned	3.2	21.0	0.15		32.4	0.10	21.6	0.15	3.1	1.04
Total Asset Turnover	0.5	0.4	1.18		0.7	0.78	0.7	0.77	0.5	1.05
Average Age of Plant (Years)	2.9	17.1	0.17		10.6	0.28	10.5	0.28	1.7	1.74
Increase (Decrease) Total Net Patient Revenue	12.4%	12.7%	0.97		10.0%	1.23	8.7%	1.42	-9.3%	N/A
Outpatient Gross Revenue (% of Total GPR)	75.0%	64.9%	1.16		74.4%	1.01	69.3%	1.08	72.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,404	\$18,658	0.66		\$15,148	0.82	\$13,373	0.93	\$9,546	1.30
Inpatient Net Revenue per Day	\$2,679	\$3,656	0.73		\$3,286	0.82	\$3,024	0.89	\$2,615	1.02
Outpatient Net Revenue per Visit	\$783	\$781	1.00		\$699	1.12	\$626	1.25	\$636	1.23

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$431,895,187	Cash & Cash Equivalents	\$58,201,981	Current Liabilities	\$22,722,379
Less Deductions	\$323,457,085	Net Patient Receivables	\$17,448,425	Long-Term Debt	\$74,425,000
Net Patient Revenue	\$108,438,102	Other Receivables	\$540,215	Other Liabilities	\$7,709,903
Plus Other Revenue	\$993,927			Subtotal	\$104,857,282
Total Revenue	\$109,432,032	Land, Buildings & Equipment (Net)	\$132,882,083	Unrestricted Fund Balance	\$111,050,465
Less Expenses	\$104,059,963	Other Assets	\$6,835,042	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,851,846			Total Liabilities & Fund Balance	\$215,907,747
Net Income	\$7,223,915	Total Assets	\$215,907,746		

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

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

County: Wood
 Analysis Area: North Central (6)
 Volume Group: 7

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	98.3%	57.9%	1.70	58.8%	1.67	72.0%	1.37	76.7%	1.28
Obstetrics	113.5%	36.8%	3.08	39.4%	0.23	46.8%	2.42	78.5%	1.45
Pediatrics	61.4%	59.6%	1.03	69.2%	0.89	51.3%	1.20	78.6%	0.78
Total Hospital	94.3%	58.7%	1.60	61.6%	1.53	68.8%	1.37	77.0%	1.22
Average Census (Patients)									
Adult Medical-Surgical	125.9	26.8	4.69	17.6	7.13	108.1	1.16	108.9	1.16
Obstetrics	9.1	4.8	1.88	3.2	2.84	14.4	0.63	8.6	1.05
Pediatrics	9.8	1.5	6.36	2.9	3.42	5.0	6.36	7.1	1.39
Total Hospital	193.2	49.8	3.88	35.6	5.42	209.1	0.92	164.8	1.17
Average Length of Stay (Days)									
Adult Medical-Surgical	5.3	4.6	1.16	4.4	1.21	5.0	1.05	4.5	1.18
Obstetrics	3.1	2.4	1.28	2.2	1.43	2.6	1.21	3.3	0.96
Pediatrics	3.0	3.8	0.78	4.3	0.70	4.1	0.72	2.6	1.17
Total Hospital	5.8	4.9	1.19	4.7	1.22	5.3	1.09	5.0	1.15
Surgical Operations									
Inpatient	4,699	1,037	4.53	1,116	4.21	3,842	1.22	4,688	1.00
Outpatient	15,073	3,865	3.90	3,513	4.29	11,153	1.35	15,580	0.97
Inpatient as % of All Surgeries	23.8%	21.2%	1.12	24.1%	0.99	25.6%	0.93	23.1%	1.03
Outpatient Visits									
Non-Emergency Visits	526,110	145,246	3.62	131,878	3.99	450,554	1.17	408,655	1.29
Emergency Visits	22,926	16,058	1.43	11,093	2.07	40,709	0.56	20,003	1.15
Full-Time Equivalents (FTEs)									
Administrators	28.0	19.0	1.47	20.4	1.37	63.3	0.44	29.0	0.97
Nurses, Licensed	855.7	247.5	3.46	172.5	4.96	921.1	0.93	861.8	0.99
Ancillary Nursing Personnel	86.4	40.3	2.14	24.7	3.49	153.6	0.56	84.9	1.02
All Other Personnel	3,568.5	496.2	7.19	457.0	7.81	1,865.1	1.91	3,493.9	1.02
Total FTEs	4,538.6	803.0	5.65	674.6	6.73	3,003.0	1.51	4,469.6	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.0	13.0	0.39	17.1	0.29	11.7	0.43	6.2	0.81
Nurses, Licensed	152.6	168.4	0.91	144.1	1.06	170.7	0.89	183.2	0.83
Ancillary Nursing Personnel	15.4	27.4	0.56	20.6	0.75	28.5	0.54	18.0	0.85
All Other Personnel	636.3	337.6	1.88	381.6	1.67	345.6	1.84	742.9	0.86
Total FTEs	809.3	546.4	1.48	563.4	1.44	556.5	1.45	950.3	0.85

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	205	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	2
Discharges	12,203	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,002
Inpatient Days	70,530			Inpatient Days	0	Newborn Days	1,683

069 Marshfield Medical Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	128	8,669	45,941	98.3%	125.9	5.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	244	2,869	131.0%	7.9	11.8
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	16	1,195	3,583	61.4%	9.8	3.0
Obstetrics	1	8	1,057	3,314	113.5%	9.1	3.1
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	24	634	7,505	85.7%	20.6	11.8
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	129	1,365	93.5%	3.7	10.6
Burn Care	2	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	1	19	275	5,953	85.8%	16.3	21.6
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	28	0	28.0	Surgical Personnel	26	8	30.4
Physicians & Dentists	238	130	289.4	Radiological Services Personnel	69	19	81.1
Medical & Dental Residents	79	0	79.0	Respiratory Therapists	22	28	41.7
Dental Hygienists	0	0	0.0	Occupational Therapists	11	12	14.9
Registered Nurses	595	289	751.7	Occupational Therapy Assistants/Aides	0	2	1.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	16	10	22.4
Licensed Practical Nurses	1	2	2.1	Physical Therapy Assistants/Aides	2	2	3.0
Ancillary Nursing Personnel	59	109	86.4	Recreational Therapists	0	1	0.6
Physician Assistants	37	6	40.1	Dietitians & Nutritionists	5	4	6.6
Nurse Practitioners	52	27	68.3	Psychologists	9	1	9.4
Certified Registered Nurse Anesthetists	21	9	22.7	Social Workers	11	7	13.4
Clinical Nurse Specialists	10	0	10.0	All Other Health Professionals	751	257	878.9
Health Info Mgmt-Administrators/Technicians	28	6	31.7	All Other Personnel	1,550	226	1,661.7
Pharmacy Personnel	98	28	109.5				
Clinical Laboratory Personnel	71	10	77.2				
				Total	3,935	1,240	4,538.6

069 Marshfield Medical Center

Marshfield, WI 54449

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,014,272,352	50.9%	46.6%	1.09	51.2%	0.99	46.9%	1.08	52.5%	0.97
Medical Assistance	\$280,147,194	14.0%	14.4%	0.97	13.3%	1.06	13.3%	1.06	13.1%	1.07
Commercial	\$601,031,980	30.1%	33.9%	0.89	29.9%	1.01	34.1%	0.88	31.2%	0.96
All Other	\$99,016,294	5.0%	5.1%	0.98	5.7%	0.88	5.7%	0.86	3.1%	1.59
Deductions as % of Total Gross Patient Revenue										
Medicare	\$727,028,063	36.5%	35.2%	1.04	36.0%	1.01	36.2%	1.01	38.8%	0.94
Medical Assistance	\$207,518,658	10.4%	11.1%	0.94	10.1%	1.03	10.3%	1.01	9.7%	1.08
Commercial	\$198,638,746	10.0%	14.9%	0.67	9.2%	1.08	16.2%	0.61	9.9%	1.00
Charity Care	\$12,303,446	0.6%	0.7%	0.86	0.8%	0.81	0.7%	0.88	0.6%	0.96
Bad Debt	\$17,083,666	0.9%	1.0%	0.84	0.8%	1.06	0.8%	1.03	0.5%	1.60
All Other	\$52,229,385	2.6%	2.8%	0.94	3.5%	0.74	3.0%	0.86	1.3%	2.09
Total Deductions	\$1,214,801,964	60.9%	65.8%	0.93	60.4%	1.01	67.3%	0.91	60.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.0%	6.5%	0.15	4.2%	0.23	6.7%	0.15	1.2%	0.83	
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A	32.5%	N/A	30.5%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$349,653,754	46.6%	42.4%	1.10	42.4%	1.10	41.3%	1.13	49.7%	0.94
Supplies & Services	\$375,414,247	50.1%	51.3%	0.98	52.7%	0.95	53.3%	0.94	47.1%	1.06
Capital Component	\$24,582,070	3.3%	6.2%	0.53	4.9%	0.66	5.4%	0.60	3.2%	1.02
Fiscal Statistics										
Operating Margin (%)	4.8%	10.4%	0.46	9.6%	0.50	9.3%	0.52	7.8%	0.61	
Total Hospital Net Income (%)	4.8%	14.1%	0.34	13.6%	0.35	12.9%	0.37	7.8%	0.61	
Return on Equity (%)	1.2%	6.3%	0.19	3.3%	0.36	8.9%	0.13	1.7%	0.71	
Current Ratio	2.8	4.1	0.68	2.8	0.98	4.8	0.58	2.3	1.20	
Days in Net Patient Accounts Receivable	151.2	87.5	1.73	167.5	0.90	61.8	2.45	153.7	0.98	
Average Payment Period	140.9	89.9	1.57	165.5	0.85	62.8	2.25	239.1	0.59	
Equity Financing (%)	47.4%	64.7%	0.73	50.9%	0.93	69.5%	0.68	44.0%	1.08	
Long-Term Debt to Equity Ratio	0.8	0.3	2.55	0.7	1.20	0.2	4.50	0.9	0.93	
Times Interest Earned	0.0	21.0	N/A	48.7	N/A	24.3	N/A	0.0	N/A	
Total Asset Turnover	0.2	0.4	0.57	0.2	1.07	0.7	0.37	0.2	1.16	
Average Age of Plant (Years)	38.6	17.1	2.26	33.5	1.15	13.3	2.91	45.8	0.84	
Increase (Decrease) Total Net Patient Revenue	16.3%	12.7%	1.28	25.1%	0.65	11.2%	1.45	-2.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	66.0%	64.9%	1.02	70.5%	0.94	59.3%	1.11	65.0%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,838	\$18,658	1.12	\$16,540	1.26	\$21,058	0.99	\$20,239	1.03	
Inpatient Net Revenue per Day	\$3,650	\$3,656	1.00	\$3,511	1.04	\$3,785	0.96	\$4,028	0.91	
Outpatient Net Revenue per Visit	\$988	\$781	1.26	\$799	1.24	\$881	1.12	\$1,020	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,994,467,820	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$1,214,801,964	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$779,665,856	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$7,742,803			Subtotal	\$1,683,908,000
Total Revenue	\$787,408,659	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$749,650,071	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$37,758,588	Total Assets	\$3,199,879,000		

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 2021	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.9%	57.9%	0.91	58.8%	0.90	36.8%	1.44	37.8%	1.40
Obstetrics	27.6%	36.8%	0.75	39.4%	0.02	23.3%	1.18	69.9%	0.39
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.7%	58.7%	0.83	61.6%	0.79	42.9%	1.14	40.0%	1.22
Average Census (Patients)									
Adult Medical-Surgical	7.9	26.8	0.30	17.6	0.45	7.2	1.10	5.3	1.50
Obstetrics	0.8	4.8	0.17	3.2	0.26	0.9	0.90	0.7	1.18
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.8	49.8	0.18	35.6	0.25	10.9	0.80	6.0	1.46
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.73	4.4	0.76	3.5	0.96	2.9	1.15
Obstetrics	1.9	2.4	0.80	2.2	0.89	2.1	0.94	1.9	1.02
Pediatrics	0.0	3.8	N/A	4.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.64	4.7	0.66	3.8	0.83	2.7	1.14
Surgical Operations									
Inpatient	259	1,037	0.25	1,116	0.23	234	1.11	236	1.10
Outpatient	1,689	3,865	0.44	3,513	0.48	1,718	0.98	1,481	1.14
Inpatient as % of All Surgeries	13.3%	21.2%	0.63	24.1%	0.55	12.0%	1.11	13.7%	0.97
Outpatient Visits									
Non-Emergency Visits	168,171	145,246	1.16	131,878	1.28	77,301	2.18	156,874	1.07
Emergency Visits	7,974	16,058	0.50	11,093	0.72	9,586	0.83	7,772	1.03
Full-Time Equivalents (FTEs)									
Administrators	38.3	19.0	2.01	20.4	1.88	11.2	3.41	41.0	0.94
Nurses, Licensed	91.2	247.5	0.37	172.5	0.53	81.2	1.12	88.9	1.03
Ancillary Nursing Personnel	10.7	40.3	0.27	24.7	0.43	13.2	0.81	10.6	1.00
All Other Personnel	369.2	496.2	0.74	457.0	0.81	206.7	1.79	403.4	0.92
Total FTEs	509.4	803.0	0.63	674.6	0.76	312.3	1.63	543.9	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	75.1	13.0	5.79	17.1	4.40	20.5	3.66	109.2	0.69
Nurses, Licensed	178.6	168.4	1.06	144.1	1.24	148.3	1.20	237.1	0.75
Ancillary Nursing Personnel	20.9	27.4	0.76	20.6	1.01	24.2	0.87	28.3	0.74
All Other Personnel	722.8	337.6	2.14	381.6	1.89	377.6	1.91	1,075.5	0.67
Total FTEs	997.5	546.4	1.83	563.4	1.77	570.6	1.75	1,450.2	0.69

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	5
Discharges	1,026	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	153
Inpatient Days	3,199			Inpatient Days	0	Newborn Days	259

070 Mile Bluff Medical Center
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	871	2,897	52.9%	7.9	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	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	3	155	302	27.6%	0.8	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	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	35	5	38.3	Surgical Personnel	4	2	4.6
Physicians & Dentists	23	6	25.2	Radiological Services Personnel	15	5	17.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	2	6.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.3
Registered Nurses	67	25	80.8	Occupational Therapy Assistants/Aides	1	1	1.1
Certified Nurse Midwives	1	0	1.0	Physical Therapists	1	2	2.3
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	3	3	4.3
Ancillary Nursing Personnel	10	4	10.7	Recreational Therapists	0	0	0.0
Physician Assistants	14	2	14.5	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	1	2	1.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	57	9	62.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	141	47	164.7
Pharmacy Personnel	18	2	19.6				
Clinical Laboratory Personnel	5	7	9.0				
				Total	444	130	509.4

070 Mile Bluff Medical Center
Mauston, WI 53948

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$103,287,733	44.8%	46.6%	0.96	51.2%	0.88	47.0%	0.95	45.5%	0.99
Medical Assistance	\$45,201,030	19.6%	14.4%	1.36	13.3%	1.48	13.0%	1.50	19.2%	1.02
Commercial	\$69,782,472	30.3%	33.9%	0.89	29.9%	1.01	36.1%	0.84	29.9%	1.01
All Other	\$12,073,408	5.2%	5.1%	1.03	5.7%	0.93	3.8%	1.37	5.5%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$74,253,870	32.2%	35.2%	0.92	36.0%	0.89	32.5%	0.99	32.0%	1.01
Medical Assistance	\$30,650,861	13.3%	11.1%	1.20	10.1%	1.32	9.9%	1.35	13.3%	1.00
Commercial	\$18,361,454	8.0%	14.9%	0.53	9.2%	0.86	14.1%	0.56	8.1%	0.98
Charity Care	\$2,322,742	1.0%	0.7%	1.41	0.8%	1.32	0.7%	1.52	1.0%	1.02
Bad Debt	\$2,362,056	1.0%	1.0%	1.01	0.8%	1.26	1.5%	0.68	1.6%	0.63
All Other	\$5,220,652	2.3%	2.8%	0.81	3.5%	0.64	1.8%	1.28	2.1%	1.06
Total Deductions	\$133,171,635	57.8%	65.8%	0.88	60.4%	0.96	60.4%	0.96	58.1%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		12.5%	6.5%	1.93	4.2%	2.97	7.5%	1.66	14.2%	0.88
Net Gains/Losses as % of Net Income		3.0%	29.4%	0.10	32.5%	0.09	42.4%	0.07	5.0%	0.59
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$63,445,332	62.1%	42.4%	1.46	42.4%	1.47	50.4%	1.23	64.0%	0.97
Supplies & Services	\$33,801,487	33.1%	51.3%	0.64	52.7%	0.63	42.2%	0.78	30.6%	1.08
Capital Component	\$4,883,081	4.8%	6.2%	0.77	4.9%	0.97	7.5%	0.64	5.5%	0.88
Fiscal Statistics										
Operating Margin (%)		8.0%	10.4%	0.77	9.6%	0.83	8.9%	0.90	3.9%	2.06
Total Hospital Net Income (%)		8.3%	14.1%	0.59	13.6%	0.61	14.5%	0.57	4.1%	2.01
Return on Equity (%)		9.9%	6.3%	1.57	3.3%	3.01	11.3%	0.88	5.0%	1.96
Current Ratio		4.9	4.1	1.18	2.8	1.72	5.3	0.92	3.3	1.50
Days in Net Patient Accounts Receivable		45.9	87.5	0.52	167.5	0.27	49.1	0.93	49.2	0.93
Average Payment Period		36.8	89.9	0.41	165.5	0.22	43.7	0.84	59.9	0.61
Equity Financing (%)		51.1%	64.7%	0.79	50.9%	1.01	76.8%	0.67	0.0%	N/A
Long-Term Debt to Equity Ratio		0.5	0.3	1.56	0.7	0.74	0.2	2.75	0.0	N/A
Times Interest Earned		7.5	21.0	0.35	48.7	0.15	19.8	0.38	3.7	2.00
Total Asset Turnover		1.2	0.4	2.79	0.2	5.19	0.7	1.64	1.2	0.97
Average Age of Plant (Years)		19.6	17.1	1.15	33.5	0.58	10.5	1.86	18.2	1.08
Increase (Decrease) Total Net Patient Revenue		17.9%	12.7%	1.41	25.1%	0.71	11.8%	1.51	-0.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.8%	64.9%	1.28	70.5%	1.17	79.7%	1.04	84.0%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,126		\$18,658	1.03	\$16,540	1.16	\$14,182	1.35	\$20,279	0.94
Inpatient Net Revenue per Day	\$6,138		\$3,656	1.68	\$3,511	1.75	\$3,541	1.73	\$7,432	0.83
Outpatient Net Revenue per Visit	\$454		\$781	0.58	\$799	0.57	\$602	0.75	\$421	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$230,344,643	Cash & Cash Equivalents	\$9,318,262	Current Liabilities	\$9,973,359
Less Deductions	\$133,171,635	Net Patient Receivables	\$12,211,533	Long-Term Debt	\$24,312,849
Net Patient Revenue	\$97,173,008	Other Receivables	\$1,221,000	Other Liabilities	\$11,042,194
Plus Other Revenue	\$13,882,919			Subtotal	\$45,328,402
Total Revenue	\$111,055,927	Land, Buildings & Equipment (Net)	\$26,635,636	Unrestricted Fund Balance	\$47,433,635
Less Expenses	\$102,129,900	Other Assets	\$43,375,606	Restricted Fund Balance	\$229,385
Non-Operating Gains/Losses	\$273,222			Total Liabilities & Fund Balance	\$92,762,037
Net Income	\$9,199,249	Total Assets	\$92,762,037		

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 2021	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.8%	57.9%	0.79	58.8%	0.78	42.2%	1.08	28.0%	1.63
Obstetrics	114.0%	36.8%	3.10	39.4%	0.03	19.9%	5.73	74.7%	1.53
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.2%	58.7%	0.68	61.6%	0.65	42.0%	0.96	32.2%	1.25
Average Census (Patients)									
Adult Medical-Surgical	5.0	26.8	0.19	17.6	0.29	12.3	0.41	3.1	1.63
Obstetrics	1.1	4.8	0.24	3.2	0.36	1.4	0.82	1.5	0.76
Pediatrics	0.0	1.5	0.00	2.9	0.00	0.0	0.00	0.0	N/A
Total Hospital	6.8	49.8	0.14	35.6	0.19	19.1	0.36	4.8	1.41
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.79	4.4	0.82	3.8	0.96	3.5	1.04
Obstetrics	2.5	2.4	1.02	2.2	1.13	2.1	1.21	2.3	1.06
Pediatrics	2.0	3.8	0.52	4.3	0.47	2.0	1.00	0.0	N/A
Total Hospital	3.1	4.9	0.65	4.7	0.67	4.0	0.78	2.9	1.07
Surgical Operations									
Inpatient	100	1,037	0.10	1,116	0.09	334	0.30	165	0.61
Outpatient	1,348	3,865	0.35	3,513	0.38	2,451	0.55	1,310	1.03
Inpatient as % of All Surgeries	6.9%	21.2%	0.33	24.1%	0.29	12.0%	0.58	11.2%	0.62
Outpatient Visits									
Non-Emergency Visits	89,655	145,246	0.62	131,878	0.68	76,359	1.17	78,313	1.14
Emergency Visits	8,498	16,058	0.53	11,093	0.77	11,733	0.72	8,374	1.01
Full-Time Equivalents (FTEs)									
Administrators	20.0	19.0	1.05	20.4	0.98	12.6	1.59	22.8	0.88
Nurses, Licensed	91.8	247.5	0.37	172.5	0.53	121.7	0.75	99.9	0.92
Ancillary Nursing Personnel	16.3	40.3	0.40	24.7	0.66	21.5	0.76	18.1	0.90
All Other Personnel	204.8	496.2	0.41	457.0	0.45	244.0	0.84	218.3	0.94
Total FTEs	332.8	803.0	0.41	674.6	0.49	399.8	0.83	359.0	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	30.0	13.0	2.31	17.1	1.76	14.8	2.02	45.4	0.66
Nurses, Licensed	137.7	168.4	0.82	144.1	0.96	143.7	0.96	199.0	0.69
Ancillary Nursing Personnel	24.4	27.4	0.89	20.6	1.18	25.4	0.96	36.0	0.68
All Other Personnel	307.2	337.6	0.91	381.6	0.80	288.0	1.07	434.7	0.71
Total FTEs	499.2	546.4	0.91	563.4	0.89	471.8	1.06	715.1	0.70

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	1
Discharges	793	Preferred Provider Organization (PPO)	Yes	Discharges	83	Total Births	155
Inpatient Days	2,493			Inpatient Days	774	Newborn Days	311

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	509	1,837	45.8%	5.0	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	1	0	1	2	0.0%	0.0	2.0
Obstetrics	1	1	167	416	114.0%	1.1	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	5	80	238	13.0%	0.7	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	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	6	1	6.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	6	15.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	7	6.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.8
Registered Nurses	31	82	87.0	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	7.2
Licensed Practical Nurses	3	2	3.8	Physical Therapy Assistants/Aides	5	3	6.4
Ancillary Nursing Personnel	10	46	16.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
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	16	39	35.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	46	87	78.4
Pharmacy Personnel	15	5	17.4				
Clinical Laboratory Personnel	2	8	8.4				
				Total	187	302	332.8

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

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$68,572,453	43.5%	46.6%	0.93	51.2%	0.85	49.5%	0.88	40.6%	1.07
Medical Assistance	\$23,754,407	15.1%	14.4%	1.04	13.3%	1.14	13.2%	1.15	14.8%	1.02
Commercial	\$62,716,794	39.8%	33.9%	1.17	29.9%	1.33	33.6%	1.18	42.2%	0.94
All Other	\$2,649,953	1.7%	5.1%	0.33	5.7%	0.30	3.7%	0.45	2.5%	0.68
Deductions as % of Total Gross Patient Revenue										
Medicare	\$39,022,942	24.7%	35.2%	0.70	36.0%	0.69	35.9%	0.69	24.2%	1.02
Medical Assistance	\$15,096,997	9.6%	11.1%	0.86	10.1%	0.95	10.4%	0.92	9.7%	0.99
Commercial	\$17,707,720	11.2%	14.9%	0.75	9.2%	1.22	13.9%	0.81	11.5%	0.98
Charity Care	\$1,776,535	1.1%	0.7%	1.58	0.8%	1.47	0.8%	1.49	1.5%	0.75
Bad Debt	\$909,125	0.6%	1.0%	0.57	0.8%	0.71	1.3%	0.45	0.9%	0.65
All Other	\$1,113,023	0.7%	2.8%	0.25	3.5%	0.20	2.3%	0.31	0.9%	0.81
Total Deductions	\$75,626,342	48.0%	65.8%	0.73	60.4%	0.79	64.5%	0.74	48.6%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.3%	6.5%	1.58	4.2%	2.44	7.3%	1.41	8.9%	1.15	
Net Gains/Losses as % of Net Income	48.8%	29.4%	1.66	32.5%	1.50	21.5%	2.27	10.0%	4.90	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,860,739	48.8%	42.4%	1.15	42.4%	1.15	44.5%	1.10	52.9%	0.92
Supplies & Services	\$34,171,149	45.3%	51.3%	0.88	52.7%	0.86	48.6%	0.93	40.3%	1.12
Capital Component	\$4,476,602	5.9%	6.2%	0.95	4.9%	1.20	6.9%	0.86	6.9%	0.86
Fiscal Statistics										
Operating Margin (%)	17.4%	10.4%	1.67	9.6%	1.81	13.9%	1.26	12.7%	1.38	
Total Hospital Net Income (%)	29.2%	14.1%	2.07	13.6%	2.14	17.0%	1.71	13.9%	2.11	
Return on Equity (%)	16.1%	6.3%	2.55	3.3%	4.88	13.1%	1.23	6.9%	2.32	
Current Ratio	3.9	4.1	0.94	2.8	1.36	4.4	0.87	3.6	1.07	
Days in Net Patient Accounts Receivable	45.0	87.5	0.51	167.5	0.27	43.9	1.02	47.4	0.95	
Average Payment Period	84.3	89.9	0.94	165.5	0.51	61.1	1.38	91.5	0.92	
Equity Financing (%)	81.3%	64.7%	1.26	50.9%	1.60	78.9%	1.03	78.4%	1.04	
Long-Term Debt to Equity Ratio	0.1	0.3	0.34	0.7	0.16	0.1	0.87	0.1	0.84	
Times Interest Earned	58.3	21.0	2.77	48.7	1.20	25.9	2.25	22.2	2.63	
Total Asset Turnover	0.5	0.4	1.10	0.2	2.05	0.7	0.64	0.5	0.96	
Average Age of Plant (Years)	12.4	17.1	0.73	33.5	0.37	10.3	1.20	10.5	1.18	
Increase (Decrease) Total Net Patient Revenue	12.1%	12.7%	0.95	25.1%	0.48	14.2%	0.86	0.1%	92.74	
Outpatient Gross Revenue (% of Total GPR)	87.4%	64.9%	1.35	70.5%	1.24	76.7%	1.14	89.4%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,987	\$18,658	0.80	\$16,540	0.91	\$12,297	1.22	\$14,735	1.02	
Inpatient Net Revenue per Day	\$3,480	\$3,656	0.95	\$3,511	0.99	\$2,830	1.23	\$3,803	0.92	
Outpatient Net Revenue per Visit	\$711	\$781	0.91	\$799	0.89	\$806	0.88	\$752	0.95	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$157,693,607	Cash & Cash Equivalents	\$39,596,757	Current Liabilities	\$16,573,190
Less Deductions	\$75,626,342	Net Patient Receivables	\$10,108,488	Long-Term Debt	\$17,586,455
Net Patient Revenue	\$82,067,265	Other Receivables	\$0	Other Liabilities	\$1,986,979
Plus Other Revenue	\$9,373,585			Subtotal	\$36,146,624
Total Revenue	\$91,440,849	Land, Buildings & Equipment (Net)	\$29,336,700	Unrestricted Fund Balance	\$157,070,840
Less Expenses	\$75,508,490	Other Assets	\$114,175,519	Restricted Fund Balance	\$1,986,979
Non-Operating Gains/Losses	\$15,162,170			Total Liabilities & Fund Balance	\$193,217,464
Net Income	\$31,094,529	Total Assets	\$193,217,464		

072 Froedtert Menomonee Falls Hospital
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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.2%	57.9%	0.90	61.6%	0.85	58.1%	0.90	48.4%	1.08
Obstetrics	26.3%	36.8%	0.72	32.8%	0.14	31.4%	0.84	24.0%	1.10
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	48.5%	58.7%	0.83	56.8%	0.85	55.7%	0.87	50.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	55.3	26.8	2.06	34.1	1.62	31.3	1.77	51.4	1.08
Obstetrics	4.7	4.8	0.98	5.4	0.87	4.8	0.98	4.3	1.10
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	98.0	49.8	1.97	64.9	1.51	61.6	1.59	101.8	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.6	0.83	4.3	0.89	4.4	0.87	3.5	1.09
Obstetrics	2.2	2.4	0.89	2.3	0.94	2.4	0.92	2.3	0.96
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.81	4.5	0.87	4.6	0.85	4.0	1.00
Surgical Operations									
Inpatient	2,840	1,037	2.74	1,167	2.43	1,302	2.18	3,167	0.90
Outpatient	5,337	3,865	1.38	4,137	1.29	5,418	0.99	3,734	1.43
Inpatient as % of All Surgeries	34.7%	21.2%	1.64	22.0%	1.58	19.4%	1.79	45.9%	0.76
Outpatient Visits									
Non-Emergency Visits	94,388	145,246	0.65	170,630	0.55	219,131	0.43	87,150	1.08
Emergency Visits	23,061	16,058	1.44	21,970	1.05	24,739	0.93	28,014	0.82
Full-Time Equivalents (FTEs)									
Administrators	76.5	19.0	4.01	22.0	3.47	20.7	3.70	83.2	0.92
Nurses, Licensed	339.5	247.5	1.37	286.1	1.19	342.9	0.99	364.5	0.93
Ancillary Nursing Personnel	54.2	40.3	1.34	52.9	1.02	54.5	0.99	51.2	1.06
All Other Personnel	572.6	496.2	1.15	515.7	1.11	656.1	0.87	621.0	0.92
Total FTEs	1,042.7	803.0	1.30	876.8	1.19	1,074.1	0.97	1,119.8	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.4	13.0	2.88	11.5	3.26	10.1	3.68	36.9	1.01
Nurses, Licensed	165.9	168.4	0.99	148.8	1.11	168.5	0.98	161.6	1.03
Ancillary Nursing Personnel	26.5	27.4	0.97	27.5	0.96	26.8	0.99	22.7	1.17
All Other Personnel	279.8	337.6	0.83	268.3	1.04	322.3	0.87	275.3	1.02
Total FTEs	509.6	546.4	0.93	456.1	1.12	527.7	0.97	496.5	1.03

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	9,050	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	773
Inpatient Days	35,776			Inpatient Days	0	Newborn Days	1,327

072 Froedtert Menomonee Falls Hospital
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	5,303	20,196	52.2%	55.3	3.8
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	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	796	1,730	26.3%	4.7	2.2
Psychiatric	1	16	817	3,634	62.2%	10.0	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	318	2,745	50.1%	7.5	8.6
Step-Down (Special Care)	1	39	1,763	7,116	50.0%	19.5	4.0
Neonatal Intensive/Intermediate Care	1	8	53	355	12.2%	1.0	6.7
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	75	2	76.5	Surgical Personnel	21	16	28.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	17	57	52.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	6	17.2
Dental Hygienists	0	0	0.0	Occupational Therapists	1	17	11.4
Registered Nurses	194	215	330.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	19	14.6
Licensed Practical Nurses	2	2	2.9	Physical Therapy Assistants/Aides	0	3	1.5
Ancillary Nursing Personnel	14	69	54.2	Recreational Therapists	0	1	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	3	6.4
Nurse Practitioners	3	2	3.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.1	Social Workers	11	10	15.2
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	101	111	158.0
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	118	111	176.9
Pharmacy Personnel	39	36	56.2				
Clinical Laboratory Personnel	19	8	22.3				
				Total	647	700	1,042.7

072 Froedtert Menomonee Falls Hospital

Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$433,773,394	54.9%	46.6%	1.18	51.5%	1.07	43.4%	1.26	55.9%	0.98
Medical Assistance	\$79,416,559	10.0%	14.4%	0.70	11.3%	0.89	18.4%	0.55	7.9%	1.27
Commercial	\$258,747,617	32.7%	33.9%	0.97	34.7%	0.94	33.8%	0.97	31.8%	1.03
All Other	\$18,500,958	2.3%	5.1%	0.46	2.5%	0.95	4.3%	0.54	4.3%	0.54
Deductions as % of Total Gross Patient Revenue										
Medicare	\$344,369,905	43.6%	35.2%	1.24	41.5%	1.05	33.7%	1.29	44.4%	0.98
Medical Assistance	\$64,969,070	8.2%	11.1%	0.74	9.1%	0.90	14.1%	0.58	6.6%	1.25
Commercial	\$121,285,060	15.3%	14.9%	1.03	16.0%	0.96	13.7%	1.12	14.4%	1.07
Charity Care	\$5,399,183	0.7%	0.7%	0.96	0.9%	0.77	0.7%	1.04	0.4%	1.81
Bad Debt	\$7,850,499	1.0%	1.0%	0.97	1.0%	0.97	1.3%	0.79	1.0%	1.03
All Other	\$11,171,922	1.4%	2.8%	0.51	1.2%	1.16	2.7%	0.53	2.5%	0.58
Total Deductions	\$555,045,639	70.2%	65.8%	1.07	69.8%	1.01	66.0%	1.06	69.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.1%	6.5%	1.10	5.3%	1.34	6.7%	1.06	14.0%	0.51	
Net Gains/Losses as % of Net Income	1,140.8%	29.4%	38.87	13.2%	86.24	20.9%	54.63	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$113,135,496	49.4%	42.4%	1.16	38.6%	1.28	43.3%	1.14	41.7%	1.19
Supplies & Services	\$102,942,363	44.9%	51.3%	0.88	53.1%	0.85	49.2%	0.91	52.8%	0.85
Capital Component	\$12,960,711	5.7%	6.2%	0.91	8.4%	0.68	7.4%	0.76	5.6%	1.02
Fiscal Statistics										
Operating Margin (%)	9.6%	10.4%	0.93	13.6%	0.71	12.2%	0.79	8.0%	1.21	
Total Hospital Net Income (%)	-1.0%	14.1%	N/A	15.4%	N/A	15.0%	N/A	0.4%	N/A	
Return on Equity (%)	-1.8%	6.3%	N/A	9.8%	N/A	3.8%	N/A	0.9%	N/A	
Current Ratio	1.2	4.1	0.30	7.4	0.17	4.0	0.31	1.3	0.92	
Days in Net Patient Accounts Receivable	42.7	87.5	0.49	51.6	0.83	139.1	0.31	37.1	1.15	
Average Payment Period	47.5	89.9	0.53	51.5	0.92	140.8	0.34	38.6	1.23	
Equity Financing (%)	69.8%	64.7%	1.08	80.1%	0.87	62.1%	1.12	49.4%	1.41	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	-0.1	21.0	N/A	14.8	N/A	15.1	N/A	1.6	N/A	
Total Asset Turnover	2.0	0.4	4.62	0.6	3.18	0.2	8.16	2.2	0.90	
Average Age of Plant (Years)	16.7	17.1	0.98	11.1	1.51	23.5	0.71	12.9	1.30	
Increase (Decrease) Total Net Patient Revenue	-9.7%	12.7%	N/A	7.7%	N/A	18.6%	N/A	0.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	51.5%	64.9%	0.79	65.6%	0.79	69.2%	0.74	54.5%	0.95	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,861	\$18,658	0.74	\$14,982	0.93	\$18,023	0.77	\$13,779	1.01	
Inpatient Net Revenue per Day	\$3,466	\$3,656	0.95	\$3,228	1.07	\$3,813	0.91	\$3,446	1.01	
Outpatient Net Revenue per Visit	\$1,003	\$781	1.28	\$697	1.44	\$729	1.38	\$1,211	0.83	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$790,438,527	Cash & Cash Equivalents	\$6,586	Current Liabilities	\$28,557,339
Less Deductions	\$555,045,639	Net Patient Receivables	\$27,512,477	Long-Term Debt	\$0
Net Patient Revenue	\$235,392,888	Other Receivables	\$40,328	Other Liabilities	\$10,183,574
Plus Other Revenue	\$18,095,976			Subtotal	\$38,740,913
Total Revenue	\$253,488,862	Land, Buildings & Equipment (Net)	\$83,339,166	Unrestricted Fund Balance	\$89,346,797
Less Expenses	\$229,038,570	Other Assets	\$17,189,153	Restricted Fund Balance	\$654,488
Non-Operating Gains/Losses	-\$26,799,471			Total Liabilities & Fund Balance	\$128,087,710
Net Income	-\$2,349,179	Total Assets	\$128,087,710		

073 Mayo Clinic Health System - Red Cedar in Menomonie
 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: 5

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.7%	57.9%	0.91	49.7%	1.06	54.3%	0.97	48.0%	1.10
Obstetrics	25.0%	36.8%	0.68	28.0%	0.05	31.5%	0.79	22.7%	1.10
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.6%	58.7%	0.76	50.3%	0.89	55.3%	0.81	36.5%	1.22
Average Census (Patients)									
Adult Medical-Surgical	7.4	26.8	0.28	11.9	0.62	18.1	0.41	6.2	1.18
Obstetrics	1.5	4.8	0.31	2.0	0.76	3.1	0.48	1.4	1.10
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.3	49.8	0.21	18.8	0.55	37.4	0.27	8.0	1.28
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.78	4.2	0.86	4.1	0.89	3.3	1.08
Obstetrics	2.2	2.4	0.89	2.2	1.00	2.3	0.95	2.3	0.96
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.70	4.4	0.78	4.4	0.78	3.2	1.08
Surgical Operations									
Inpatient	66	1,037	0.06	390	0.17	612	0.11	36	1.83
Outpatient	2,509	3,865	0.65	2,637	0.95	2,709	0.93	1,350	1.86
Inpatient as % of All Surgeries	2.6%	21.2%	0.12	12.9%	0.20	18.4%	0.14	2.6%	0.99
Outpatient Visits									
Non-Emergency Visits	98,182	145,246	0.68	85,077	1.15	120,713	0.81	87,190	1.13
Emergency Visits	13,254	16,058	0.83	8,132	1.63	16,865	0.79	11,124	1.19
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	10.7	0.09	17.0	0.06	1.1	0.91
Nurses, Licensed	142.8	247.5	0.58	127.1	1.12	164.3	0.87	132.0	1.08
Ancillary Nursing Personnel	16.4	40.3	0.41	20.5	0.80	24.6	0.67	13.0	1.26
All Other Personnel	195.2	496.2	0.39	291.6	0.67	297.6	0.66	230.5	0.85
Total FTEs	355.4	803.0	0.44	450.0	0.79	503.6	0.71	376.6	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.1	13.0	0.09	14.3	0.08	14.0	0.08	1.7	0.67
Nurses, Licensed	161.0	168.4	0.96	169.5	0.95	134.7	1.20	202.9	0.79
Ancillary Nursing Personnel	18.5	27.4	0.67	27.3	0.68	20.2	0.92	19.9	0.93
All Other Personnel	220.0	337.6	0.65	388.8	0.57	244.0	0.90	354.3	0.62
Total FTEs	400.7	546.4	0.73	599.9	0.67	412.8	0.97	578.8	0.69

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	23	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	6
Discharges	1,096	Preferred Provider Organization (PPO)	Yes	Discharges	132	Total Births	244
Inpatient Days	3,748			Inpatient Days	1,322	Newborn Days	437

073 Mayo Clinic Health System - Red Cedar in Menomonie
Menomonie, WI 54751

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	749	2,693	52.7%	7.4	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	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	6	252	547	25.0%	1.5	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	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)	1	3	95	508	46.4%	1.4	5.3
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	2	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	1	7	5.8
Physicians & Dentists	19	10	25.7	Radiological Services Personnel	12	8	18.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	5.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	43	84	104.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	5	13.9
Licensed Practical Nurses	12	20	25.5	Physical Therapy Assistants/Aides	2	3	4.1
Ancillary Nursing Personnel	6	20	16.4	Recreational Therapists	0	0	0.0
Physician Assistants	10	4	13.2	Dietitians & Nutritionists	0	1	0.9
Nurse Practitioners	5	4	8.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	13	29.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	24	10	31.6
Pharmacy Personnel	10	7	14.6				
Clinical Laboratory Personnel	9	4	11.3				
				Total	203	218	355.4

073 Mayo Clinic Health System - Red Cedar in Menomonie
Menomonie, WI 54751

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$126,010,438	47.7%	46.6%	1.02	50.7%	0.94	49.9%	0.96	45.7%	1.04
Medical Assistance	\$33,196,614	12.6%	14.4%	0.87	12.0%	1.05	15.6%	0.81	13.1%	0.96
Commercial	\$96,192,054	36.4%	33.9%	1.07	32.9%	1.11	30.3%	1.20	38.0%	0.96
All Other	\$8,883,884	3.4%	5.1%	0.66	4.5%	0.75	4.2%	0.79	3.2%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$78,472,160	29.7%	35.2%	0.84	33.4%	0.89	36.9%	0.80	26.0%	1.14
Medical Assistance	\$23,446,957	8.9%	11.1%	0.80	8.6%	1.03	11.4%	0.78	9.2%	0.96
Commercial	\$24,392,893	9.2%	14.9%	0.62	10.0%	0.93	11.8%	0.78	8.6%	1.07
Charity Care	\$2,086,117	0.8%	0.7%	1.11	0.6%	1.35	0.9%	0.84	1.5%	0.54
Bad Debt	\$5,940,298	2.2%	1.0%	2.21	1.1%	1.97	1.2%	1.91	2.3%	1.00
All Other	\$3,565,059	1.3%	2.8%	0.48	2.7%	0.51	2.5%	0.55	1.0%	1.35
Total Deductions	\$137,903,484	52.2%	65.8%	0.79	56.4%	0.92	64.7%	0.81	48.6%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.5%	6.5%	0.54	5.6%	0.62	4.5%	0.78	6.0%	0.58
Net Gains/Losses as % of Net Income		5.2%	29.4%	0.18	37.6%	0.14	43.7%	0.12	7.6%	0.68
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,687,595	51.7%	42.4%	1.22	50.5%	1.02	38.8%	1.33	53.5%	0.97
Supplies & Services	\$46,579,807	44.9%	51.3%	0.87	44.3%	1.01	54.3%	0.83	43.0%	1.04
Capital Component	\$3,504,819	3.4%	6.2%	0.54	5.1%	0.66	6.9%	0.49	3.5%	0.96
Fiscal Statistics										
Operating Margin (%)		20.7%	10.4%	1.99	9.6%	2.16	9.6%	2.16	13.1%	1.58
Total Hospital Net Income (%)		21.6%	14.1%	1.53	14.5%	1.49	15.9%	1.36	14.0%	1.54
Return on Equity (%)		30.1%	6.3%	4.77	2.4%	12.55	11.2%	2.69	19.4%	1.55
Current Ratio		9.9	4.1	2.41	2.7	3.68	3.9	2.54	10.5	0.94
Days in Net Patient Accounts Receivable		49.3	87.5	0.56	250.3	0.20	51.2	0.96	49.9	0.99
Average Payment Period		21.4	89.9	0.24	256.1	0.08	62.2	0.34	16.4	1.30
Equity Financing (%)		80.4%	64.7%	1.24	51.4%	1.56	78.3%	1.03	72.2%	1.11
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		1,971.5	21.0	93.76	45.6	43.20	21.6	91.41	955.6	2.06
Total Asset Turnover		1.4	0.4	3.21	0.2	8.81	0.7	2.10	1.4	1.01
Average Age of Plant (Years)		13.8	17.1	0.81	51.5	0.27	10.5	1.31	13.8	1.00
Increase (Decrease) Total Net Patient Revenue		23.3%	12.7%	1.83	13.4%	1.74	8.7%	2.69	-1.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.4%	64.9%	1.36	75.1%	1.18	69.3%	1.28	87.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,717		\$18,658	0.95	\$16,496	1.07	\$13,373	1.32	\$17,834	0.99
Inpatient Net Revenue per Day	\$4,088		\$3,656	1.12	\$3,511	1.16	\$3,024	1.35	\$4,137	0.99
Outpatient Net Revenue per Visit	\$989		\$781	1.27	\$874	1.13	\$626	1.58	\$894	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$264,282,990	Cash & Cash Equivalents	\$227,427	Current Liabilities	\$5,884,735
Less Deductions	\$137,903,484	Net Patient Receivables	\$17,075,855	Long-Term Debt	\$0
Net Patient Revenue	\$126,379,506	Other Receivables	\$99,672	Other Liabilities	\$12,709,639
Plus Other Revenue	\$4,554,512			Subtotal	\$18,594,374
Total Revenue	\$130,934,019	Land, Buildings & Equipment (Net)	\$27,380,960		
Less Expenses	\$103,772,221	Other Assets	\$50,230,621	Unrestricted Fund Balance	\$76,420,161
Non-Operating Gains/Losses	\$1,479,067			Restricted Fund Balance	\$7,282,496
Net Income	\$28,640,865	Total Assets	\$95,014,535	Total Liabilities & Fund Balance	\$95,014,535

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.6%	57.9%	1.08	61.6%	1.02	54.3%	1.15	44.3%	1.41
Obstetrics	18.6%	36.8%	0.51	32.8%	0.09	31.5%	0.59	19.7%	0.94
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	51.4%	58.7%	0.88	56.8%	0.90	55.3%	0.93	45.2%	1.14
Average Census (Patients)									
Adult Medical-Surgical	30.7	26.8	1.14	34.1	0.90	18.1	1.70	28.3	1.08
Obstetrics	2.8	4.8	0.58	5.4	0.51	3.1	0.90	3.2	0.89
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	57.6	49.8	1.16	64.9	0.89	37.4	1.54	56.1	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.93	4.3	1.00	4.1	1.05	4.2	1.01
Obstetrics	2.4	2.4	1.00	2.3	1.06	2.3	1.06	2.5	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	4.9	0.96	4.5	1.03	4.4	1.07	4.6	1.01
Surgical Operations									
Inpatient	812	1,037	0.78	1,167	0.70	612	1.33	774	1.05
Outpatient	3,824	3,865	0.99	4,137	0.92	2,709	1.41	3,780	1.01
Inpatient as % of All Surgeries	17.5%	21.2%	0.83	22.0%	0.80	18.4%	0.95	17.0%	1.03
Outpatient Visits									
Non-Emergency Visits	228,875	145,246	1.58	170,630	1.34	120,713	1.90	214,159	1.07
Emergency Visits	15,338	16,058	0.96	21,970	0.70	16,865	0.91	15,571	0.99
Full-Time Equivalents (FTEs)									
Administrators	14.5	19.0	0.76	22.0	0.66	17.0	0.85	15.3	0.95
Nurses, Licensed	209.5	247.5	0.85	286.1	0.73	164.3	1.28	235.0	0.89
Ancillary Nursing Personnel	4.4	40.3	0.11	52.9	0.08	24.6	0.18	8.1	0.54
All Other Personnel	369.6	496.2	0.74	515.7	0.72	297.6	1.24	357.8	1.03
Total FTEs	597.9	803.0	0.74	876.8	0.68	503.6	1.19	616.2	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.5	13.0	0.73	11.5	0.83	14.0	0.68	10.7	0.89
Nurses, Licensed	137.8	168.4	0.82	148.8	0.93	134.7	1.02	163.7	0.84
Ancillary Nursing Personnel	2.9	27.4	0.10	27.5	0.10	20.2	0.14	5.6	0.51
All Other Personnel	243.2	337.6	0.72	268.3	0.91	244.0	1.00	249.3	0.98
Total FTEs	393.4	546.4	0.72	456.1	0.86	412.8	0.95	429.3	0.92

Total Hospital:
 Beds Set Up & Staffed 112
 Discharges 4,500
 Inpatient Days 21,024

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 16
 Total Births 383
 Newborn Days 715

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	49	2,618	11,202	62.6%	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	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	418	1,020	18.6%	2.8	2.4
Psychiatric	1	16	464	2,728	46.7%	7.5	5.9
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	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	32	1,000	6,074	52.0%	16.6	6.1
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	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	13	3	14.5	Surgical Personnel	23	14	30.2
Physicians & Dentists	34	28	44.3	Radiological Services Personnel	24	27	38.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	7	9.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	11	4.5
Registered Nurses	130	151	188.9	Occupational Therapy Assistants/Aides	0	3	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	12	11.7
Licensed Practical Nurses	4	4	7.0	Physical Therapy Assistants/Aides	1	1	1.0
Ancillary Nursing Personnel	3	7	4.4	Recreational Therapists	0	0	0.0
Physician Assistants	5	3	7.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	9	14	13.6	Psychologists	0	1	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	41	61	58.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	23	60.7
Pharmacy Personnel	19	4	21.5				
Clinical Laboratory Personnel	16	16	21.7				
				Total	442	409	597.9

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$279,166,917	56.9%	46.6%	1.22	51.5%	1.11	49.9%	1.14	59.4%	0.96
Medical Assistance	\$35,095,875	7.2%	14.4%	0.50	11.3%	0.63	15.6%	0.46	6.0%	1.19
Commercial	\$165,503,997	33.8%	33.9%	1.00	34.7%	0.97	30.3%	1.11	32.5%	1.04
All Other	\$10,579,904	2.2%	5.1%	0.43	2.5%	0.88	4.2%	0.51	2.1%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$229,595,245	46.8%	35.2%	1.33	41.5%	1.13	36.9%	1.27	48.7%	0.96
Medical Assistance	\$30,132,380	6.1%	11.1%	0.56	9.1%	0.67	11.4%	0.54	4.9%	1.24
Commercial	\$89,312,203	18.2%	14.9%	1.22	16.0%	1.14	11.8%	1.55	16.4%	1.11
Charity Care	\$2,875,203	0.6%	0.7%	0.82	0.9%	0.66	0.9%	0.63	0.7%	0.89
Bad Debt	\$3,788,642	0.8%	1.0%	0.76	1.0%	0.76	1.2%	0.66	1.4%	0.54
All Other	\$5,963,176	1.2%	2.8%	0.44	1.2%	1.00	2.5%	0.49	0.9%	1.29
Total Deductions	\$361,666,849	73.8%	65.8%	1.12	69.8%	1.06	64.7%	1.14	73.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.8%	6.5%	0.13	5.3%	0.16	4.5%	0.19	3.4%	0.24
Net Gains/Losses as % of Net Income		81.2%	29.4%	2.77	13.2%	6.14	43.7%	1.86	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$45,163,847	36.0%	42.4%	0.85	38.6%	0.93	38.8%	0.93	37.6%	0.96
Supplies & Services	\$71,595,879	57.1%	51.3%	1.11	53.1%	1.08	54.3%	1.05	55.2%	1.04
Capital Component	\$8,622,214	6.9%	6.2%	1.10	8.4%	0.82	6.9%	1.00	7.2%	0.95
Fiscal Statistics										
Operating Margin (%)		3.4%	10.4%	0.32	13.6%	0.25	9.6%	0.35	7.0%	0.48
Total Hospital Net Income (%)		15.6%	14.1%	1.11	15.4%	1.02	15.9%	0.98	6.7%	2.34
Return on Equity (%)		16.2%	6.3%	2.57	9.8%	1.66	11.2%	1.45	7.6%	2.14
Current Ratio		6.5	4.1	1.58	7.4	0.88	3.9	1.66	2.8	2.29
Days in Net Patient Accounts Receivable		50.3	87.5	0.58	51.6	0.98	51.2	0.98	44.8	1.12
Average Payment Period		30.4	89.9	0.34	51.5	0.59	62.2	0.49	31.9	0.95
Equity Financing (%)		83.8%	64.7%	1.30	80.1%	1.05	78.3%	1.07	79.6%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	21.6	N/A	0.0	N/A
Total Asset Turnover		0.9	0.4	2.11	0.6	1.45	0.7	1.38	1.1	0.79
Average Age of Plant (Years)		16.7	17.1	0.98	11.1	1.51	10.5	1.58	15.5	1.08
Increase (Decrease) Total Net Patient Revenue		5.4%	12.7%	0.42	7.7%	0.69	8.7%	0.62	-7.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.2%	64.9%	0.96	65.6%	0.95	69.3%	0.90	60.6%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,472	\$18,658	0.61	\$14,982	0.77	\$13,373	0.86	\$11,699	0.98
Inpatient Net Revenue per Day		\$2,461	\$3,656	0.67	\$3,228	0.76	\$3,024	0.81	\$2,510	0.98
Outpatient Net Revenue per Visit		\$331	\$781	0.42	\$697	0.47	\$626	0.53	\$333	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$490,346,693	Cash & Cash Equivalents	\$3,182	Current Liabilities	\$9,805,595
Less Deductions	\$361,666,849	Net Patient Receivables	\$17,738,465	Long-Term Debt	\$0
Net Patient Revenue	\$128,679,844	Other Receivables	\$74,011	Other Liabilities	\$13,359,358
Plus Other Revenue	\$1,076,581			Subtotal	\$23,164,953
Total Revenue	\$129,756,425	Land, Buildings & Equipment (Net)	\$77,684,262	Unrestricted Fund Balance	\$120,131,053
Less Expenses	\$125,381,940	Other Assets	\$47,796,086	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$18,879,219			Total Liabilities & Fund Balance	\$143,296,006
Net Income	\$23,253,704	Total Assets	\$143,296,006		

074 Aspirus Merrill 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: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.3%	57.9%	0.59	58.8%	0.58	19.3%	1.78	73.7%	0.47
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	34.3%	58.7%	0.58	61.6%	0.56	20.9%	1.64	73.7%	0.47
Average Census (Patients)									
Adult Medical-Surgical	3.4	26.8	0.13	17.6	0.19	3.3	1.03	2.2	1.55
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	49.8	0.07	35.6	0.10	4.2	0.81	2.2	1.55
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.78	4.4	0.82	3.6	0.99	2.8	1.28
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.7	0.73	3.1	1.13	2.7	1.28
Surgical Operations									
Inpatient	9	1,037	0.01	1,116	0.01	202	0.04	6	1.50
Outpatient	271	3,865	0.07	3,513	0.08	1,213	0.22	256	1.06
Inpatient as % of All Surgeries	3.2%	21.2%	0.15	24.1%	0.13	14.3%	0.23	2.3%	1.40
Outpatient Visits									
Non-Emergency Visits	9,864	145,246	0.07	131,878	0.07	37,326	0.26	9,747	1.01
Emergency Visits	5,094	16,058	0.32	11,093	0.46	4,868	1.05	5,435	0.94
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.0	0.10	20.4	0.10	5.6	0.36	3.0	0.67
Nurses, Licensed	23.2	247.5	0.09	172.5	0.13	48.0	0.48	23.9	0.97
Ancillary Nursing Personnel	3.0	40.3	0.07	24.7	0.12	5.7	0.53	2.6	1.13
All Other Personnel	27.3	496.2	0.06	457.0	0.06	98.5	0.28	23.5	1.16
Total FTEs	55.5	803.0	0.07	674.6	0.08	157.8	0.35	53.1	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.0	13.0	0.62	17.1	0.47	26.2	0.31	13.5	0.60
Nurses, Licensed	92.8	168.4	0.55	144.1	0.64	225.1	0.41	107.4	0.86
Ancillary Nursing Personnel	12.0	27.4	0.44	20.6	0.58	26.6	0.45	11.9	1.01
All Other Personnel	109.5	337.6	0.32	381.6	0.29	461.9	0.24	105.4	1.04
Total FTEs	222.3	546.4	0.41	563.4	0.39	739.8	0.30	238.1	0.93

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	10	Health Maintenance		Average Beds Used	1	Bassinets	0
Discharges	361	Organization (HMO)	Yes	Discharges	7	Total Births	0
Inpatient Days	1,251	Preferred Provider		Inpatient Days	64	Newborn Days	0
		Organization (PPO)	Yes				

074 Aspirus Merrill Hospital
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	350	1,251	34.3%	3.4	3.6
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	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	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.

* 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	2	1	2.0	Surgical Personnel	0	1	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	3	6.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	4.5
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	22	7	23.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	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	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	5.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	1	0	1.0
Pharmacy Personnel	2	1	2.0				
Clinical Laboratory Personnel	5	4	6.2				
				Total	50	23	55.5

074 Aspirus Merrill Hospital

Merrill, WI 54452

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$17,247,797	49.6%	46.6%	1.06	51.2%	0.97	47.7%	1.04	48.2%	1.03
Medical Assistance	\$6,944,619	20.0%	14.4%	1.39	13.3%	1.51	12.6%	1.59	19.1%	1.05
Commercial	\$8,366,353	24.1%	33.9%	0.71	29.9%	0.81	35.5%	0.68	23.3%	1.03
All Other	\$2,189,145	6.3%	5.1%	1.24	5.7%	1.11	4.2%	1.50	9.3%	0.67
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,238,537	23.7%	35.2%	0.67	36.0%	0.66	27.4%	0.87	26.1%	0.91
Medical Assistance	\$4,287,481	12.3%	11.1%	1.11	10.1%	1.22	8.8%	1.40	11.4%	1.08
Commercial	\$1,582,647	4.6%	14.9%	0.30	9.2%	0.49	12.2%	0.37	3.2%	1.43
Charity Care	\$896,485	2.6%	0.7%	3.62	0.8%	3.37	0.7%	3.66	2.2%	1.19
Bad Debt	\$1,327,663	3.8%	1.0%	3.75	0.8%	4.71	1.3%	3.04	4.5%	0.84
All Other	\$1,555,849	4.5%	2.8%	1.60	3.5%	1.27	2.4%	1.85	5.5%	0.81
Total Deductions	\$17,888,662	51.5%	65.8%	0.78	60.4%	0.85	52.8%	0.98	52.9%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	6.5%	0.23		4.2%	0.35	4.2%	0.35	9.6%	0.15
Net Gains/Losses as % of Net Income	18.2%	29.4%	0.62		32.5%	0.56	27.5%	0.66	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,337,054	30.6%	42.4%	0.72	42.4%	0.72	46.9%	0.65	30.8%	0.99
Supplies & Services	\$13,354,786	64.5%	51.3%	1.26	52.7%	1.22	45.9%	1.40	63.3%	1.02
Capital Component	\$1,013,003	4.9%	6.2%	0.79	4.9%	0.99	7.1%	0.68	6.0%	0.82
Fiscal Statistics										
Operating Margin (%)	-21.0%	10.4%	N/A		9.6%	N/A	14.1%	N/A	-12.4%	1.70
Total Hospital Net Income (%)	-26.9%	14.1%	N/A		13.6%	N/A	18.4%	N/A	-12.4%	2.18
Return on Equity (%)	-53.2%	6.3%	N/A		3.3%	N/A	1.6%	N/A	-22.6%	2.36
Current Ratio	2.3	4.1	0.57		2.8	0.83	2.8	0.84	0.8	2.88
Days in Net Patient Accounts Receivable	49.2	87.5	0.56		167.5	0.29	469.6	0.10	54.8	0.90
Average Payment Period	19.3	89.9	0.22		165.5	0.12	503.0	0.04	70.1	0.28
Equity Financing (%)	9.1%	64.7%	0.14		50.9%	0.18	50.7%	0.18	18.7%	0.49
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.7	N/A	0.7	N/A	0.0	N/A
Times Interest Earned	0.0	21.0	N/A		48.7	N/A	28.6	N/A	0.0	N/A
Total Asset Turnover	2.1	0.4	4.84		0.2	8.99	0.1	25.21	1.8	1.13
Average Age of Plant (Years)	9.5	17.1	0.56		33.5	0.28	72.9	0.13	7.6	1.24
Increase (Decrease) Total Net Patient Revenue	8.7%	12.7%	0.68		25.1%	0.35	13.5%	0.65	-10.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	86.4%	64.9%	1.33		70.5%	1.22	80.3%	1.08	90.1%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,774	\$18,658	0.58		\$16,540	0.65	\$17,504	0.62	\$8,928	1.21
Inpatient Net Revenue per Day	\$2,962	\$3,656	0.81		\$3,511	0.84	\$4,490	0.66	\$3,079	0.96
Outpatient Net Revenue per Visit	\$948	\$781	1.21		\$799	1.19	\$784	1.21	\$938	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$34,747,915	Cash & Cash Equivalents	\$620	Current Liabilities	\$1,045,182
Less Deductions	\$17,888,662	Net Patient Receivables	\$2,273,263	Long-Term Debt	\$0
Net Patient Revenue	\$16,859,253	Other Receivables	\$18,248	Other Liabilities	\$6,454,011
Plus Other Revenue	\$252,974			Subtotal	\$7,499,193
Total Revenue	\$17,112,227	Land, Buildings & Equipment (Net)	\$5,802,078	Unrestricted Fund Balance	\$752,388
Less Expenses	\$20,704,843	Other Assets	\$157,372	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$801,329	Total Assets	\$8,251,581	Total Liabilities & Fund Balance	\$8,251,581
Net Income	-\$4,393,945				

316 Ascension Columbia St. Mary's Hospital Milwaukee
 2301 N. Lake Drive
 Milwaukee, WI 53211
 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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	58.7%	57.9%	1.01	68.4%	0.86	72.0%	0.82	59.3%	0.99
Obstetrics	37.0%	36.8%	1.01	42.5%	0.43	46.8%	0.79	63.5%	0.58
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	55.8%	58.7%	0.95	68.1%	0.82	68.8%	0.81	59.9%	0.93
Average Census (Patients)									
Adult Medical-Surgical	123.3	26.8	4.60	106.2	1.16	108.1	1.14	109.0	1.13
Obstetrics	18.1	4.8	3.75	17.1	1.06	14.4	1.26	20.3	0.89
Pediatrics	0.0	1.5	N/A	7.5	N/A	5.0	N/A	0.0	N/A
Total Hospital	193.5	49.8	3.89	158.1	1.22	209.1	0.93	182.2	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	6.2	4.6	1.36	5.5	1.13	5.0	1.24	5.8	1.08
Obstetrics	2.5	2.4	1.03	2.6	0.96	2.6	0.97	2.5	1.00
Pediatrics	0.0	3.8	N/A	3.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	6.0	4.9	1.24	6.0	1.01	5.3	1.14	5.6	1.09
Surgical Operations									
Inpatient	2,203	1,037	2.12	2,696	0.82	3,842	0.57	1,916	1.15
Outpatient	3,563	3,865	0.92	4,901	0.73	11,153	0.32	3,123	1.14
Inpatient as % of All Surgeries	38.2%	21.2%	1.81	35.5%	1.08	25.6%	1.49	38.0%	1.00
Outpatient Visits									
Non-Emergency Visits	636,163	145,246	4.38	244,552	2.60	450,554	1.41	589,805	1.08
Emergency Visits	47,460	16,058	2.96	36,633	1.30	40,709	1.17	53,650	0.88
Full-Time Equivalents (FTEs)									
Administrators	102.1	19.0	5.36	50.6	2.02	63.3	1.61	123.9	0.82
Nurses, Licensed	745.1	247.5	3.01	682.1	1.09	921.1	0.81	741.6	1.00
Ancillary Nursing Personnel	23.3	40.3	0.58	143.1	0.16	153.6	0.15	44.1	0.53
All Other Personnel	1,244.3	496.2	2.51	1,134.1	1.10	1,865.1	0.67	1,189.6	1.05
Total FTEs	2,114.7	803.0	2.63	2,009.8	1.05	3,003.0	0.70	2,099.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.3	13.0	2.03	14.7	1.79	11.7	2.24	32.9	0.80
Nurses, Licensed	192.3	168.4	1.14	198.5	0.97	170.7	1.13	196.7	0.98
Ancillary Nursing Personnel	6.0	27.4	0.22	41.6	0.14	28.5	0.21	11.7	0.51
All Other Personnel	321.0	337.6	0.95	330.0	0.97	345.6	0.93	315.6	1.02
Total FTEs	545.6	546.4	1.00	584.8	0.93	556.5	0.98	556.9	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	347	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	17
Discharges	11,695	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,440
Inpatient Days	70,640			Inpatient Days	0	Newborn Days	4,118

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53211

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	210	7,215	45,002	58.7%	123.3	6.2
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	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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	49	2,637	6,620	37.0%	18.1	2.5
Psychiatric	1	15	533	2,840	51.9%	7.8	5.3
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	206	3,156	72.1%	8.6	15.3
Mixed Intensive Care	1	36	784	8,622	65.6%	23.6	11.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	320	4,400	48.2%	12.1	13.8
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	94	27	102.1	Surgical Personnel	51	12	53.5
Physicians & Dentists	195	37	209.9	Radiological Services Personnel	66	20	70.1
Medical & Dental Residents	9	0	9.0	Respiratory Therapists	25	14	32.1
Dental Hygienists	0	9	7.6	Occupational Therapists	9	11	12.7
Registered Nurses	577	282	688.2	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	14	18	20.7
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	3	6	4.2
Ancillary Nursing Personnel	14	46	23.3	Recreational Therapists	0	1	0.3
Physician Assistants	27	4	29.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	46	13	51.9	Psychologists	4	1	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	1	8.5
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	176	136	221.3
Health Info Mgmt-Administrators/Technicians	4	2	4.2	All Other Personnel	188	62	211.3
Pharmacy Personnel	51	15	52.7				
Clinical Laboratory Personnel	81	40	96.2				
				Total	1,825	796	2,114.7

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53211

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$651,936,530	47.5%	46.6%	1.02	44.6%	1.07	46.9%	1.01	45.6%	1.04
Medical Assistance	\$333,852,447	24.3%	14.4%	1.69	21.6%	1.12	13.3%	1.83	24.8%	0.98
Commercial	\$343,050,988	25.0%	33.9%	0.74	30.1%	0.83	34.1%	0.73	26.8%	0.93
All Other	\$44,079,124	3.2%	5.1%	0.63	3.7%	0.88	5.7%	0.56	2.8%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$515,386,923	37.5%	35.2%	1.07	35.8%	1.05	36.2%	1.04	34.3%	1.10
Medical Assistance	\$247,452,666	18.0%	11.1%	1.63	16.4%	1.10	10.3%	1.75	18.9%	0.96
Commercial	\$171,143,584	12.5%	14.9%	0.83	14.1%	0.89	16.2%	0.77	13.0%	0.96
Charity Care	\$19,797,681	1.4%	0.7%	2.02	0.9%	1.64	0.7%	2.07	1.4%	1.05
Bad Debt	\$18,840,225	1.4%	1.0%	1.35	0.9%	1.46	0.8%	1.66	2.0%	0.67
All Other	\$11,051,263	0.8%	2.8%	0.29	1.3%	0.63	3.0%	0.26	0.9%	0.88
Total Deductions	\$983,672,342	71.6%	65.8%	1.09	69.4%	1.03	67.3%	1.06	70.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.0%	6.5%	1.08	5.3%	1.31	6.7%	1.04	14.6%	0.48	
Net Gains/Losses as % of Net Income	10.4%	29.4%	0.35	N/A	N/A	30.5%	0.34	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$132,903,519	30.6%	42.4%	0.72	34.5%	0.89	41.3%	0.74	33.9%	0.90
Supplies & Services	\$268,150,606	61.7%	51.3%	1.20	59.5%	1.04	53.3%	1.16	57.9%	1.07
Capital Component	\$33,381,853	7.7%	6.2%	1.23	6.0%	1.29	5.4%	1.41	8.2%	0.94
Fiscal Statistics										
Operating Margin (%)	-3.8%	10.4%	N/A	11.2%	N/A	9.3%	N/A	10.5%	N/A	
Total Hospital Net Income (%)	-4.3%	14.1%	N/A	10.9%	N/A	12.9%	N/A	10.5%	N/A	
Return on Equity (%)	-3.0%	6.3%	N/A	7.1%	N/A	8.9%	N/A	8.0%	N/A	
Current Ratio	3.5	4.1	0.84	6.9	0.50	4.8	0.73	2.2	1.59	
Days in Net Patient Accounts Receivable	50.5	87.5	0.58	56.9	0.89	61.8	0.82	41.4	1.22	
Average Payment Period	49.9	89.9	0.55	51.3	0.97	62.8	0.79	66.4	0.75	
Equity Financing (%)	73.5%	64.7%	1.14	83.8%	0.88	69.5%	1.06	73.6%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	14.2	N/A	24.3	N/A	0.0	N/A	
Total Asset Turnover	0.7	0.4	1.65	0.7	1.08	0.7	1.06	0.8	0.93	
Average Age of Plant (Years)	13.6	17.1	0.80	11.7	1.17	13.3	1.03	13.5	1.01	
Increase (Decrease) Total Net Patient Revenue	7.9%	12.7%	0.62	11.5%	0.69	11.2%	0.71	7.7%	1.04	
Outpatient Gross Revenue (% of Total GPR)	50.0%	64.9%	0.77	52.8%	0.95	59.3%	0.84	51.2%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,273	\$18,658	0.98	\$25,873	0.71	\$21,058	0.87	\$15,109	1.21	
Inpatient Net Revenue per Day	\$3,022	\$3,656	0.83	\$4,216	0.72	\$3,785	0.80	\$2,693	1.12	
Outpatient Net Revenue per Visit	\$284	\$781	0.36	\$852	0.33	\$881	0.32	\$317	0.90	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,372,919,089	Cash & Cash Equivalents	\$261,332	Current Liabilities	\$55,389,712
Less Deductions	\$983,672,342	Net Patient Receivables	\$53,814,501	Long-Term Debt	\$0
Net Patient Revenue	\$389,246,747	Other Receivables	\$2,679,495	Other Liabilities	\$101,869,687
Plus Other Revenue	\$29,156,432			Subtotal	\$157,259,399
Total Revenue	\$418,403,179	Land, Buildings & Equipment (Net)	\$393,022,118	Unrestricted Fund Balance	\$435,160,815
Less Expenses	\$434,435,978	Other Assets	\$142,642,768	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,855,532	Total Assets	\$592,420,214	Total Liabilities & Fund Balance	\$592,420,214
Net Income	-\$17,888,331				

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: **5**

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.4%	57.9%	0.84	68.4%	0.71	54.3%	0.89	46.9%	1.03
Obstetrics	32.6%	36.8%	0.89	42.5%	0.29	31.5%	1.04	33.4%	0.98
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.7%	58.7%	0.71	68.1%	0.61	55.3%	0.75	41.4%	1.01
Average Census (Patients)									
Adult Medical-Surgical	28.6	26.8	1.07	106.2	0.27	18.1	1.58	28.6	1.00
Obstetrics	12.4	4.8	2.56	17.1	0.72	3.1	4.01	13.0	0.95
Pediatrics	0.0	1.5	N/A	7.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	69.7	49.8	1.40	158.1	0.44	37.4	1.86	70.4	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.6	0.98	5.5	0.81	4.1	1.11	4.2	1.07
Obstetrics	2.5	2.4	1.01	2.6	0.94	2.3	1.08	2.4	1.02
Pediatrics	0.0	3.8	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.2	4.9	1.07	6.0	0.87	4.4	1.18	4.8	1.08
Surgical Operations									
Inpatient	447	1,037	0.43	2,696	0.17	612	0.73	422	1.06
Outpatient	960	3,865	0.25	4,901	0.20	2,709	0.35	823	1.17
Inpatient as % of All Surgeries	31.8%	21.2%	1.50	35.5%	0.90	18.4%	1.72	33.9%	0.94
Outpatient Visits									
Non-Emergency Visits	89,933	145,246	0.62	244,552	0.37	120,713	0.75	72,713	1.24
Emergency Visits	54,646	16,058	3.40	36,633	1.49	16,865	3.24	58,307	0.94
Full-Time Equivalents (FTEs)									
Administrators	26.1	19.0	1.37	50.6	0.52	17.0	1.53	32.1	0.81
Nurses, Licensed	253.4	247.5	1.02	682.1	0.37	164.3	1.54	274.2	0.92
Ancillary Nursing Personnel	51.0	40.3	1.27	143.1	0.36	24.6	2.07	50.1	1.02
All Other Personnel	212.1	496.2	0.43	1,134.1	0.19	297.6	0.71	222.9	0.95
Total FTEs	542.6	803.0	0.68	2,009.8	0.27	503.6	1.08	579.3	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.8	13.0	1.30	14.7	1.14	14.0	1.20	20.6	0.82
Nurses, Licensed	162.9	168.4	0.97	198.5	0.82	134.7	1.21	175.8	0.93
Ancillary Nursing Personnel	32.8	27.4	1.20	41.6	0.79	20.2	1.63	32.1	1.02
All Other Personnel	136.3	337.6	0.40	330.0	0.41	244.0	0.56	142.9	0.95
Total FTEs	348.8	546.4	0.64	584.8	0.60	412.8	0.84	371.5	0.94

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	20
Discharges	4,900	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,718
Inpatient Days	25,436			Inpatient Days	0	Newborn Days	2,548

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	59	2,310	10,430	48.4%	28.6	4.5
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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	38	1,835	4,525	32.6%	12.4	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	443	4,161	47.5%	11.4	9.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	46	312	6,320	37.6%	17.3	20.3
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	23	4	26.1	Surgical Personnel	14	7	17.4
Physicians & Dentists	0	2	0.0	Radiological Services Personnel	28	21	35.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	15	10	18.1
Dental Hygienists	0	0	0.0	Occupational Therapists	4	9	7.3
Registered Nurses	176	121	247.4	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	10	7	11.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	36	35	51.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	1.1
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	17	13	19.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	28	7	31.9
Pharmacy Personnel	22	10	23.1				
Clinical Laboratory Personnel	20	17	29.7				
				Total	414	270	542.6

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$109,603,193	26.3%	46.6%	0.56	44.6%	0.59	49.9%	0.53	27.0%	0.98
Medical Assistance	\$244,686,296	58.7%	14.4%	4.07	21.6%	2.72	15.6%	3.77	55.3%	1.06
Commercial	\$50,857,333	12.2%	33.9%	0.36	30.1%	0.41	30.3%	0.40	12.5%	0.98
All Other	\$11,419,687	2.7%	5.1%	0.54	3.7%	0.75	4.2%	0.65	5.2%	0.52
Deductions as % of Total Gross Patient Revenue										
Medicare	\$79,728,846	19.1%	35.2%	0.54	35.8%	0.53	36.9%	0.52	19.4%	0.99
Medical Assistance	\$161,406,750	38.7%	11.1%	3.50	16.4%	2.36	11.4%	3.40	36.1%	1.07
Commercial	\$21,103,100	5.1%	14.9%	0.34	14.1%	0.36	11.8%	0.43	4.4%	1.15
Charity Care	\$6,599,618	1.6%	0.7%	2.22	0.9%	1.80	0.9%	1.69	4.9%	0.33
Bad Debt	\$8,536,610	2.0%	1.0%	2.01	0.9%	2.18	1.2%	1.74	1.6%	1.27
All Other	\$2,383,775	0.6%	2.8%	0.20	1.3%	0.45	2.5%	0.23	0.5%	1.07
Total Deductions	\$279,758,699	67.2%	65.8%	1.02	69.4%	0.97	64.7%	1.04	66.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.0%	6.5%	0.31		5.3%	0.37	4.5%	0.44	5.8%	0.35
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A		N/A	N/A	43.7%	N/A	0.4%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,519,019	38.4%	42.4%	0.90	34.5%	1.11	38.8%	0.99	38.4%	1.00
Supplies & Services	\$84,954,939	59.8%	51.3%	1.17	59.5%	1.00	54.3%	1.10	60.4%	0.99
Capital Component	\$2,526,923	1.8%	6.2%	0.29	6.0%	0.30	6.9%	0.26	1.2%	1.52
Fiscal Statistics										
Operating Margin (%)		-1.7%	10.4%	N/A	11.2%	N/A	9.6%	N/A	-12.0%	0.14
Total Hospital Net Income (%)		-1.1%	14.1%	N/A	10.9%	N/A	15.9%	N/A	-12.1%	0.09
Return on Equity (%)		-2.4%	6.3%	N/A	7.1%	N/A	11.2%	N/A	-19.4%	0.12
Current Ratio		0.7	4.1	0.17	6.9	0.10	3.9	0.18	1.1	0.63
Days in Net Patient Accounts Receivable		30.2	87.5	0.34	56.9	0.53	51.2	0.59	29.4	1.02
Average Payment Period		111.2	89.9	1.24	51.3	2.17	62.2	1.79	108.5	1.02
Equity Financing (%)		0.0%	64.7%	N/A	83.8%	N/A	78.3%	N/A	0.0%	2.39
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.2	N/A	21.6	N/A	0.0	N/A
Total Asset Turnover		2.1	0.4	4.97	0.7	3.25	0.7	3.25	1.6	1.32
Average Age of Plant (Years)		5.5	17.1	0.32	11.7	0.47	10.5	0.52	6.2	0.89
Increase (Decrease) Total Net Patient Revenue		8.8%	12.7%	0.69	11.5%	0.76	8.7%	1.01	-6.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		54.0%	64.9%	0.83	52.8%	1.02	69.3%	0.78	54.4%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,249	\$18,658	0.82		\$25,873	0.59	\$13,373	1.14	\$12,523	1.22
Inpatient Net Revenue per Day	\$2,862	\$3,656	0.78		\$4,216	0.68	\$3,024	0.95	\$2,577	1.11
Outpatient Net Revenue per Visit	\$488	\$781	0.63		\$852	0.57	\$626	0.78	\$494	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$416,566,510	Cash & Cash Equivalents	\$37,139	Current Liabilities	\$42,580,877
Less Deductions	\$279,758,699	Net Patient Receivables	\$11,301,021	Long-Term Debt	\$0
Net Patient Revenue	\$136,807,811	Other Receivables	\$107,614	Other Liabilities	\$59,028,699
Plus Other Revenue	\$2,775,292			Subtotal	\$101,609,576
Total Revenue	\$139,583,103	Land, Buildings & Equipment (Net)	\$35,527,131	Unrestricted Fund Balance	-\$36,059,274
Less Expenses	\$142,000,881	Other Assets	\$18,577,396	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$849,738			Total Liabilities & Fund Balance	\$65,550,302
Net Income	-\$1,568,040	Total Assets	\$65,550,301		

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: 5

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.2%	57.9%	0.00	68.4%	0.00	54.3%	0.00	1.6%	0.11
Obstetrics	142.9%	36.8%	3.88	42.5%	0.10	31.5%	4.54	102.5%	1.39
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	127.0%	58.7%	2.16	68.1%	1.86	55.3%	2.29	91.8%	1.38
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.8	0.00	106.2	0.00	18.1	0.00	0.4	0.09
Obstetrics	4.3	4.8	0.89	17.1	0.25	3.1	1.39	4.1	1.05
Pediatrics	0.0	1.5	N/A	7.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	63.5	49.8	1.28	158.1	0.40	37.4	1.70	68.8	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	1.7	4.6	0.37	5.5	0.31	4.1	0.42	5.0	0.34
Obstetrics	3.3	2.4	1.34	2.6	1.25	2.3	1.43	2.7	1.22
Pediatrics	0.0	3.8	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.5	4.9	1.13	6.0	0.92	4.4	1.25	5.3	1.04
Surgical Operations									
Inpatient	435	1,037	0.42	2,696	0.16	612	0.71	510	0.85
Outpatient	803	3,865	0.21	4,901	0.16	2,709	0.30	1,059	0.76
Inpatient as % of All Surgeries	35.1%	21.2%	1.66	35.5%	0.99	18.4%	1.91	32.5%	1.08
Outpatient Visits									
Non-Emergency Visits	100,869	145,246	0.69	244,552	0.41	120,713	0.84	90,150	1.12
Emergency Visits	31,580	16,058	1.97	36,633	0.86	16,865	1.87	38,534	0.82
Full-Time Equivalents (FTEs)									
Administrators	18.0	19.0	0.94	50.6	0.36	17.0	1.06	18.0	1.00
Nurses, Licensed	158.9	247.5	0.64	682.1	0.23	164.3	0.97	206.6	0.77
Ancillary Nursing Personnel	38.7	40.3	0.96	143.1	0.27	24.6	1.57	48.8	0.79
All Other Personnel	207.9	496.2	0.42	1,134.1	0.18	297.6	0.70	257.8	0.81
Total FTEs	423.5	803.0	0.53	2,009.8	0.21	503.6	0.84	531.3	0.80
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	13.0	0.71	14.7	0.62	14.0	0.66	8.3	1.10
Nurses, Licensed	80.8	168.4	0.48	198.5	0.41	134.7	0.60	95.5	0.85
Ancillary Nursing Personnel	19.7	27.4	0.72	41.6	0.47	20.2	0.98	22.6	0.87
All Other Personnel	105.8	337.6	0.31	330.0	0.32	244.0	0.43	119.2	0.89
Total FTEs	215.5	546.4	0.39	584.8	0.37	412.8	0.52	245.5	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	50	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	2
Discharges	4,231	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	406
Inpatient Days	23,174			Inpatient Days	0	Newborn Days	685

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	7	12	0.2%	0.0	1.7
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	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	1	3	478	1,565	142.9%	4.3	3.3
Psychiatric	1	13	921	3,914	82.5%	10.7	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	4	166	2,982	204.2%	8.2	18.0
Step-Down (Special Care)	1	11	2,659	14,701	366.2%	40.3	5.5
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	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	18	0	18.0	Surgical Personnel	13	2	14.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	20	18	28.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	4	14.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	13	6.5
Registered Nurses	130	64	158.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	13	16.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	29	30	38.7	Recreational Therapists	0	1	0.8
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	19	12	21.4
Health Info Mgmt-Administrators/Technicians	11	1	11.8	All Other Personnel	38	11	43.9
Pharmacy Personnel	27	13	29.1				
Clinical Laboratory Personnel	5	9	9.3				
				Total	343	197	423.5

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$215,046,986	48.2%	46.6%	1.03	44.6%	1.08	49.9%	0.97	47.1%	1.02
Medical Assistance	\$120,497,760	27.0%	14.4%	1.87	21.6%	1.25	15.6%	1.74	25.4%	1.06
Commercial	\$85,900,911	19.3%	33.9%	0.57	30.1%	0.64	30.3%	0.63	21.7%	0.89
All Other	\$24,586,476	5.5%	5.1%	1.09	3.7%	1.51	4.2%	1.30	5.8%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$156,503,424	35.1%	35.2%	1.00	35.8%	0.98	36.9%	0.95	34.4%	1.02
Medical Assistance	\$90,124,966	20.2%	11.1%	1.83	16.4%	1.23	11.4%	1.77	18.6%	1.09
Commercial	\$35,439,461	7.9%	14.9%	0.53	14.1%	0.56	11.8%	0.67	7.8%	1.02
Charity Care	\$13,997,744	3.1%	0.7%	4.40	0.9%	3.57	0.9%	3.35	4.8%	0.65
Bad Debt	\$7,156,135	1.6%	1.0%	1.58	0.9%	1.71	1.2%	1.37	1.8%	0.89
All Other	\$7,805,416	1.7%	2.8%	0.63	1.3%	1.37	2.5%	0.71	0.7%	2.43
Total Deductions	\$311,027,146	69.7%	65.8%	1.06	69.4%	1.00	64.7%	1.08	68.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.9%	6.5%	1.22	5.3%	1.49	4.5%	1.77	12.5%	0.63	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	N/A	N/A	43.7%	N/A	2.8%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$47,283,864	29.5%	42.4%	0.70	34.5%	0.86	38.8%	0.76	31.3%	0.94
Supplies & Services	\$107,965,674	67.3%	51.3%	1.31	59.5%	1.13	54.3%	1.24	65.9%	1.02
Capital Component	\$5,067,985	3.2%	6.2%	0.51	6.0%	0.53	6.9%	0.46	2.8%	1.12
Fiscal Statistics										
Operating Margin (%)	-9.3%	10.4%	N/A	11.2%	N/A	9.6%	N/A	-1.1%	8.51	
Total Hospital Net Income (%)	-1.2%	14.1%	N/A	10.9%	N/A	15.9%	N/A	-1.1%	1.08	
Return on Equity (%)	-2.1%	6.3%	N/A	7.1%	N/A	11.2%	N/A	-1.7%	1.19	
Current Ratio	1.3	4.1	0.32	6.9	0.19	3.9	0.34	1.6	0.84	
Days in Net Patient Accounts Receivable	43.5	87.5	0.50	56.9	0.76	51.2	0.85	36.8	1.18	
Average Payment Period	60.2	89.9	0.67	51.3	1.17	62.2	0.97	69.7	0.86	
Equity Financing (%)	53.9%	64.7%	0.83	83.8%	0.64	78.3%	0.69	32.5%	1.66	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	14.2	N/A	21.6	N/A	0.0	N/A	
Total Asset Turnover	1.6	0.4	3.67	0.7	2.40	0.7	2.40	1.5	1.02	
Average Age of Plant (Years)	5.3	17.1	0.31	11.7	0.46	10.5	0.51	4.4	1.20	
Increase (Decrease) Total Net Patient Revenue	-10.1%	12.7%	N/A	11.5%	N/A	8.7%	N/A	-5.1%	1.97	
Outpatient Gross Revenue (% of Total GPR)	67.9%	64.9%	1.05	52.8%	1.29	69.3%	0.98	67.5%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,596	\$18,658	0.68	\$25,873	0.49	\$13,373	0.94	\$11,580	1.09	
Inpatient Net Revenue per Day	\$2,313	\$3,656	0.63	\$4,216	0.55	\$3,024	0.76	\$2,158	1.07	
Outpatient Net Revenue per Visit	\$671	\$781	0.86	\$852	0.79	\$626	1.07	\$801	0.84	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$446,032,131	Cash & Cash Equivalents	\$6,665	Current Liabilities	\$25,607,410
Less Deductions	\$311,027,146	Net Patient Receivables	\$16,079,760	Long-Term Debt	\$0
Net Patient Revenue	\$135,004,985	Other Receivables	\$791,169	Other Liabilities	\$17,344,549
Plus Other Revenue	\$11,607,587			Subtotal	\$42,951,959
Total Revenue	\$146,612,571	Land, Buildings & Equipment (Net)	\$59,502,602	Unrestricted Fund Balance	\$50,230,974
Less Expenses	\$160,317,523	Other Assets	\$16,802,740	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$11,779,485			Total Liabilities & Fund Balance	\$93,182,933
Net Income	-\$1,925,467	Total Assets	\$93,182,936		

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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.8%	57.9%	0.76	68.4%	0.64	58.1%	0.75	56.5%	0.78
Obstetrics	41.8%	36.8%	1.14	42.5%	0.45	31.4%	1.33	18.4%	2.28
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	42.0%	58.7%	0.71	68.1%	0.62	55.7%	0.75	43.3%	0.97
Average Census (Patients)									
Adult Medical-Surgical	43.4	26.8	1.62	106.2	0.41	31.3	1.38	55.9	0.78
Obstetrics	19.2	4.8	3.97	17.1	1.12	4.8	3.97	8.4	2.28
Pediatrics	0.0	1.5	N/A	7.5	N/A	4.0	N/A	0.0	N/A
Total Hospital	96.5	49.8	1.94	158.1	0.61	61.6	1.57	99.7	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	5.7	4.6	1.23	5.5	1.02	4.4	1.29	6.7	0.85
Obstetrics	2.9	2.4	1.20	2.6	1.12	2.4	1.24	1.3	2.34
Pediatrics	0.0	3.8	N/A	3.5	N/A	3.5	N/A	0.0	N/A
Total Hospital	5.0	4.9	1.03	6.0	0.84	4.6	1.08	5.1	0.98
Surgical Operations									
Inpatient	1,422	1,037	1.37	2,696	0.53	1,302	1.09	1,455	0.98
Outpatient	2,574	3,865	0.67	4,901	0.53	5,418	0.48	1,798	1.43
Inpatient as % of All Surgeries	35.6%	21.2%	1.68	35.5%	1.00	19.4%	1.84	44.7%	0.80
Outpatient Visits									
Non-Emergency Visits	129,134	145,246	0.89	244,552	0.53	219,131	0.59	134,473	0.96
Emergency Visits	48,980	16,058	3.05	36,633	1.34	24,739	1.98	47,689	1.03
Full-Time Equivalents (FTEs)									
Administrators	36.0	19.0	1.89	50.6	0.71	20.7	1.74	36.0	1.00
Nurses, Licensed	547.3	247.5	2.21	682.1	0.80	342.9	1.60	573.0	0.96
Ancillary Nursing Personnel	165.6	40.3	4.11	143.1	1.16	54.5	3.04	168.7	0.98
All Other Personnel	1,191.3	496.2	2.40	1,134.1	1.05	656.1	1.82	1,196.4	1.00
Total FTEs	1,940.2	803.0	2.42	2,009.8	0.97	1,074.1	1.81	1,974.1	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.8	13.0	1.06	14.7	0.94	10.1	1.36	14.9	0.93
Nurses, Licensed	209.6	168.4	1.24	198.5	1.06	168.5	1.24	236.7	0.89
Ancillary Nursing Personnel	63.4	27.4	2.31	41.6	1.52	26.8	2.37	69.7	0.91
All Other Personnel	456.1	337.6	1.35	330.0	1.38	322.3	1.42	494.4	0.92
Total FTEs	742.9	546.4	1.36	584.8	1.27	527.7	1.41	815.7	0.91

Total Hospital:
 Beds Set Up & Staffed 230
 Discharges 7,020
 Inpatient Days 35,239

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 35
 Total Births 2,166
 Newborn Days 3,524

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	99	2,799	15,840	43.8%	43.4	5.7
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	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	2	18	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	46	2,385	7,013	41.8%	19.2	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	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	467	4,186	47.8%	11.5	9.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	408	8,200	52.2%	22.5	20.1
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	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	36	0	36.0	Surgical Personnel	29	9	33.1
Physicians & Dentists	88	50	108.1	Radiological Services Personnel	33	21	43.3
Medical & Dental Residents	58	0	58.0	Respiratory Therapists	28	8	32.9
Dental Hygienists	0	0	0.0	Occupational Therapists	7	9	10.7
Registered Nurses	382	206	505.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	9	4	10.7	Physical Therapists	23	15	30.3
Licensed Practical Nurses	1	2	1.7	Physical Therapy Assistants/Aides	6	8	7.9
Ancillary Nursing Personnel	82	143	165.6	Recreational Therapists	0	0	0.0
Physician Assistants	24	8	27.5	Dietitians & Nutritionists	7	8	11.4
Nurse Practitioners	20	3	22.4	Psychologists	6	1	6.6
Certified Registered Nurse Anesthetists	4	1	4.3	Social Workers	15	5	18.7
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	189	62	219.2
Health Info Mgmt-Administrators/Technicians	22	1	22.6	All Other Personnel	337	77	377.1
Pharmacy Personnel	63	22	73.0				
Clinical Laboratory Personnel	28	18	38.8				
				Total	1,563	698	1,940.2

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$261,130,824	30.0%	46.6%	0.64	44.6%	0.67	43.4%	0.69	30.5%	0.98
Medical Assistance	\$416,186,116	47.8%	14.4%	3.31	21.6%	2.21	18.4%	2.60	47.3%	1.01
Commercial	\$164,370,982	18.9%	33.9%	0.56	30.1%	0.63	33.8%	0.56	18.9%	1.00
All Other	\$29,196,898	3.4%	5.1%	0.66	3.7%	0.92	4.3%	0.77	3.2%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$216,506,377	24.9%	35.2%	0.71	35.8%	0.69	33.7%	0.74	25.2%	0.99
Medical Assistance	\$334,405,456	38.4%	11.1%	3.47	16.4%	2.33	14.1%	2.72	36.5%	1.05
Commercial	\$78,134,887	9.0%	14.9%	0.60	14.1%	0.64	13.7%	0.66	9.0%	0.99
Charity Care	\$14,906,954	1.7%	0.7%	2.40	0.9%	1.95	0.7%	2.60	1.9%	0.89
Bad Debt	\$11,144,525	1.3%	1.0%	1.26	0.9%	1.36	1.3%	1.02	1.4%	0.91
All Other	\$8,190,327	0.9%	2.8%	0.34	1.3%	0.74	2.7%	0.35	0.8%	1.12
Total Deductions	\$663,288,526	76.2%	65.8%	1.16	69.4%	1.10	66.0%	1.15	74.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.0%	6.5%	0.77	5.3%	0.94	6.7%	0.74	11.8%	0.42	
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A	N/A	N/A	20.9%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$98,402,066	45.0%	42.4%	1.06	34.5%	1.31	43.3%	1.04	43.8%	1.03
Supplies & Services	\$108,477,485	49.6%	51.3%	0.97	59.5%	0.83	49.2%	1.01	51.1%	0.97
Capital Component	\$11,755,988	5.4%	6.2%	0.86	6.0%	0.90	7.4%	0.72	5.1%	1.05
Fiscal Statistics										
Operating Margin (%)	-0.1%	10.4%	N/A	11.2%	N/A	12.2%	N/A	0.1%	N/A	
Total Hospital Net Income (%)	-0.1%	14.1%	N/A	10.9%	N/A	15.0%	N/A	0.1%	N/A	
Return on Equity (%)	0.0%	6.3%	N/A	7.1%	N/A	3.8%	N/A	0.0%	N/A	
Current Ratio	0.0	4.1	N/A	6.9	N/A	4.0	N/A	0.0	N/A	
Days in Net Patient Accounts Receivable	0.0	87.5	N/A	56.9	N/A	139.1	N/A	0.0	N/A	
Average Payment Period	0.0	89.9	N/A	51.3	N/A	140.8	N/A	0.0	N/A	
Equity Financing (%)	0.0%	64.7%	N/A	83.8%	N/A	62.1%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.9	21.0	0.04	14.2	0.06	15.1	0.06	1.1	0.81	
Total Asset Turnover	0.0	0.4	N/A	0.7	N/A	0.2	N/A	0.0	N/A	
Average Age of Plant (Years)	0.0	17.1	N/A	11.7	N/A	23.5	N/A	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	8.8%	12.7%	0.69	11.5%	0.76	18.6%	0.47	-4.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	60.0%	64.9%	0.92	52.8%	1.14	69.2%	0.87	55.7%	1.08	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,642	\$18,658	0.62	\$25,873	0.45	\$18,023	0.65	\$14,679	0.79	
Inpatient Net Revenue per Day	\$2,141	\$3,656	0.59	\$4,216	0.51	\$3,813	0.56	\$2,650	0.81	
Outpatient Net Revenue per Visit	\$769	\$781	0.98	\$852	0.90	\$729	1.05	\$535	1.44	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$870,884,820	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$663,288,526	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$207,596,294	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$10,869,999			Subtotal	\$0
Total Revenue	\$218,466,294	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$218,635,539	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	-\$169,245				

087 Aurora St Luke's Medical Center
 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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	74.8%	57.9%	1.29	68.4%	1.09	72.0%	1.04	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	42.5%	N/A	46.8%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	77.2%	58.7%	1.31	68.1%	1.13	68.8%	1.12	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	320.3	26.8	11.94	106.2	3.02	108.1	2.96	0.0	N/A
Obstetrics	0.0	4.8	N/A	17.1	N/A	14.4	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	7.5	N/A	5.0	N/A	0.0	N/A
Total Hospital	495.5	49.8	9.96	158.1	3.13	209.1	2.37	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	6.4	4.6	1.41	5.5	1.16	5.0	1.28	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.6	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	7.5	4.9	1.54	6.0	1.25	5.3	1.41	0.0	N/A
Surgical Operations									
Inpatient	8,162	1,037	7.87	2,696	3.03	3,842	2.12	0	N/A
Outpatient	11,119	3,865	2.88	4,901	2.27	11,153	1.00	0	N/A
Inpatient as % of All Surgeries	42.3%	21.2%	2.00	35.5%	1.19	25.6%	1.65	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	451,071	145,246	3.11	244,552	1.84	450,554	1.00	0	N/A
Emergency Visits	66,354	16,058	4.13	36,633	1.81	40,709	1.63	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	57.0	19.0	2.99	50.6	1.13	63.3	0.90	0.0	N/A
Nurses, Licensed	2,213.0	247.5	8.94	682.1	3.24	921.1	2.40	0.0	N/A
Ancillary Nursing Personnel	664.8	40.3	16.50	143.1	4.65	153.6	4.33	0.0	N/A
All Other Personnel	3,793.1	496.2	7.64	1,134.1	3.34	1,865.1	2.03	0.0	N/A
Total FTEs	6,727.9	803.0	8.38	2,009.8	3.35	3,003.0	2.24	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.4	13.0	0.42	14.7	0.37	11.7	0.46	0.0	N/A
Nurses, Licensed	211.6	168.4	1.26	198.5	1.07	170.7	1.24	0.0	N/A
Ancillary Nursing Personnel	63.6	27.4	2.32	41.6	1.53	28.5	2.23	0.0	N/A
All Other Personnel	362.6	337.6	1.07	330.0	1.10	345.6	1.05	0.0	N/A
Total FTEs	643.2	546.4	1.18	584.8	1.10	556.5	1.16	0.0	N/A

Total Hospital:
 Beds Set Up & Staffed 642
 Discharges 24,142
 Inpatient Days 180,864

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

087 Aurora St Luke's Medical Center
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	428	18,127	116,896	74.8%	320.3	6.4
Orthopedic	1	48	2,064	12,747	72.8%	34.9	6.2
Rehabilitation & Physical Medicine	1	31	1,003	12,655	111.8%	34.7	12.6
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	1	9	296	344	0.0%	0.9	1.2
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	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	45	908	13,891	84.6%	38.1	15.3
Cardiac Intensive Unit	1	54	1,176	16,259	82.5%	44.5	13.8
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	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	27	799	8,072	81.9%	22.1	10.1
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	57	0	57.0	Surgical Personnel	176	24	185.7
Physicians & Dentists	319	36	332.4	Radiological Services Personnel	181	59	221.5
Medical & Dental Residents	106	0	106.0	Respiratory Therapists	63	15	71.9
Dental Hygienists	0	0	0.0	Occupational Therapists	38	32	57.3
Registered Nurses	1,647	547	1,999.2	Occupational Therapy Assistants/Aides	3	7	8.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	64	38	86.5
Licensed Practical Nurses	19	16	29.1	Physical Therapy Assistants/Aides	39	34	52.4
Ancillary Nursing Personnel	372	525	664.8	Recreational Therapists	1	2	2.4
Physician Assistants	56	10	61.5	Dietitians & Nutritionists	18	5	21.7
Nurse Practitioners	155	15	164.8	Psychologists	9	1	9.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	31	14	40.1
Clinical Nurse Specialists	19	1	19.9	All Other Health Professionals	569	254	684.6
Health Info Mgmt-Administrators/Technicians	159	39	182.1	All Other Personnel	903	306	1,073.3
Pharmacy Personnel	210	65	249.3				
Clinical Laboratory Personnel	117	73	161.9				
				Total	5,486	2,167	6,727.9

087 Aurora St Luke's Medical Center
Milwaukee, WI 53215

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs.		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$3,223,436,935	56.8%	46.6%	1.22	44.6%	1.27	46.9%	1.21	0.0%	N/A
Medical Assistance	\$847,494,788	14.9%	14.4%	1.04	21.6%	0.69	13.3%	1.13	0.0%	N/A
Commercial	\$1,484,101,097	26.1%	33.9%	0.77	30.1%	0.87	34.1%	0.77	0.0%	N/A
All Other	\$121,883,244	2.1%	5.1%	0.42	3.7%	0.59	5.7%	0.37	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,707,579,531	47.7%	35.2%	1.35	35.8%	1.33	36.2%	1.32	0.0%	N/A
Medical Assistance	\$694,582,755	12.2%	11.1%	1.11	16.4%	0.74	10.3%	1.19	0.0%	N/A
Commercial	\$757,366,397	13.3%	14.9%	0.89	14.1%	0.95	16.2%	0.82	0.0%	N/A
Charity Care	\$57,772,498	1.0%	0.7%	1.43	0.9%	1.16	0.7%	1.46	0.0%	N/A
Bad Debt	\$36,002,506	0.6%	1.0%	0.62	0.9%	0.67	0.8%	0.77	0.0%	N/A
All Other	\$47,773,068	0.8%	2.8%	0.30	1.3%	0.66	3.0%	0.28	0.0%	N/A
Total Deductions	\$4,301,076,755	75.8%	65.8%	1.15	69.4%	1.09	67.3%	1.13	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		9.9%	6.5%	1.53	5.3%	1.86	6.7%	1.48	0.0%	N/A
Net Gains/Losses as % of Net Income		0.3%	29.4%	0.01	N/A	N/A	30.5%	0.01	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$432,177,845	33.1%	42.4%	0.78	34.5%	0.96	41.3%	0.80	0.0%	N/A
Supplies & Services	\$815,316,368	62.5%	51.3%	1.22	59.5%	1.05	53.3%	1.17	0.0%	N/A
Capital Component	\$57,338,824	4.4%	6.2%	0.71	6.0%	0.74	5.4%	0.81	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)		14.5%	10.4%	1.40	11.2%	1.30	9.3%	1.56	0.0%	N/A
Total Hospital Net Income (%)		14.6%	14.1%	1.03	10.9%	1.34	12.9%	1.13	0.0%	N/A
Return on Equity (%)		6.5%	6.3%	1.03	7.1%	0.91	8.9%	0.73	0.0%	N/A
Current Ratio		14.1	4.1	3.43	6.9	2.05	4.8	2.96	0.0	N/A
Days in Net Patient Accounts Receivable		82.3	87.5	0.94	56.9	1.45	61.8	1.33	0.0	N/A
Average Payment Period		60.3	89.9	0.67	51.3	1.17	62.8	0.96	0.0	N/A
Equity Financing (%)		93.7%	64.7%	1.45	83.8%	1.12	69.5%	1.35	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		23.0	21.0	1.10	14.2	1.62	24.3	0.95	0.0	N/A
Total Asset Turnover		0.4	0.4	1.04	0.7	0.68	0.7	0.67	0.0	N/A
Average Age of Plant (Years)		18.2	17.1	1.07	11.7	1.56	13.3	1.38	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		12.4%	12.7%	0.98	11.5%	1.08	11.2%	1.11	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		51.1%	64.9%	0.79	52.8%	0.97	59.3%	0.86	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$32,936		\$18,658	1.77	\$25,873	1.27	\$21,058	1.56	\$0	N/A
Inpatient Net Revenue per Day	\$4,259		\$3,656	1.16	\$4,216	1.01	\$3,785	1.13	\$0	N/A
Outpatient Net Revenue per Visit	\$1,192		\$781	1.53	\$852	1.40	\$881	1.35	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,676,916,062	Cash & Cash Equivalents	\$2,576,302,275	Current Liabilities	\$208,474,604
Less Deductions	\$4,301,076,755	Net Patient Receivables	\$310,267,995	Long-Term Debt	\$0
Net Patient Revenue	\$1,375,839,307	Other Receivables	\$23,130,839	Other Liabilities	\$6,191,291
Plus Other Revenue	\$151,046,862			Subtotal	\$214,665,895
Total Revenue	\$1,526,886,170	Land, Buildings & Equipment (Net)	\$480,366,997	Unrestricted Fund Balance	\$3,218,836,535
Less Expenses	\$1,304,833,037	Other Assets	\$43,434,323	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$562,412			Total Liabilities & Fund Balance	\$3,433,502,430
Net Income	\$222,615,545	Total Assets	\$3,433,502,429		

075 Children's Wisconsin-Milwaukee Hospital
 9000 W Wisconsin Ave
 Milwaukee, WI 53226
 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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	57.9%	N/A	68.4%	N/A	58.1%	N/A	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	42.5%	N/A	31.4%	N/A	0.0%	N/A
Pediatrics	78.9%	59.6%	1.32	78.9%	1.00	77.0%	1.02	98.6%	0.80
Total Hospital	89.3%	58.7%	1.52	68.1%	1.31	55.7%	1.60	99.7%	0.90
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.8	N/A	106.2	N/A	31.3	N/A	0.0	N/A
Obstetrics	0.0	4.8	N/A	17.1	N/A	4.8	N/A	0.0	N/A
Pediatrics	59.9	1.5	38.83	7.5	8.00	4.0	38.83	51.3	1.17
Total Hospital	181.2	49.8	3.64	158.1	1.15	61.6	2.94	161.5	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.6	N/A	5.5	N/A	4.4	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.4	N/A	0.0	N/A
Pediatrics	3.5	3.8	0.92	3.5	1.00	3.5	1.00	3.6	0.97
Total Hospital	7.3	4.9	1.50	6.0	1.22	4.6	1.57	7.9	0.93
Surgical Operations									
Inpatient	3,041	1,037	2.93	2,696	1.13	1,302	2.33	2,776	1.10
Outpatient	9,850	3,865	2.55	4,901	2.01	5,418	1.82	9,176	1.07
Inpatient as % of All Surgeries	23.6%	21.2%	1.11	35.5%	0.66	19.4%	1.22	23.2%	1.02
Outpatient Visits									
Non-Emergency Visits	319,086	145,246	2.20	244,552	1.30	219,131	1.46	270,877	1.18
Emergency Visits	62,837	16,058	3.91	36,633	1.72	24,739	2.54	45,806	1.37
Full-Time Equivalents (FTEs)									
Administrators	37.0	19.0	1.94	50.6	0.73	20.7	1.79	48.6	0.76
Nurses, Licensed	1,002.2	247.5	4.05	682.1	1.47	342.9	2.92	1,147.8	0.87
Ancillary Nursing Personnel	102.6	40.3	2.55	143.1	0.72	54.5	1.88	147.3	0.70
All Other Personnel	1,433.3	496.2	2.89	1,134.1	1.26	656.1	2.18	1,449.7	0.99
Total FTEs	2,575.0	803.0	3.21	2,009.8	1.28	1,074.1	2.40	2,793.4	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.7	13.0	0.90	14.7	0.80	10.1	1.15	16.9	0.69
Nurses, Licensed	316.8	168.4	1.88	198.5	1.60	168.5	1.88	398.1	0.80
Ancillary Nursing Personnel	32.4	27.4	1.18	41.6	0.78	26.8	1.21	51.1	0.63
All Other Personnel	453.1	337.6	1.34	330.0	1.37	322.3	1.41	502.9	0.90
Total FTEs	814.1	546.4	1.49	584.8	1.39	527.7	1.54	969.0	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	203	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	9,065	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	66,149			Inpatient Days	0	Newborn Days	0

075 Children's Wisconsin-Milwaukee Hospital
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	76	6,237	21,877	78.9%	59.9	3.5
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	50	1,303	17,037	93.4%	46.7	13.1
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	59	752	21,293	98.9%	58.3	28.3
Other Intensive Care	1	18	773	5,942	90.4%	16.3	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	37	0	37.0	Surgical Personnel	26	9	29.9
Physicians & Dentists	9	7	10.3	Radiological Services Personnel	67	46	89.5
Medical & Dental Residents	7	0	7.0	Respiratory Therapists	64	21	72.0
Dental Hygienists	2	2	3.0	Occupational Therapists	11	13	19.5
Registered Nurses	629	667	938.4	Occupational Therapy Assistants/Aides	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	29	21	39.7
Licensed Practical Nurses	0	2	0.8	Physical Therapy Assistants/Aides	0	2	1.1
Ancillary Nursing Personnel	52	160	102.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	20	13	27.5
Nurse Practitioners	40	16	48.4	Psychologists	6	3	8.4
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	30	31	39.4
Clinical Nurse Specialists	14	1	14.6	All Other Health Professionals	367	91	406.0
Health Info Mgmt-Administrators/Technicians	0	2	0.0	All Other Personnel	351	182	421.9
Pharmacy Personnel	78	56	101.7				
Clinical Laboratory Personnel	80	32	90.6				
				Total	1,974	1,395	2,575.0

075 Children's Wisconsin-Milwaukee Hospital

Milwaukee, WI 53226

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$4,602,548	0.3%	46.6%	0.01	44.6%	0.01	43.4%	0.01	0.7%	0.47
Medical Assistance	\$703,130,849	52.3%	14.4%	3.63	21.6%	2.42	18.4%	2.84	49.9%	1.05
Commercial	\$609,438,903	45.4%	33.9%	1.34	30.1%	1.51	33.8%	1.34	47.6%	0.95
All Other	\$26,160,873	1.9%	5.1%	0.38	3.7%	0.53	4.3%	0.45	1.8%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,085,450	0.2%	35.2%	0.01	35.8%	0.01	33.7%	0.01	0.5%	0.44
Medical Assistance	\$439,483,639	32.7%	11.1%	2.96	16.4%	1.99	14.1%	2.32	30.4%	1.08
Commercial	\$138,967,396	10.3%	14.9%	0.69	14.1%	0.73	13.7%	0.76	10.7%	0.96
Charity Care	\$2,070,120	0.2%	0.7%	0.22	0.9%	0.18	0.7%	0.23	0.2%	0.70
Bad Debt	\$5,260,784	0.4%	1.0%	0.38	0.9%	0.42	1.3%	0.31	0.5%	0.78
All Other	\$21,320,940	1.6%	2.8%	0.57	1.3%	1.24	2.7%	0.59	1.3%	1.20
Total Deductions	\$610,188,329	45.4%	65.8%	0.69	69.4%	0.65	66.0%	0.69	43.7%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.9%	6.5%	1.06	5.3%	1.29	6.7%	1.02	8.0%	0.86	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	N/A	N/A	20.9%	N/A	19.4%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$273,633,073	39.9%	42.4%	0.94	34.5%	1.16	43.3%	0.92	39.6%	1.01
Supplies & Services	\$331,114,448	48.3%	51.3%	0.94	59.5%	0.81	49.2%	0.98	49.6%	0.97
Capital Component	\$80,869,602	11.8%	6.2%	1.89	6.0%	1.97	7.4%	1.59	10.8%	1.09
Fiscal Statistics										
Operating Margin (%)	12.9%	10.4%	1.24	11.2%	1.15	12.2%	1.05	6.8%	1.90	
Total Hospital Net Income (%)	12.8%	14.1%	0.91	10.9%	1.18	15.0%	0.85	8.3%	1.54	
Return on Equity (%)	4.1%	6.3%	0.64	7.1%	0.57	3.8%	1.08	2.6%	1.57	
Current Ratio	2.7	4.1	0.67	6.9	0.40	4.0	0.68	2.7	1.01	
Days in Net Patient Accounts Receivable	58.9	87.5	0.67	56.9	1.04	139.1	0.42	47.9	1.23	
Average Payment Period	71.5	89.9	0.80	51.3	1.39	140.8	0.51	63.0	1.14	
Equity Financing (%)	74.0%	64.7%	1.14	83.8%	0.88	62.1%	1.19	70.5%	1.05	
Long-Term Debt to Equity Ratio	0.3	0.3	0.77	0.1	3.84	0.4	0.61	0.3	0.79	
Times Interest Earned	7.4	21.0	0.35	14.2	0.52	15.1	0.49	7.3	1.02	
Total Asset Turnover	0.3	0.4	0.74	0.7	0.48	0.2	1.31	0.3	1.04	
Average Age of Plant (Years)	9.2	17.1	0.54	11.7	0.78	23.5	0.39	9.2	0.99	
Increase (Decrease) Total Net Patient Revenue	14.2%	12.7%	1.12	11.5%	1.23	18.6%	0.76	-7.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	42.5%	64.9%	0.65	52.8%	0.80	69.2%	0.61	41.1%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$48,893	\$18,658	2.62	\$25,873	1.89	\$18,023	2.71	\$51,247	0.95	
Inpatient Net Revenue per Day	\$6,671	\$3,656	1.82	\$4,216	1.58	\$3,813	1.75	\$6,210	1.07	
Outpatient Net Revenue per Visit	\$773	\$781	0.99	\$852	0.91	\$729	1.06	\$827	0.93	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,343,333,173	Cash & Cash Equivalents	\$125,951,275	Current Liabilities	\$123,087,620
Less Deductions	\$610,188,329	Net Patient Receivables	\$118,324,178	Long-Term Debt	\$467,475,046
Net Patient Revenue	\$733,144,844	Other Receivables	\$8,471,104	Other Liabilities	\$54,169,503
Plus Other Revenue	\$54,047,693			Subtotal	\$644,732,169
Total Revenue	\$787,192,536	Land, Buildings & Equipment (Net)	\$584,311,141	Unrestricted Fund Balance	\$1,835,078,640
Less Expenses	\$685,617,123	Other Assets	\$1,642,753,111	Restricted Fund Balance	\$344,953,788
Non-Operating Gains/Losses	-\$1,013,153	Total Assets	\$2,479,810,809	Total Liabilities & Fund Balance	\$2,479,810,809
Net Income	\$100,562,260				

079 Froedtert Hospital
 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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	86.3%	57.9%	1.49	68.4%	1.26	72.0%	1.20	82.9%	1.04
Obstetrics	45.7%	36.8%	1.24	42.5%	0.55	46.8%	0.97	50.0%	0.91
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	80.2%	58.7%	1.37	68.1%	1.18	68.8%	1.17	76.3%	1.05
Average Census (Patients)									
Adult Medical-Surgical	341.6	26.8	12.73	106.2	3.22	108.1	3.16	309.2	1.10
Obstetrics	23.3	4.8	4.81	17.1	1.36	14.4	1.62	25.5	0.91
Pediatrics	0.0	1.5	N/A	7.5	N/A	5.0	N/A	0.0	N/A
Total Hospital	574.9	49.8	11.55	158.1	3.64	209.1	2.75	525.9	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	4.6	1.09	5.5	0.90	5.0	0.99	4.9	1.01
Obstetrics	2.5	2.4	1.04	2.6	0.97	2.6	0.98	2.7	0.95
Pediatrics	0.0	3.8	N/A	3.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	5.9	4.9	1.21	6.0	0.98	5.3	1.11	5.9	0.99
Surgical Operations									
Inpatient	11,388	1,037	10.98	2,696	4.22	3,842	2.96	10,298	1.11
Outpatient	10,301	3,865	2.67	4,901	2.10	11,153	0.92	9,377	1.10
Inpatient as % of All Surgeries	52.5%	21.2%	2.48	35.5%	1.48	25.6%	2.05	52.3%	1.00
Outpatient Visits									
Non-Emergency Visits	840,897	145,246	5.79	244,552	3.44	450,554	1.87	724,967	1.16
Emergency Visits	50,083	16,058	3.12	36,633	1.37	40,709	1.23	49,445	1.01
Full-Time Equivalents (FTEs)									
Administrators	279.9	19.0	14.69	50.6	5.54	63.3	4.42	275.5	1.02
Nurses, Licensed	2,259.8	247.5	9.13	682.1	3.31	921.1	2.45	2,292.7	0.99
Ancillary Nursing Personnel	396.1	40.3	9.83	143.1	2.77	153.6	2.58	393.2	1.01
All Other Personnel	3,364.7	496.2	6.78	1,134.1	2.97	1,865.1	1.80	3,319.4	1.01
Total FTEs	6,300.5	803.0	7.85	2,009.8	3.13	3,003.0	2.10	6,280.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.2	13.0	1.79	14.7	1.57	11.7	1.97	26.2	0.89
Nurses, Licensed	187.0	168.4	1.11	198.5	0.94	170.7	1.10	217.7	0.86
Ancillary Nursing Personnel	32.8	27.4	1.20	41.6	0.79	28.5	1.15	37.3	0.88
All Other Personnel	278.4	337.6	0.82	330.0	0.84	345.6	0.81	315.1	0.88
Total FTEs	521.3	546.4	0.95	584.8	0.89	556.5	0.94	596.3	0.87

Total Hospital:
 Beds Set Up & Staffed 717
 Discharges 35,717
 Inpatient Days 209,821

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 3,205
 Newborn Days 4,887

079 Froedtert Hospital
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	396	25,000	124,692	86.3%	341.6	5.0
Orthopedic	1	32	1,775	9,699	83.0%	26.6	5.5
Rehabilitation & Physical Medicine	1	26	639	8,113	85.5%	22.2	12.7
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	1	94	3,618	28,643	0.0%	78.5	7.9
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	3,351	8,501	45.7%	23.3	2.5
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	59	542	11,491	53.4%	31.5	21.2
Cardiac Intensive Unit	1	19	153	6,451	93.0%	17.7	42.2
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	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	40	639	12,231	83.8%	33.5	19.1
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	276	6	279.9	Surgical Personnel	86	19	96.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	256	168	329.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	61	28	72.3
Dental Hygienists	0	0	0.0	Occupational Therapists	39	56	68.0
Registered Nurses	1,621	957	2,173.6	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	57	63	88.2
Licensed Practical Nurses	4	5	5.7	Physical Therapy Assistants/Aides	5	8	9.3
Ancillary Nursing Personnel	180	505	396.1	Recreational Therapists	1	0	1.0
Physician Assistants	0	3	1.8	Dietitians & Nutritionists	25	19	37.2
Nurse Practitioners	3	7	5.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	51	10	53.4	Social Workers	74	20	81.9
Clinical Nurse Specialists	18	5	21.4	All Other Health Professionals	765	475	1,000.4
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	955	294	1,095.5
Pharmacy Personnel	240	105	276.6				
Clinical Laboratory Personnel	15	3	16.3				
				Total	4,886	2,814	6,300.5

079 Froedtert Hospital
Milwaukee, WI 53226

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,841,127,275	45.0%	46.6%	0.96	44.6%	1.01	46.9%	0.96	44.9%	1.00
Medical Assistance	\$1,025,504,474	16.2%	14.4%	1.13	21.6%	0.75	13.3%	1.23	15.2%	1.07
Commercial	\$2,076,396,809	32.9%	33.9%	0.97	30.1%	1.09	34.1%	0.96	33.3%	0.99
All Other	\$370,377,482	5.9%	5.1%	1.16	3.7%	1.60	5.7%	1.02	6.6%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,190,118,789	34.7%	35.2%	0.99	35.8%	0.97	36.2%	0.96	34.6%	1.00
Medical Assistance	\$812,318,349	12.9%	11.1%	1.16	16.4%	0.78	10.3%	1.25	12.1%	1.06
Commercial	\$1,039,424,535	16.5%	14.9%	1.10	14.1%	1.17	16.2%	1.01	15.7%	1.05
Charity Care	\$30,042,781	0.5%	0.7%	0.67	0.9%	0.54	0.7%	0.68	0.9%	0.50
Bad Debt	\$60,367,244	1.0%	1.0%	0.94	0.9%	1.02	0.8%	1.15	0.9%	1.01
All Other	\$117,913,166	1.9%	2.8%	0.67	1.3%	1.46	3.0%	0.61	1.7%	1.09
Total Deductions	\$4,250,184,864	67.3%	65.8%	1.02	69.4%	0.97	67.3%	1.00	66.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.3%	6.5%	0.36		5.3%	0.44	6.7%	0.35	4.2%	0.55
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A		N/A	N/A	30.5%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$599,656,495	31.7%	42.4%	0.75	34.5%	0.92	41.3%	0.77	31.9%	0.99
Supplies & Services	\$1,191,566,299	63.0%	51.3%	1.23	59.5%	1.06	53.3%	1.18	62.5%	1.01
Capital Component	\$100,993,784	5.3%	6.2%	0.86	6.0%	0.89	5.4%	0.98	5.6%	0.95
Fiscal Statistics										
Operating Margin (%)	10.4%	10.4%	1.00		11.2%	0.93	9.3%	1.12	9.4%	1.11
Total Hospital Net Income (%)	8.7%	14.1%	0.62		10.9%	0.80	12.9%	0.68	7.4%	1.18
Return on Equity (%)	15.0%	6.3%	2.37		7.1%	2.11	8.9%	1.68	11.4%	1.32
Current Ratio	1.4	4.1	0.35		6.9	0.21	4.8	0.30	1.2	1.18
Days in Net Patient Accounts Receivable	51.0	87.5	0.58		56.9	0.90	61.8	0.83	45.8	1.12
Average Payment Period	43.4	89.9	0.48		51.3	0.84	62.8	0.69	51.9	0.84
Equity Financing (%)	78.5%	64.7%	1.21		83.8%	0.94	69.5%	1.13	75.7%	1.04
Long-Term Debt to Equity Ratio	0.0	0.3	0.12		0.1	0.62	0.2	0.22	0.0	0.90
Times Interest Earned	10.5	21.0	0.50		14.2	0.74	24.3	0.43	8.5	1.23
Total Asset Turnover	1.8	0.4	4.08		0.7	2.67	0.7	2.64	1.6	1.11
Average Age of Plant (Years)	11.3	17.1	0.66		11.7	0.97	13.3	0.85	9.8	1.15
Increase (Decrease) Total Net Patient Revenue	12.9%	12.7%	1.01		11.5%	1.12	11.2%	1.15	2.4%	5.46
Outpatient Gross Revenue (% of Total GPR)	52.0%	64.9%	0.80		52.8%	0.99	59.3%	0.88	49.9%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$30,015	\$18,658	1.61		\$25,873	1.16	\$21,058	1.43	\$30,109	1.00
Inpatient Net Revenue per Day	\$5,065	\$3,656	1.39		\$4,216	1.20	\$3,785	1.34	\$5,060	1.00
Outpatient Net Revenue per Visit	\$1,180	\$781	1.51		\$852	1.38	\$881	1.34	\$1,164	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,313,406,040	Cash & Cash Equivalents	\$2,461,721	Current Liabilities	\$216,239,923
Less Deductions	\$4,250,184,864	Net Patient Receivables	\$288,539,264	Long-Term Debt	\$38,714,851
Net Patient Revenue	\$2,063,221,176	Other Receivables	\$5,402,127	Other Liabilities	\$4,844,226
Plus Other Revenue	\$49,600,090			Subtotal	\$259,799,000
Total Revenue	\$2,112,821,268	Land, Buildings & Equipment (Net)	\$893,396,218	Unrestricted Fund Balance	\$947,015,000
Less Expenses	\$1,892,216,578	Other Assets	\$17,014,670	Restricted Fund Balance	\$32,513,000
Non-Operating Gains/Losses	-\$40,126,690			Total Liabilities & Fund Balance	\$1,206,814,000
Net Income	\$180,478,000	Total Assets	\$1,206,814,000		

323 Marshfield Medical Center - Minocqua
 9576 Highway 70
 Minocqua, WI 54548

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2021 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.6%	57.9%	1.36	58.8%	1.34	58.1%	1.35	0.0%	N/A
Obstetrics	29.3%	36.8%	0.80	39.4%	0.04	31.4%	0.93	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	65.6%	58.7%	1.12	61.6%	1.06	55.7%	1.18	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	11.0	26.8	0.41	17.6	0.62	31.3	0.35	0.0	N/A
Obstetrics	1.5	4.8	0.30	3.2	0.46	4.8	0.30	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.9	N/A	4.0	N/A	0.0	N/A
Total Hospital	12.5	49.8	0.25	35.6	0.35	61.6	0.20	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.4	0.94	4.4	0.94	0.0	N/A
Obstetrics	2.1	2.4	0.86	2.2	0.96	2.4	0.89	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.3	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.76	4.7	0.78	4.6	0.80	0.0	N/A
Surgical Operations									
Inpatient	304	1,037	0.29	1,116	0.27	1,302	0.23	0	N/A
Outpatient	4,477	3,865	1.16	3,513	1.27	5,418	0.83	0	N/A
Inpatient as % of All Surgeries	6.4%	21.2%	0.30	24.1%	0.26	19.4%	0.33	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	120,571	145,246	0.83	131,878	0.91	219,131	0.55	0	N/A
Emergency Visits	8,282	16,058	0.52	11,093	0.75	24,739	0.33	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	20.4	0.05	20.7	0.05	0.0	N/A
Nurses, Licensed	83.3	247.5	0.34	172.5	0.48	342.9	0.24	0.0	N/A
Ancillary Nursing Personnel	8.2	40.3	0.20	24.7	0.33	54.5	0.15	0.0	N/A
All Other Personnel	152.6	496.2	0.31	457.0	0.33	656.1	0.23	0.0	N/A
Total FTEs	245.1	803.0	0.31	674.6	0.36	1,074.1	0.23	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.7	13.0	0.05	17.1	0.04	10.1	0.07	0.0	N/A
Nurses, Licensed	58.3	168.4	0.35	144.1	0.40	168.5	0.35	0.0	N/A
Ancillary Nursing Personnel	5.7	27.4	0.21	20.6	0.28	26.8	0.21	0.0	N/A
All Other Personnel	106.9	337.6	0.32	381.6	0.28	322.3	0.33	0.0	N/A
Total FTEs	171.6	546.4	0.31	563.4	0.30	527.7	0.33	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	19	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	1,230	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	210
Inpatient Days	4,552			Inpatient Days	0	Newborn Days	411

323 Marshfield Medical Center - Minocqua
Minocqua, WI 54548

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	976	4,017	78.6%	11.0	4.1
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	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	254	535	29.3%	1.5	2.1
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	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	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.

* 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	6	6	8.4
Physicians & Dentists	3	1	3.0	Radiological Services Personnel	16	7	17.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	51	57	81.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	1	0.7
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	8	8.2	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	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	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	16	69.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	3	10.0
Pharmacy Personnel	12	8	13.6				
Clinical Laboratory Personnel	7	0	7.0				
				Total	186	116	245.1

323 Marshfield Medical Center - Minocqua

Minocqua, WI 54548

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$197,188,898	60.6%	46.6%	1.30	51.2%	1.18	43.4%	1.40	0.0%	N/A
Medical Assistance	\$31,078,616	9.6%	14.4%	0.66	13.3%	0.72	18.4%	0.52	0.0%	N/A
Commercial	\$78,198,311	24.0%	33.9%	0.71	29.9%	0.80	33.8%	0.71	0.0%	N/A
All Other	\$18,791,226	5.8%	5.1%	1.14	5.7%	1.02	4.3%	1.33	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$126,161,246	38.8%	35.2%	1.10	36.0%	1.08	33.7%	1.15	0.0%	N/A
Medical Assistance	\$22,990,410	7.1%	11.1%	0.64	10.1%	0.70	14.1%	0.50	0.0%	N/A
Commercial	\$24,114,506	7.4%	14.9%	0.50	9.2%	0.80	13.7%	0.54	0.0%	N/A
Charity Care	\$1,429,594	0.4%	0.7%	0.62	0.8%	0.57	0.7%	0.67	0.0%	N/A
Bad Debt	\$3,903,980	1.2%	1.0%	1.18	0.8%	1.48	1.3%	0.96	0.0%	N/A
All Other	\$11,873,672	3.7%	2.8%	1.31	3.5%	1.04	2.7%	1.36	0.0%	N/A
Total Deductions	\$190,473,408	58.6%	65.8%	0.89	60.4%	0.97	66.0%	0.89	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%	6.5%	0.08		4.2%	0.12	6.7%	0.07	0.0%	N/A
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A		32.5%	N/A	20.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,834,479	46.0%	42.4%	1.08	42.4%	1.09	43.3%	1.06	0.0%	N/A
Supplies & Services	\$60,644,531	50.0%	51.3%	0.97	52.7%	0.95	49.2%	1.01	0.0%	N/A
Capital Component	\$4,891,399	4.0%	6.2%	0.65	4.9%	0.82	7.4%	0.54	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	10.4%	10.4%	1.00		9.6%	1.08	12.2%	0.85	0.0%	N/A
Total Hospital Net Income (%)	10.4%	14.1%	0.74		13.6%	0.76	15.0%	0.69	0.0%	N/A
Return on Equity (%)	0.4%	6.3%	0.07		3.3%	0.13	3.8%	0.12	0.0%	N/A
Current Ratio	2.8	4.1	0.68		2.8	0.98	4.0	0.69	0.0	N/A
Days in Net Patient Accounts Receivable	874.7	87.5	10.00		167.5	5.22	139.1	6.29	0.0	N/A
Average Payment Period	876.4	89.9	9.75		165.5	5.30	140.8	6.22	0.0	N/A
Equity Financing (%)	47.4%	64.7%	0.73		50.9%	0.93	62.1%	0.76	0.0%	N/A
Long-Term Debt to Equity Ratio	0.8	0.3	2.55		0.7	1.20	0.4	2.01	0.0	N/A
Times Interest Earned	0.0	21.0	N/A		48.7	N/A	15.1	N/A	0.0	N/A
Total Asset Turnover	0.0	0.4	0.10		0.2	0.18	0.2	0.17	0.0	N/A
Average Age of Plant (Years)	194.8	17.1	11.41		33.5	5.81	23.5	8.29	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	155.6%	12.7%	12.21		25.1%	6.20	18.6%	8.35	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	92.0%	64.9%	1.42		70.5%	1.30	69.2%	1.33	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,008	\$18,658	0.48		\$16,540	0.54	\$18,023	0.50	\$0	N/A
Inpatient Net Revenue per Day	\$2,669	\$3,656	0.73		\$3,511	0.76	\$3,813	0.70	\$0	N/A
Outpatient Net Revenue per Visit	\$990	\$781	1.27		\$799	1.24	\$729	1.36	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$325,257,051	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$190,473,408	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$134,783,643	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$673,693			Subtotal	\$1,683,908,000
Total Revenue	\$135,457,336	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$121,370,409	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$0	Total Assets	\$3,199,879,000	Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$14,086,927				

091 SSM Health Monroe Hospital
 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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.3%	57.9%	0.85	58.2%	0.85	58.1%	0.85	40.0%	1.23
Obstetrics	22.5%	36.8%	0.61	41.0%	0.07	31.4%	0.72	22.7%	0.99
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	44.3%	58.7%	0.75	62.3%	0.71	55.7%	0.79	35.8%	1.24
Average Census (Patients)									
Adult Medical-Surgical	19.7	26.8	0.74	25.0	0.79	31.3	0.63	16.0	1.23
Obstetrics	2.7	4.8	0.56	4.5	0.59	4.8	0.56	2.7	0.99
Pediatrics	0.0	1.5	N/A	2.2	N/A	4.0	N/A	0.0	N/A
Total Hospital	25.7	49.8	0.52	53.8	0.48	61.6	0.42	20.8	1.24
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.5	0.91	4.4	0.94	3.7	1.12
Obstetrics	2.0	2.4	0.82	2.5	0.79	2.4	0.85	2.1	0.96
Pediatrics	0.0	3.8	N/A	4.5	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.80	4.5	0.86	4.6	0.84	3.3	1.17
Surgical Operations									
Inpatient	555	1,037	0.54	947	0.59	1,302	0.43	494	1.12
Outpatient	3,267	3,865	0.85	3,798	0.86	5,418	0.60	2,689	1.21
Inpatient as % of All Surgeries	14.5%	21.2%	0.69	20.0%	0.73	19.4%	0.75	15.5%	0.94
Outpatient Visits									
Non-Emergency Visits	255,846	145,246	1.76	172,458	1.48	219,131	1.17	230,457	1.11
Emergency Visits	17,421	16,058	1.08	16,037	1.09	24,739	0.70	15,550	1.12
Full-Time Equivalents (FTEs)									
Administrators	16.2	19.0	0.85	20.3	0.80	20.7	0.78	0.0	N/A
Nurses, Licensed	179.6	247.5	0.73	270.6	0.66	342.9	0.52	214.5	0.84
Ancillary Nursing Personnel	4.9	40.3	0.12	38.3	0.13	54.5	0.09	28.3	0.17
All Other Personnel	419.0	496.2	0.84	620.2	0.68	656.1	0.64	628.1	0.67
Total FTEs	619.6	803.0	0.77	949.5	0.65	1,074.1	0.58	870.9	0.71
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.6	13.0	0.74	12.6	0.76	10.1	0.95	0.0	N/A
Nurses, Licensed	106.3	168.4	0.63	168.2	0.63	168.5	0.63	160.8	0.66
Ancillary Nursing Personnel	2.9	27.4	0.11	23.8	0.12	26.8	0.11	21.2	0.14
All Other Personnel	248.1	337.6	0.73	385.4	0.64	322.3	0.77	470.7	0.53
Total FTEs	367.0	546.4	0.67	590.0	0.62	527.7	0.70	652.7	0.56

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	10
Discharges	2,414	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	470
Inpatient Days	9,375			Inpatient Days	0	Newborn Days	746

091 SSM Health Monroe Hospital
 Monroe, WI 53566

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,740	7,204	49.3%	19.7	4.1
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	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	12	489	985	22.5%	2.7	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	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	165	1,186	54.2%	3.2	7.2
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	16	1	16.2	Surgical Personnel	3	0	3.0
Physicians & Dentists	18	7	18.0	Radiological Services Personnel	5	5	9.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	2	5.7
Registered Nurses	133	60	170.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	1	12.7
Licensed Practical Nurses	2	3	3.0	Physical Therapy Assistants/Aides	1	3	2.2
Ancillary Nursing Personnel	1	5	4.9	Recreational Therapists	1	1	1.0
Physician Assistants	2	2	2.0	Dietitians & Nutritionists	4	4	5.7
Nurse Practitioners	3	1	3.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	5	4.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	127	57	149.3
Health Info Mgmt-Administrators/Technicians	21	2	21.0	All Other Personnel	84	52	104.1
Pharmacy Personnel	17	1	17.0				
Clinical Laboratory Personnel	41	20	49.9				
				Total	510	236	619.6

091 SSM Health Monroe Hospital

Monroe, WI 53566

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$314,583,749	48.3%	46.6%	1.04	42.1%	1.15	43.4%	1.11	48.0%	1.01
Medical Assistance	\$74,642,875	11.5%	14.4%	0.80	12.0%	0.95	18.4%	0.62	11.8%	0.97
Commercial	\$247,163,665	38.0%	33.9%	1.12	37.4%	1.01	33.8%	1.12	38.2%	0.99
All Other	\$14,275,007	2.2%	5.1%	0.43	8.4%	0.26	4.3%	0.51	1.9%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$245,626,215	37.8%	35.2%	1.07	31.8%	1.19	33.7%	1.12	37.1%	1.02
Medical Assistance	\$64,456,946	9.9%	11.1%	0.89	9.3%	1.07	14.1%	0.70	10.0%	0.99
Commercial	\$124,962,872	19.2%	14.9%	1.29	19.0%	1.01	13.7%	1.40	18.0%	1.07
Charity Care	\$3,595,464	0.6%	0.7%	0.77	0.5%	1.04	0.7%	0.84	0.7%	0.85
Bad Debt	\$8,835,820	1.4%	1.0%	1.33	1.0%	1.32	1.3%	1.08	1.4%	1.00
All Other	\$11,803,268	1.8%	2.8%	0.65	4.5%	0.40	2.7%	0.68	1.7%	1.06
Total Deductions	\$459,280,585	70.6%	65.8%	1.07	66.2%	1.07	66.0%	1.07	68.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.5%	6.5%	0.86	6.8%	0.82	6.7%	0.82	7.7%	0.72
Net Gains/Losses as % of Net Income		84.6%	29.4%	2.88	49.6%	1.70	20.9%	4.05	137.6%	0.62
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$110,872,468	55.5%	42.4%	1.31	44.5%	1.25	43.3%	1.28	57.4%	0.97
Supplies & Services	\$75,686,604	37.9%	51.3%	0.74	48.9%	0.78	49.2%	0.77	34.6%	1.10
Capital Component	\$13,074,800	6.5%	6.2%	1.05	6.6%	0.99	7.4%	0.88	8.0%	0.81
Fiscal Statistics										
Operating Margin (%)		1.5%	10.4%	0.14	8.0%	0.18	12.2%	0.12	-3.3%	N/A
Total Hospital Net Income (%)		8.9%	14.1%	0.63	14.8%	0.60	15.0%	0.59	7.8%	1.14
Return on Equity (%)		4.7%	6.3%	0.75	10.2%	0.47	3.8%	1.26	4.5%	1.05
Current Ratio		5.8	4.1	1.41	2.7	2.18	4.0	1.45	2.9	2.01
Days in Net Patient Accounts Receivable		47.6	87.5	0.54	50.7	0.94	139.1	0.34	56.6	0.84
Average Payment Period		46.3	89.9	0.52	78.2	0.59	140.8	0.33	60.9	0.76
Equity Financing (%)		61.2%	64.7%	0.95	59.6%	1.03	62.1%	0.99	66.7%	0.92
Long-Term Debt to Equity Ratio		0.3	0.3	0.78	0.3	1.01	0.4	0.61	0.3	0.92
Times Interest Earned		9.4	21.0	0.45	18.0	0.52	15.1	0.63	7.8	1.20
Total Asset Turnover		0.5	0.4	1.15	0.6	0.78	0.2	2.04	0.5	0.96
Average Age of Plant (Years)		3.5	17.1	0.20	12.6	0.28	23.5	0.15	2.4	1.45
Increase (Decrease) Total Net Patient Revenue		16.2%	12.7%	1.27	11.3%	1.44	18.6%	0.87	-4.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.8%	64.9%	1.31	61.9%	1.37	69.2%	1.22	84.4%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$17,612	\$18,658	0.94	\$18,949	0.93	\$18,023	0.98	\$14,902	1.18
Inpatient Net Revenue per Day		\$4,535	\$3,656	1.24	\$3,664	1.24	\$3,813	1.19	\$4,481	1.01
Outpatient Net Revenue per Visit		\$577	\$781	0.74	\$753	0.77	\$729	0.79	\$560	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$650,665,296	Cash & Cash Equivalents	\$108,010,012	Current Liabilities	\$24,034,129
Less Deductions	\$459,280,585	Net Patient Receivables	\$24,952,745	Long-Term Debt	\$64,193,805
Net Patient Revenue	\$191,384,711	Other Receivables	\$2,844,691	Other Liabilities	\$70,498,754
Plus Other Revenue	\$11,229,899			Subtotal	\$158,726,688
Total Revenue	\$202,614,610	Land, Buildings & Equipment (Net)	\$125,581,230	Unrestricted Fund Balance	\$250,873,952
Less Expenses	\$199,633,872	Other Assets	\$148,211,962	Restricted Fund Balance	\$5,947,737
Non-Operating Gains/Losses	\$16,429,053			Total Liabilities & Fund Balance	\$409,600,640
Net Income	\$19,409,791	Total Assets	\$409,600,640		

194 Children's Wisconsin-Fox Valley Hospital
 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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	0.0%	57.9%	N/A	50.0%	N/A	14.2%	N/A	0.0%	N/A	
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	0.0%	N/A	0.0%	N/A	
Pediatrics	62.6%	59.6%	1.05	23.2%	2.70	62.6%	1.00	72.8%	0.86	
Total Hospital	80.4%	58.7%	1.37	50.4%	1.60	18.3%	4.38	89.1%	0.90	
Average Census (Patients)										
Adult Medical-Surgical	0.0	26.8	N/A	23.2	N/A	2.1	N/A	0.0	N/A	
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A	
Pediatrics	1.9	1.5	1.22	0.3	6.07	0.2	1.22	2.2	0.86	
Total Hospital	13.7	49.8	0.27	37.4	0.37	2.8	4.95	13.4	1.02	
Average Length of Stay (Days)										
Adult Medical-Surgical	0.0	4.6	N/A	4.2	N/A	3.6	N/A	0.0	N/A	
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A	
Pediatrics	2.6	3.8	0.67	2.6	0.99	2.6	1.00	2.7	0.94	
Total Hospital	9.6	4.9	1.96	4.4	2.19	4.3	2.21	8.7	1.10	
Surgical Operations										
Inpatient	0	1,037	N/A	1,060	N/A	54	N/A	0	N/A	
Outpatient	0	3,865	N/A	5,859	N/A	1,655	N/A	0	N/A	
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	15.3%	N/A	3.2%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	18,791	145,246	0.13	100,098	0.19	27,310	0.69	15,058	1.25	
Emergency Visits	0	16,058	N/A	15,000	N/A	3,184	N/A	0	N/A	
Full-Time Equivalents (FTEs)										
Administrators	1.0	19.0	0.05	14.2	0.07	1.7	0.58	3.0	0.33	
Nurses, Licensed	60.8	247.5	0.25	181.5	0.33	37.1	1.64	72.0	0.84	
Ancillary Nursing Personnel	6.5	40.3	0.16	13.1	0.50	6.4	1.02	7.8	0.83	
All Other Personnel	85.0	496.2	0.17	298.4	0.28	71.3	1.19	84.0	1.01	
Total FTEs	153.3	803.0	0.19	507.2	0.30	116.6	1.31	166.8	0.92	
FTEs per 100 Patient Census (Adjusted)										
Administrators	4.5	13.0	0.35	11.3	0.40	11.4	0.39	12.9	0.35	
Nurses, Licensed	272.3	168.4	1.62	144.6	1.88	246.5	1.10	310.1	0.88	
Ancillary Nursing Personnel	29.1	27.4	1.06	10.4	2.79	42.3	0.69	33.6	0.87	
All Other Personnel	380.7	337.6	1.13	237.6	1.60	473.5	0.80	362.1	1.05	
Total FTEs	686.6	546.4	1.26	403.9	1.70	773.8	0.89	718.7	0.96	

Total Hospital:
 Beds Set Up & Staffed 17
 Discharges 522
 Inpatient Days 4,988

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 Wisconsin-Fox Valley Hospital
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	268	685	62.6%	1.9	2.6
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	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	1	14	254	4,303	84.2%	11.8	16.9
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.

* 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	13	8	15.7	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	7	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	6	11	11.1
Registered Nurses	37	45	57.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	7	7.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	11	6.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	4	5.2
Nurse Practitioners	2	1	2.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	2.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	22	2	22.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	2	8.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	102	107	153.3

194 Children's Wisconsin-Fox Valley Hospital
 Neenah, WI 54956

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,999	0.1%	46.6%	0.00	48.5%	0.00	46.0%	0.00	0.1%	1.23
Medical Assistance	\$14,421,304	36.7%	14.4%	2.55	11.1%	3.31	12.0%	3.06	30.1%	1.22
Commercial	\$23,852,419	60.7%	33.9%	1.79	37.0%	1.64	37.7%	1.61	67.6%	0.90
All Other	\$960,780	2.4%	5.1%	0.48	3.4%	0.72	4.2%	0.58	2.3%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,965	0.0%	35.2%	0.00	34.4%	0.00	24.4%	0.00	0.0%	1.21
Medical Assistance	\$7,060,324	18.0%	11.1%	1.62	8.5%	2.13	8.3%	2.16	14.7%	1.23
Commercial	\$3,801,579	9.7%	14.9%	0.65	14.3%	0.68	11.4%	0.85	9.0%	1.08
Charity Care	\$33,656	0.1%	0.7%	0.12	0.6%	0.13	0.7%	0.12	0.2%	0.48
Bad Debt	\$314,532	0.8%	1.0%	0.79	1.4%	0.57	1.4%	0.57	0.8%	1.01
All Other	\$982,756	2.5%	2.8%	0.90	2.5%	1.01	2.2%	1.13	2.3%	1.07
Total Deductions	\$12,211,812	31.1%	65.8%	0.47	61.6%	0.50	48.5%	0.64	27.0%	1.15
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	18.0%		6.5%	2.78	2.9%	6.28	5.2%	3.48	16.3%	1.10
Net Gains/Losses as % of Net Income	24.3%		29.4%	0.83	25.8%	0.94	16.4%	1.48	14.8%	1.64
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,895,928	56.5%	42.4%	1.33	39.7%	1.43	49.0%	1.15	57.7%	0.98
Supplies & Services	\$13,703,564	38.9%	51.3%	0.76	53.8%	0.72	44.0%	0.88	37.7%	1.03
Capital Component	\$1,593,035	4.5%	6.2%	0.73	6.5%	0.69	7.0%	0.65	4.7%	0.97
Fiscal Statistics										
Operating Margin (%)	-6.7%		10.4%	N/A	14.3%	N/A	12.2%	N/A	-2.9%	2.34
Total Hospital Net Income (%)	-9.0%		14.1%	N/A	18.3%	N/A	14.2%	N/A	-3.4%	2.68
Return on Equity (%)	-94.1%		6.3%	N/A	17.0%	N/A	21.6%	N/A	-16.2%	5.82
Current Ratio	-0.4		4.1	N/A	9.1	N/A	2.1	N/A	0.4	N/A
Days in Net Patient Accounts Receivable	91.0		87.5	1.04	53.2	1.71	53.3	1.71	50.7	1.79
Average Payment Period	38.5		89.9	0.43	32.2	1.20	54.9	0.70	52.5	0.73
Equity Financing (%)	0.0%		64.7%	N/A	109.2%	N/A	43.0%	N/A	12.3%	N/A
Long-Term Debt to Equity Ratio	0.0		0.3	N/A	-0.1	N/A	0.7	N/A	1.0	N/A
Times Interest Earned	0.0		21.0	N/A	32.4	N/A	13.9	N/A	0.0	N/A
Total Asset Turnover	10.7		0.4	24.85	0.9	12.05	1.5	7.18	4.8	2.21
Average Age of Plant (Years)	6.2		17.1	0.37	7.7	0.81	8.5	0.74	6.6	0.95
Increase (Decrease) Total Net Patient Revenue	2.1%		12.7%	0.16	13.9%	0.15	15.6%	0.13	0.3%	6.16
Outpatient Gross Revenue (% of Total GPR)	40.6%		64.9%	0.63	70.3%	0.58	82.0%	0.50	40.7%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$35,777		\$18,658	1.92	\$13,612	2.63	\$21,986	1.63	\$32,067	1.12
Inpatient Net Revenue per Day	\$3,860		\$3,656	1.06	\$3,085	1.25	\$3,295	1.17	\$3,599	1.07
Outpatient Net Revenue per Visit	\$463		\$781	0.59	\$815	0.57	\$696	0.66	\$576	0.80

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$39,264,502	Cash & Cash Equivalents	\$0	Current Liabilities	\$3,660,167
Less Deductions	\$12,211,812	Net Patient Receivables	\$6,745,949	Long-Term Debt	\$0
Net Patient Revenue	\$27,052,690	Other Receivables	\$1,509,359	Other Liabilities	\$1,466,548
Plus Other Revenue	\$5,934,299			Subtotal	\$5,126,715
Total Revenue	\$32,986,989	Land, Buildings & Equipment (Net)	\$1,642,016	Unrestricted Fund Balance	-\$2,029,809
Less Expenses	\$35,192,527	Other Assets	-\$6,800,418	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$708,969	Total Assets	\$3,096,906	Total Liabilities & Fund Balance	\$3,096,906
Net Income	-\$2,914,507				

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.0%	57.9%	0.98	50.0%	1.14	58.1%	0.98	57.9%	0.98
Obstetrics	36.2%	36.8%	0.98	28.9%	0.35	31.4%	1.15	33.7%	1.07
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	58.0%	58.7%	0.99	50.4%	1.15	55.7%	1.04	55.3%	1.05
Average Census (Patients)									
Adult Medical-Surgical	42.7	26.8	1.59	23.2	1.84	31.3	1.36	43.4	0.98
Obstetrics	10.1	4.8	2.09	4.6	2.19	4.8	2.09	9.4	1.07
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	95.0	49.8	1.91	37.4	2.54	61.6	1.54	90.7	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.6	0.87	4.2	0.96	4.4	0.91	4.0	1.00
Obstetrics	2.4	2.4	0.98	2.3	1.06	2.4	1.01	2.5	0.98
Pediatrics	0.0	3.8	N/A	2.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.91	4.4	1.01	4.6	0.95	4.3	1.03
Surgical Operations									
Inpatient	3,195	1,037	3.08	1,060	3.01	1,302	2.45	3,110	1.03
Outpatient	12,738	3,865	3.30	5,859	2.17	5,418	2.35	10,208	1.25
Inpatient as % of All Surgeries	20.1%	21.2%	0.95	15.3%	1.31	19.4%	1.03	23.4%	0.86
Outpatient Visits									
Non-Emergency Visits	92,841	145,246	0.64	100,098	0.93	219,131	0.42	62,285	1.49
Emergency Visits	23,225	16,058	1.45	15,000	1.55	24,739	0.94	20,747	1.12
Full-Time Equivalents (FTEs)									
Administrators	30.0	19.0	1.57	14.2	2.12	20.7	1.45	48.8	0.61
Nurses, Licensed	341.1	247.5	1.38	181.5	1.88	342.9	0.99	356.2	0.96
Ancillary Nursing Personnel	34.7	40.3	0.86	13.1	2.65	54.5	0.64	18.0	1.93
All Other Personnel	520.7	496.2	1.05	298.4	1.75	656.1	0.79	468.9	1.11
Total FTEs	926.5	803.0	1.15	507.2	1.83	1,074.1	0.86	891.9	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.8	13.0	0.98	11.3	1.13	10.1	1.26	22.9	0.56
Nurses, Licensed	145.1	168.4	0.86	144.6	1.00	168.5	0.86	167.2	0.87
Ancillary Nursing Personnel	14.8	27.4	0.54	10.4	1.41	26.8	0.55	8.4	1.75
All Other Personnel	221.5	337.6	0.66	237.6	0.93	322.3	0.69	220.1	1.01
Total FTEs	394.1	546.4	0.72	403.9	0.98	527.7	0.75	418.7	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	164	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	7,872	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,564
Inpatient Days	34,692			Inpatient Days	0	Newborn Days	2,783

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	3,901	15,598	57.0%	42.7	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	240	2,709	61.8%	7.4	11.3
Hospice	2	0	169	326	0.0%	0.9	1.9
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	1,538	3,695	36.2%	10.1	2.4
Psychiatric	1	19	1,073	4,905	70.7%	13.4	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	238	3,038	59.5%	8.3	12.8
Step-Down (Special Care)	1	16	882	4,421	75.7%	12.1	5.0
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	30	0	30.0	Surgical Personnel	42	11	45.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	59	21	66.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	9	14.8
Dental Hygienists	0	0	0.0	Occupational Therapists	8	2	8.4
Registered Nurses	281	138	331.2	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	4	6.8
Licensed Practical Nurses	9	5	9.9	Physical Therapy Assistants/Aides	1	1	1.1
Ancillary Nursing Personnel	20	58	34.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	6	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	48	38	59.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	230	75	257.9
Pharmacy Personnel	23	5	24.5				
Clinical Laboratory Personnel	26	5	28.8				
				Total	797	383	926.5

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$242,316,486	39.3%	46.6%	0.84	48.5%	0.81	43.4%	0.91	40.0%	0.98
Medical Assistance	\$77,902,044	12.6%	14.4%	0.88	11.1%	1.14	18.4%	0.69	12.4%	1.02
Commercial	\$272,905,199	44.3%	33.9%	1.31	37.0%	1.20	33.8%	1.31	44.3%	1.00
All Other	\$22,762,626	3.7%	5.1%	0.73	3.4%	1.08	4.3%	0.85	3.4%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$166,849,522	27.1%	35.2%	0.77	34.4%	0.79	33.7%	0.80	27.2%	1.00
Medical Assistance	\$59,133,703	9.6%	11.1%	0.87	8.5%	1.14	14.1%	0.68	9.4%	1.02
Commercial	\$109,518,235	17.8%	14.9%	1.19	14.3%	1.24	13.7%	1.30	17.6%	1.01
Charity Care	\$4,325,294	0.7%	0.7%	0.98	0.6%	1.10	0.7%	1.07	0.5%	1.35
Bad Debt	\$9,835,079	1.6%	1.0%	1.57	1.4%	1.14	1.3%	1.28	1.9%	0.84
All Other	\$9,134,757	1.5%	2.8%	0.53	2.5%	0.60	2.7%	0.55	1.3%	1.11
Total Deductions	\$358,796,590	58.3%	65.8%	0.89	61.6%	0.95	66.0%	0.88	58.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.2%	6.5%	0.80	2.9%	1.80	6.7%	0.77	7.3%	0.71
Net Gains/Losses as % of Net Income		48.2%	29.4%	1.64	25.8%	1.87	20.9%	2.31	0.5%	104.20
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$96,553,680	42.4%	42.4%	1.00	39.7%	1.07	43.3%	0.98	40.0%	1.06
Supplies & Services	\$118,366,031	51.9%	51.3%	1.01	53.8%	0.97	49.2%	1.05	53.6%	0.97
Capital Component	\$13,018,658	5.7%	6.2%	0.92	6.5%	0.88	7.4%	0.77	6.5%	0.88
Fiscal Statistics										
Operating Margin (%)		15.9%	10.4%	1.53	14.3%	1.12	12.2%	1.30	12.0%	1.33
Total Hospital Net Income (%)		26.8%	14.1%	1.90	18.3%	1.46	15.0%	1.78	12.1%	2.22
Return on Equity (%)		18.2%	6.3%	2.89	17.0%	1.07	3.8%	4.86	18.6%	0.98
Current Ratio		232.4	4.1	56.40	9.1	25.62	4.0	57.84	14.6	15.91
Days in Net Patient Accounts Receivable		52.9	87.5	0.60	53.2	0.99	139.1	0.38	56.9	0.93
Average Payment Period		2.8	89.9	0.03	32.2	0.09	140.8	0.02	10.9	0.26
Equity Financing (%)		96.9%	64.7%	1.50	109.2%	0.89	62.1%	1.56	96.1%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.09	-0.1	N/A	0.4	0.07	0.0	106.98
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	15.1	N/A	3,969.7	N/A
Total Asset Turnover		0.6	0.4	1.39	0.9	0.67	0.2	2.45	1.5	0.38
Average Age of Plant (Years)		9.9	17.1	0.58	7.7	1.29	23.5	0.42	9.2	1.07
Increase (Decrease) Total Net Patient Revenue		16.0%	12.7%	1.25	13.9%	1.15	18.6%	0.86	-8.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		59.6%	64.9%	0.92	70.3%	0.85	69.2%	0.86	57.4%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,042	\$18,658	0.70	\$13,612	0.96	\$18,023	0.72	\$11,846	1.10
Inpatient Net Revenue per Day		\$2,959	\$3,656	0.81	\$3,085	0.96	\$3,813	0.78	\$2,764	1.07
Outpatient Net Revenue per Visit		\$1,415	\$781	1.81	\$815	1.74	\$729	1.94	\$1,686	0.84

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$615,886,354	Cash & Cash Equivalents	\$348,528,536	Current Liabilities	\$1,686,088
Less Deductions	\$358,796,590	Net Patient Receivables	\$37,267,956	Long-Term Debt	\$12,616,643
Net Patient Revenue	\$257,089,764	Other Receivables	\$2,332,032	Other Liabilities	\$0
Plus Other Revenue	\$14,014,657			Subtotal	\$14,302,731
Total Revenue	\$271,104,421	Land, Buildings & Equipment (Net)	\$64,679,065	Unrestricted Fund Balance	\$442,273,040
Less Expenses	\$227,938,370	Other Assets	\$3,768,181	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$40,107,351			Total Liabilities & Fund Balance	\$456,575,771
Net Income	\$83,273,402	Total Assets	\$456,575,770		

093 Marshfield Medical Center - Neillsville
 N3708 River Avenue
 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: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.4%	57.9%	0.39	49.7%	0.45	19.3%	1.17	15.6%	1.44
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	22.4%	58.7%	0.38	50.3%	0.45	20.9%	1.07	15.6%	1.44
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	11.9	0.15	3.3	0.54	2.3	0.77
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.8	49.8	0.04	18.8	0.10	4.2	0.43	2.3	0.77
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.6	0.65	4.2	0.72	3.6	0.83	2.6	1.15
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.9	0.61	4.4	0.68	3.1	0.98	2.8	1.06
Surgical Operations									
Inpatient	43	1,037	0.04	390	0.11	202	0.21	63	0.68
Outpatient	526	3,865	0.14	2,637	0.20	1,213	0.43	488	1.08
Inpatient as % of All Surgeries	7.6%	21.2%	0.36	12.9%	0.59	14.3%	0.53	11.4%	0.66
Outpatient Visits									
Non-Emergency Visits	54,120	145,246	0.37	85,077	0.64	37,326	1.45	59,996	0.90
Emergency Visits	2,453	16,058	0.15	8,132	0.30	4,868	0.50	2,065	1.19
Full-Time Equivalents (FTEs)									
Administrators	2.0	19.0	0.10	10.7	0.19	5.6	0.36	4.8	0.42
Nurses, Licensed	29.8	247.5	0.12	127.1	0.23	48.0	0.62	29.8	1.00
Ancillary Nursing Personnel	9.4	40.3	0.23	20.5	0.46	5.7	1.66	14.3	0.66
All Other Personnel	84.2	496.2	0.17	291.6	0.29	98.5	0.86	116.8	0.72
Total FTEs	125.4	803.0	0.16	450.0	0.28	157.8	0.80	165.7	0.76
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.8	13.0	0.76	14.3	0.69	26.2	0.37	28.1	0.35
Nurses, Licensed	146.5	168.4	0.87	169.5	0.86	225.1	0.65	174.6	0.84
Ancillary Nursing Personnel	46.3	27.4	1.69	27.3	1.69	26.6	1.74	83.8	0.55
All Other Personnel	413.9	337.6	1.23	388.8	1.06	461.9	0.90	684.4	0.60
Total FTEs	616.5	546.4	1.13	599.9	1.03	739.8	0.83	970.8	0.64

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	219	Preferred Provider Organization (PPO)	Yes	Discharges	43	Total Births	0
Inpatient Days	655			Inpatient Days	742	Newborn Days	0

093 Marshfield Medical Center - Neillsville
Neillsville, WI 54456

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	219	655	22.4%	1.8	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	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	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	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	2	0	2.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	5	0	5.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	24	6	25.8	Occupational Therapy Assistants/Aides	2	4	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	1	3.1
Ancillary Nursing Personnel	5	9	9.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	5	24.1
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	22	10	27.2
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	108	39	125.4

093 Marshfield Medical Center - Neillsville

Neillsville, WI 54456

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$32,757,405	46.6%	46.6%	1.00	50.7%	0.92	47.7%	0.98	46.7%	1.00
Medical Assistance	\$8,738,685	12.4%	14.4%	0.86	12.0%	1.03	12.6%	0.99	13.6%	0.92
Commercial	\$24,035,896	34.2%	33.9%	1.01	32.9%	1.04	35.5%	0.96	31.6%	1.08
All Other	\$4,813,159	6.8%	5.1%	1.35	4.5%	1.53	4.2%	1.63	8.1%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,130,638	22.9%	35.2%	0.65	33.4%	0.69	27.4%	0.84	24.9%	0.92
Medical Assistance	\$6,079,988	8.6%	11.1%	0.78	8.6%	1.00	8.8%	0.98	6.7%	1.29
Commercial	\$7,500,766	10.7%	14.9%	0.71	10.0%	1.07	12.2%	0.88	7.0%	1.52
Charity Care	\$436,898	0.6%	0.7%	0.87	0.6%	1.06	0.7%	0.88	0.5%	1.21
Bad Debt	\$1,041,701	1.5%	1.0%	1.45	1.1%	1.30	1.3%	1.18	3.0%	0.50
All Other	\$1,738,079	2.5%	2.8%	0.88	2.7%	0.93	2.4%	1.02	3.9%	0.63
Total Deductions	\$32,928,070	46.8%	65.8%	0.71	56.4%	0.83	52.8%	0.89	46.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	-1.4%	6.5%	N/A		5.6%	N/A	4.2%	N/A	15.0%	N/A
Net Gains/Losses as % of Net Income	9.8%	29.4%	0.33		37.6%	0.26	27.5%	0.36	3.3%	3.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,878,948	50.7%	42.4%	1.19	50.5%	1.00	46.9%	1.08	54.6%	0.93
Supplies & Services	\$16,290,360	43.7%	51.3%	0.85	44.3%	0.99	45.9%	0.95	40.6%	1.08
Capital Component	\$2,083,361	5.6%	6.2%	0.90	5.1%	1.09	7.1%	0.78	4.8%	1.17
Fiscal Statistics										
Operating Margin (%)	-1.0%	10.4%	N/A		9.6%	N/A	14.1%	N/A	8.8%	N/A
Total Hospital Net Income (%)	-1.1%	14.1%	N/A		14.5%	N/A	18.4%	N/A	9.1%	N/A
Return on Equity (%)	0.0%	6.3%	N/A		2.4%	N/A	1.6%	N/A	0.1%	N/A
Current Ratio	2.8	4.1	0.68		2.7	1.03	2.8	1.00	2.6	1.06
Days in Net Patient Accounts Receivable	3,150.7	87.5	36.01		250.3	12.59	469.6	6.71	4,206.2	0.75
Average Payment Period	2,903.1	89.9	32.30		256.1	11.33	503.0	5.77	4,680.6	0.62
Equity Financing (%)	47.4%	64.7%	0.73		51.4%	0.92	50.7%	0.94	45.9%	1.03
Long-Term Debt to Equity Ratio	0.8	0.3	2.55		0.7	1.24	0.7	1.14	0.8	0.99
Times Interest Earned	-20.2	21.0	N/A		45.6	N/A	28.6	N/A	49.9	N/A
Total Asset Turnover	0.0	0.4	0.03		0.2	0.07	0.1	0.14	0.0	1.16
Average Age of Plant (Years)	447.4	17.1	26.22		51.5	8.68	72.9	6.14	701.0	0.64
Increase (Decrease) Total Net Patient Revenue	36.9%	12.7%	2.90		13.4%	2.75	13.5%	2.74	5.3%	6.99
Outpatient Gross Revenue (% of Total GPR)	91.3%	64.9%	1.41		75.1%	1.22	80.3%	1.14	86.2%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,752	\$18,658	0.63		\$16,496	0.71	\$17,504	0.67	\$10,186	1.15
Inpatient Net Revenue per Day	\$2,121	\$3,656	0.58		\$3,511	0.60	\$4,490	0.47	\$2,456	0.86
Outpatient Net Revenue per Visit	\$623	\$781	0.80		\$874	0.71	\$784	0.80	\$406	1.54

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$70,345,145	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$32,928,070	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$37,417,075	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	-\$528,995			Subtotal	\$1,683,908,000
Total Revenue	\$36,888,080	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$37,252,669	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	-\$39,602			Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	-\$404,191	Total Assets	\$3,199,879,000		

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.4%	57.9%	0.21	50.0%	0.25	36.8%	0.34	14.9%	0.83
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	23.3%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	13.6%	58.7%	0.23	50.4%	0.27	42.9%	0.32	14.9%	0.91
Average Census (Patients)									
Adult Medical-Surgical	3.1	26.8	0.12	23.2	0.13	7.2	0.43	3.7	0.83
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	49.8	0.07	37.4	0.09	10.9	0.31	3.7	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.6	0.62	4.2	0.68	3.5	0.82	2.7	1.04
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.64	4.4	0.71	3.8	0.83	2.7	1.14
Surgical Operations									
Inpatient	57	1,037	0.05	1,060	0.05	234	0.24	118	0.48
Outpatient	2,284	3,865	0.59	5,859	0.39	1,718	1.33	1,839	1.24
Inpatient as % of All Surgeries	2.4%	21.2%	0.12	15.3%	0.16	12.0%	0.20	6.0%	0.40
Outpatient Visits									
Non-Emergency Visits	48,248	145,246	0.33	100,098	0.48	77,301	0.62	35,571	1.36
Emergency Visits	8,832	16,058	0.55	15,000	0.59	9,586	0.92	7,922	1.11
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	14.2	0.35	11.2	0.44	7.0	0.71
Nurses, Licensed	41.7	247.5	0.17	181.5	0.23	81.2	0.51	38.8	1.08
Ancillary Nursing Personnel	1.7	40.3	0.04	13.1	0.13	13.2	0.13	3.7	0.46
All Other Personnel	100.6	496.2	0.20	298.4	0.34	206.7	0.49	97.3	1.03
Total FTEs	149.0	803.0	0.19	507.2	0.29	312.3	0.48	146.8	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.9	13.0	1.15	11.3	1.32	20.5	0.72	27.2	0.55
Nurses, Licensed	124.1	168.4	0.74	144.6	0.86	148.3	0.84	150.4	0.82
Ancillary Nursing Personnel	5.1	27.4	0.18	10.4	0.48	24.2	0.21	14.4	0.35
All Other Personnel	299.4	337.6	0.89	237.6	1.26	377.6	0.79	377.8	0.79
Total FTEs	443.4	546.4	0.81	403.9	1.10	570.6	0.78	569.8	0.78

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	398	Preferred Provider Organization (PPO)	Yes	Discharges	99	Total Births	0
Inpatient Days	1,238			Inpatient Days	1,104	Newborn Days	0

094 ThedaCare Medical Center - New London
New London, WI 54961

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	398	1,131	12.4%	3.1	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	12	107	0.0%	0.3	8.9
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	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	5	0	5.0	Surgical Personnel	2	4	3.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	6	11.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	36	14	40.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.1
Licensed Practical Nurses	1	2	1.3	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	1	1	1.7	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	3	6	5.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	48	32	60.7
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	1	8.1				
				Total	123	71	149.0

094 ThedaCare Medical Center - New London

New London, WI 54961

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$43,054,737	50.9%	46.6%	1.09	48.5%	1.05	47.0%	1.08	49.9%	1.02
Medical Assistance	\$8,407,023	9.9%	14.4%	0.69	11.1%	0.90	13.0%	0.76	8.8%	1.12
Commercial	\$31,384,534	37.1%	33.9%	1.10	37.0%	1.00	36.1%	1.03	38.7%	0.96
All Other	\$1,700,090	2.0%	5.1%	0.40	3.4%	0.59	3.8%	0.53	2.5%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$27,928,870	33.0%	35.2%	0.94	34.4%	0.96	32.5%	1.02	31.4%	1.05
Medical Assistance	\$7,227,575	8.5%	11.1%	0.77	8.5%	1.01	9.9%	0.87	6.6%	1.30
Commercial	\$10,659,689	12.6%	14.9%	0.84	14.3%	0.88	14.1%	0.89	13.0%	0.97
Charity Care	\$458,209	0.5%	0.7%	0.76	0.6%	0.85	0.7%	0.82	0.5%	1.00
Bad Debt	\$909,944	1.1%	1.0%	1.06	1.4%	0.77	1.5%	0.72	3.0%	0.36
All Other	\$577,431	0.7%	2.8%	0.24	2.5%	0.28	1.8%	0.39	0.8%	0.82
Total Deductions	\$47,761,718	56.5%	65.8%	0.86	61.6%	0.92	60.4%	0.94	55.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	6.5%	0.20	2.9%	0.45	7.5%	0.17	10.5%	0.12	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	25.8%	N/A	42.4%	N/A	0.7%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,180,060	50.4%	42.4%	1.19	39.7%	1.27	50.4%	1.00	47.5%	1.06
Supplies & Services	\$13,994,335	43.6%	51.3%	0.85	53.8%	0.81	42.2%	1.03	46.2%	0.94
Capital Component	\$1,906,953	5.9%	6.2%	0.95	6.5%	0.91	7.5%	0.80	6.3%	0.94
Fiscal Statistics										
Operating Margin (%)	13.9%	10.4%	1.34	14.3%	0.98	8.9%	1.57	16.2%	0.86	
Total Hospital Net Income (%)	13.9%	14.1%	0.98	18.3%	0.76	14.5%	0.96	16.2%	0.86	
Return on Equity (%)	16.4%	6.3%	2.59	17.0%	0.96	11.3%	1.45	18.6%	0.88	
Current Ratio	35.6	4.1	8.65	9.1	3.93	5.3	6.72	18.4	1.94	
Days in Net Patient Accounts Receivable	48.5	87.5	0.55	53.2	0.91	49.1	0.99	46.0	1.05	
Average Payment Period	5.4	89.9	0.06	32.2	0.17	43.7	0.12	10.5	0.52	
Equity Financing (%)	98.8%	64.7%	1.53	109.2%	0.91	76.8%	1.29	97.6%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	-0.1	0.03	0.2	N/A	0.0	1.05	
Times Interest Earned	0.0	21.0	N/A	32.4	N/A	19.8	N/A	0.0	N/A	
Total Asset Turnover	1.2	0.4	2.75	0.9	1.33	0.7	1.61	1.1	1.03	
Average Age of Plant (Years)	11.7	17.1	0.68	7.7	1.52	10.5	1.11	11.6	1.01	
Increase (Decrease) Total Net Patient Revenue	12.5%	12.7%	0.98	13.9%	0.90	11.8%	1.06	-1.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	90.8%	64.9%	1.40	70.3%	1.29	79.7%	1.14	85.5%	1.06	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,088	\$18,658	0.33	\$13,612	0.45	\$14,182	0.43	\$7,143	0.85	
Inpatient Net Revenue per Day	\$1,292	\$3,656	0.35	\$3,085	0.42	\$3,541	0.36	\$1,499	0.86	
Outpatient Net Revenue per Visit	\$606	\$781	0.78	\$815	0.74	\$602	1.01	\$695	0.87	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$84,546,384	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	\$450,436
Less Deductions	\$47,761,718	Net Patient Receivables	\$4,884,651	Long-Term Debt	-\$67,662
Net Patient Revenue	\$36,784,666	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$482,859			Subtotal	\$382,774
Total Revenue	\$37,267,522	Land, Buildings & Equipment (Net)	\$15,595,198	Unrestricted Fund Balance	\$31,264,168
Less Expenses	\$32,081,348	Other Assets	\$1,167,092	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$9,140	Total Assets	\$31,646,941	Total Liabilities & Fund Balance	\$31,646,942
Net Income	\$5,177,034				

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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.7%	57.9%	0.67	49.7%	0.78	42.2%	0.92	32.2%	1.20
Obstetrics	9.8%	36.8%	0.27	28.0%	0.02	19.9%	0.49	8.9%	1.10
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.3%	58.7%	0.52	50.3%	0.60	42.0%	0.72	25.4%	1.19
Average Census (Patients)									
Adult Medical-Surgical	6.6	26.8	0.25	11.9	0.56	12.3	0.53	5.5	1.20
Obstetrics	0.7	4.8	0.14	2.0	0.35	1.4	0.49	0.6	1.10
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.3	49.8	0.15	18.8	0.39	19.1	0.38	6.1	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.76	4.2	0.84	3.8	0.93	3.1	1.14
Obstetrics	2.0	2.4	0.80	2.2	0.90	2.1	0.95	1.8	1.06
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.67	4.4	0.74	4.0	0.81	2.9	1.13
Surgical Operations									
Inpatient	132	1,037	0.13	390	0.34	334	0.40	195	0.68
Outpatient	2,362	3,865	0.61	2,637	0.90	2,451	0.96	2,023	1.17
Inpatient as % of All Surgeries	5.3%	21.2%	0.25	12.9%	0.41	12.0%	0.44	8.8%	0.60
Outpatient Visits									
Non-Emergency Visits	113,013	145,246	0.78	85,077	1.33	76,359	1.48	85,332	1.32
Emergency Visits	8,296	16,058	0.52	8,132	1.02	11,733	0.71	7,174	1.16
Full-Time Equivalents (FTEs)									
Administrators	35.7	19.0	1.87	10.7	3.32	12.6	2.84	36.5	0.98
Nurses, Licensed	70.5	247.5	0.28	127.1	0.55	121.7	0.58	67.8	1.04
Ancillary Nursing Personnel	12.6	40.3	0.31	20.5	0.61	21.5	0.59	9.0	1.40
All Other Personnel	163.7	496.2	0.33	291.6	0.56	244.0	0.67	177.8	0.92
Total FTEs	282.5	803.0	0.35	450.0	0.63	399.8	0.71	291.0	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	58.1	13.0	4.48	14.3	4.05	14.8	3.92	80.1	0.73
Nurses, Licensed	114.7	168.4	0.68	169.5	0.68	143.7	0.80	148.6	0.77
Ancillary Nursing Personnel	20.5	27.4	0.75	27.3	0.75	25.4	0.81	19.7	1.04
All Other Personnel	266.2	337.6	0.79	388.8	0.68	288.0	0.92	389.9	0.68
Total FTEs	459.5	546.4	0.84	599.9	0.77	471.8	0.97	638.4	0.72

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	1
Discharges	815	Preferred Provider Organization (PPO)	Yes	Discharges	63	Total Births	114
Inpatient Days	2,654			Inpatient Days	664	Newborn Days	187

095 Westfields Hospital & Clinic
New Richmond, WI 54017

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	687	2,404	38.7%	6.6	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	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	7	128	250	9.8%	0.7	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	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)	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	32	6	35.7	Surgical Personnel	1	7	6.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	4	11.0
Medical & Dental Residents	3	0	3.0	Respiratory Therapists	2	4	4.3
Dental Hygienists	0	0	0.0	Occupational Therapists	2	5	4.2
Registered Nurses	13	96	58.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	8	5.0
Licensed Practical Nurses	4	6	6.5	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	2	20	12.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	1.1	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	5	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	19	15	28.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	42	62.3
Pharmacy Personnel	3	22	14.2				
Clinical Laboratory Personnel	2	5	4.4				
				Total	149	263	282.5

095 Westfields Hospital & Clinic

New Richmond, WI 54017

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$62,284,063	41.8%	46.6%	0.90	50.7%	0.83	49.5%	0.84	40.1%	1.04
Medical Assistance	\$16,898,306	11.3%	14.4%	0.79	12.0%	0.94	13.2%	0.86	12.1%	0.94
Commercial	\$64,916,784	43.6%	33.9%	1.29	32.9%	1.33	33.6%	1.30	44.2%	0.99
All Other	\$4,905,765	3.3%	5.1%	0.65	4.5%	0.74	3.7%	0.88	3.6%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$31,825,900	21.4%	35.2%	0.61	33.4%	0.64	35.9%	0.59	20.2%	1.06
Medical Assistance	\$10,802,414	7.2%	11.1%	0.65	8.6%	0.84	10.4%	0.70	7.4%	0.98
Commercial	\$22,741,212	15.3%	14.9%	1.02	10.0%	1.53	13.9%	1.10	15.3%	1.00
Charity Care	\$981,365	0.7%	0.7%	0.92	0.6%	1.13	0.8%	0.87	0.6%	1.04
Bad Debt	\$1,266,269	0.8%	1.0%	0.83	1.1%	0.75	1.3%	0.66	1.7%	0.51
All Other	\$2,645,085	1.8%	2.8%	0.64	2.7%	0.67	2.3%	0.77	2.0%	0.89
Total Deductions	\$70,262,245	47.2%	65.8%	0.72	56.4%	0.84	64.5%	0.73	47.1%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.4%	6.5%	0.37	5.6%	0.42	7.3%	0.33	2.3%	1.01
Net Gains/Losses as % of Net Income		24.8%	29.4%	0.84	37.6%	0.66	21.5%	1.15	100.3%	0.25
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,251,707	37.7%	42.4%	0.89	50.5%	0.75	44.5%	0.85	38.3%	0.98
Supplies & Services	\$43,142,252	57.5%	51.3%	1.12	44.3%	1.30	48.6%	1.18	56.4%	1.02
Capital Component	\$3,620,951	4.8%	6.2%	0.77	5.1%	0.94	6.9%	0.70	5.4%	0.90
Fiscal Statistics										
Operating Margin (%)		7.0%	10.4%	0.67	9.6%	0.73	13.9%	0.50	0.0%	N/A
Total Hospital Net Income (%)		9.1%	14.1%	0.64	14.5%	0.63	17.0%	0.53	8.5%	1.07
Return on Equity (%)		9.6%	6.3%	1.52	2.4%	4.01	13.1%	0.73	8.8%	1.09
Current Ratio		3.1	4.1	0.75	2.7	1.15	4.4	0.70	2.5	1.26
Days in Net Patient Accounts Receivable		38.7	87.5	0.44	250.3	0.15	43.9	0.88	36.2	1.07
Average Payment Period		76.6	89.9	0.85	256.1	0.30	61.1	1.25	89.0	0.86
Equity Financing (%)		70.5%	64.7%	1.09	51.4%	1.37	78.9%	0.89	66.4%	1.06
Long-Term Debt to Equity Ratio		0.1	0.3	0.31	0.7	0.15	0.1	0.79	0.1	0.71
Times Interest Earned		35.6	21.0	1.69	45.6	0.78	25.9	1.37	21.4	1.66
Total Asset Turnover		1.0	0.4	2.41	0.2	6.62	0.7	1.39	0.9	1.09
Average Age of Plant (Years)		10.4	17.1	0.61	51.5	0.20	10.3	1.00	9.4	1.10
Increase (Decrease) Total Net Patient Revenue		19.9%	12.7%	1.56	13.4%	1.48	14.2%	1.40	-3.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.2%	64.9%	1.36	75.1%	1.17	76.7%	1.15	86.7%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,642		\$18,658	0.78	\$16,496	0.89	\$12,297	1.19	\$13,950	1.05
Inpatient Net Revenue per Day	\$3,844		\$3,656	1.05	\$3,511	1.09	\$2,830	1.36	\$4,181	0.92
Outpatient Net Revenue per Visit	\$553		\$781	0.71	\$874	0.63	\$806	0.69	\$608	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$149,004,916	Cash & Cash Equivalents	\$37,261,554	Current Liabilities	\$15,109,975
Less Deductions	\$70,262,245	Net Patient Receivables	\$8,353,365	Long-Term Debt	\$5,604,944
Net Patient Revenue	\$78,742,671	Other Receivables	\$189,785	Other Liabilities	\$2,248,510
Plus Other Revenue	\$1,914,776			Subtotal	\$22,963,429
Total Revenue	\$80,657,447	Land, Buildings & Equipment (Net)	\$18,509,584	Unrestricted Fund Balance	\$54,975,462
Less Expenses	\$75,014,910	Other Assets	\$13,624,606	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,856,537			Total Liabilities & Fund Balance	\$77,938,891
Net Income	\$7,499,074	Total Assets	\$77,938,894		

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: 5

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	73.1%	57.9%	1.26	61.6%	1.19	54.3%	1.35	50.8%	1.44
Obstetrics	38.8%	36.8%	1.05	32.8%	0.14	31.5%	1.23	21.8%	1.78
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	57.9%	58.7%	0.99	56.8%	1.02	55.3%	1.05	43.4%	1.33
Average Census (Patients)									
Adult Medical-Surgical	25.6	26.8	0.95	34.1	0.75	18.1	1.42	17.8	1.44
Obstetrics	4.7	4.8	0.96	5.4	0.85	3.1	1.51	2.6	1.78
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	36.5	49.8	0.73	64.9	0.56	37.4	0.98	20.4	1.79
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.95	4.3	1.01	4.1	1.07	3.7	1.17
Obstetrics	2.3	2.4	0.94	2.3	0.99	2.3	1.00	2.3	0.99
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.95	4.5	1.01	4.4	1.05	2.5	1.81
Surgical Operations									
Inpatient	615	1,037	0.59	1,167	0.53	612	1.00	812	0.76
Outpatient	2,703	3,865	0.70	4,137	0.65	2,709	1.00	2,010	1.34
Inpatient as % of All Surgeries	18.5%	21.2%	0.88	22.0%	0.84	18.4%	1.01	28.8%	0.64
Outpatient Visits									
Non-Emergency Visits	68,234	145,246	0.47	170,630	0.40	120,713	0.57	60,781	1.12
Emergency Visits	12,272	16,058	0.76	21,970	0.56	16,865	0.73	11,535	1.06
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	22.0	N/A	17.0	N/A	0.0	N/A
Nurses, Licensed	109.6	247.5	0.44	286.1	0.38	164.3	0.67	112.4	0.97
Ancillary Nursing Personnel	17.2	40.3	0.43	52.9	0.32	24.6	0.70	20.5	0.84
All Other Personnel	161.3	496.2	0.33	515.7	0.31	297.6	0.54	160.6	1.00
Total FTEs	288.1	803.0	0.36	876.8	0.33	503.6	0.57	293.5	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	11.5	N/A	14.0	N/A	0.0	N/A
Nurses, Licensed	97.7	168.4	0.58	148.8	0.66	134.7	0.73	138.4	0.71
Ancillary Nursing Personnel	15.3	27.4	0.56	27.5	0.56	20.2	0.76	25.2	0.61
All Other Personnel	143.8	337.6	0.43	268.3	0.54	244.0	0.59	197.7	0.73
Total FTEs	256.7	546.4	0.47	456.1	0.56	412.8	0.62	361.2	0.71

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	63	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,895	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	357
Inpatient Days	13,320			Inpatient Days	0	Newborn Days	735

098 ProHealth Oconomowoc Memorial Hospital
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	2,150	9,333	73.1%	25.6	4.3
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	744	1,700	38.8%	4.7	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	3	11	327	1,553	38.7%	4.3	4.7
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	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	5	357	734	40.2%	2.0	2.1
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	7	3	7.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	13	16.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	7.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	7	5.7
Registered Nurses	72	76	109.6	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	5	12.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	4	3.1
Ancillary Nursing Personnel	8	23	17.2	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	16	15	25.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	46	27	60.1
Pharmacy Personnel	14	11	17.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	196	193	288.1

098 ProHealth Oconomowoc Memorial Hospital

Oconomowoc, WI 53066

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$255,591,623	58.9%	46.6%	1.26	51.5%	1.14	49.9%	1.18	56.6%	1.04
Medical Assistance	\$28,039,402	6.5%	14.4%	0.45	11.3%	0.57	15.6%	0.42	6.3%	1.03
Commercial	\$147,247,572	33.9%	33.9%	1.00	34.7%	0.98	30.3%	1.12	36.2%	0.94
All Other	\$3,071,995	0.7%	5.1%	0.14	2.5%	0.29	4.2%	0.17	0.9%	0.77
Deductions as % of Total Gross Patient Revenue										
Medicare	\$208,612,415	48.1%	35.2%	1.37	41.5%	1.16	36.9%	1.30	46.7%	1.03
Medical Assistance	\$24,140,655	5.6%	11.1%	0.50	9.1%	0.61	11.4%	0.49	5.4%	1.04
Commercial	\$72,002,695	16.6%	14.9%	1.11	16.0%	1.03	11.8%	1.41	17.1%	0.97
Charity Care	\$2,539,497	0.6%	0.7%	0.82	0.9%	0.66	0.9%	0.62	0.0%	N/A
Bad Debt	\$2,939,340	0.7%	1.0%	0.66	1.0%	0.66	1.2%	0.58	0.7%	1.01
All Other	\$18,618	0.0%	2.8%	0.00	1.2%	0.00	2.5%	0.00	0.8%	0.01
Total Deductions	\$310,253,221	71.5%	65.8%	1.09	69.8%	1.02	64.7%	1.11	70.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.3%	6.5%	0.98	5.3%	1.19	4.5%	1.41	4.4%	1.43
Net Gains/Losses as % of Net Income		2.2%	29.4%	0.07	13.2%	0.16	43.7%	0.05	117.7%	0.02
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,063,277	30.5%	42.4%	0.72	38.6%	0.79	38.8%	0.79	30.2%	1.01
Supplies & Services	\$66,277,149	57.6%	51.3%	1.12	53.1%	1.09	54.3%	1.06	57.0%	1.01
Capital Component	\$13,701,083	11.9%	6.2%	1.91	8.4%	1.43	6.9%	1.73	12.8%	0.93
Fiscal Statistics										
Operating Margin (%)		12.9%	10.4%	1.24	13.6%	0.94	9.6%	1.34	1.7%	7.49
Total Hospital Net Income (%)		13.1%	14.1%	0.93	15.4%	0.85	15.9%	0.83	-11.0%	N/A
Return on Equity (%)		13.5%	6.3%	2.15	9.8%	1.39	11.2%	1.21	-8.2%	N/A
Current Ratio		2.7	4.1	0.66	7.4	0.37	3.9	0.69	1.9	1.47
Days in Net Patient Accounts Receivable		50.6	87.5	0.58	51.6	0.98	51.2	0.99	49.6	1.02
Average Payment Period		40.3	89.9	0.45	51.5	0.78	62.2	0.65	52.4	0.77
Equity Financing (%)		33.1%	64.7%	0.51	80.1%	0.41	78.3%	0.42	41.0%	0.81
Long-Term Debt to Equity Ratio		2.3	0.3	6.96	0.1	24.34	0.1	23.15	1.8	1.25
Times Interest Earned		6.0	21.0	0.28	14.8	0.40	21.6	0.28	-1.9	N/A
Total Asset Turnover		1.0	0.4	2.40	0.6	1.65	0.7	1.57	0.8	1.22
Average Age of Plant (Years)		13.6	17.1	0.80	11.1	1.23	10.5	1.29	13.3	1.02
Increase (Decrease) Total Net Patient Revenue		20.1%	12.7%	1.57	7.7%	2.59	8.7%	2.31	-0.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		71.1%	64.9%	1.09	65.6%	1.08	69.3%	1.03	66.2%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,288		\$18,658	0.71	\$14,982	0.89	\$13,373	0.99	\$5,026	2.64
Inpatient Net Revenue per Day	\$3,245		\$3,656	0.89	\$3,228	1.01	\$3,024	1.07	\$1,468	2.21
Outpatient Net Revenue per Visit	\$1,095		\$781	1.40	\$697	1.57	\$626	1.75	\$1,253	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$433,950,592	Cash & Cash Equivalents	\$9,970,237	Current Liabilities	\$11,709,926
Less Deductions	\$310,253,221	Net Patient Receivables	\$17,151,810	Long-Term Debt	\$97,310,169
Net Patient Revenue	\$123,697,371	Other Receivables	\$43,884	Other Liabilities	-\$23,246,669
Plus Other Revenue	\$8,349,167			Subtotal	\$85,773,426
Total Revenue	\$132,046,538	Land, Buildings & Equipment (Net)	\$95,376,676	Unrestricted Fund Balance	\$42,520,848
Less Expenses	\$115,041,509	Other Assets	\$5,751,667	Restricted Fund Balance	\$386,465
Non-Operating Gains/Losses	\$374,646			Total Liabilities & Fund Balance	\$128,294,274
Net Income	\$17,379,675	Total Assets	\$128,294,274		

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	7.7%	57.9%	0.13	57.7%	0.13	42.2%	0.18	9.7%	0.79
Obstetrics	0.0%	36.8%	N/A	33.1%	N/A	19.9%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	7.7%	58.7%	0.13	51.8%	0.15	42.0%	0.18	9.7%	0.79
Average Census (Patients)									
Adult Medical-Surgical	0.8	26.8	0.03	25.0	0.03	12.3	0.06	1.0	0.79
Obstetrics	0.0	4.8	N/A	3.9	N/A	1.4	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.8	49.8	0.02	44.3	0.02	19.1	0.04	1.0	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.79	3.8	0.88	3.0	1.10
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.4	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.68	4.4	0.75	4.0	0.82	3.0	1.10
Surgical Operations									
Inpatient	9	1,037	0.01	879	0.01	334	0.03	17	0.53
Outpatient	1,132	3,865	0.29	5,410	0.21	2,451	0.46	751	1.51
Inpatient as % of All Surgeries	0.8%	21.2%	0.04	14.0%	0.06	12.0%	0.07	2.2%	0.36
Outpatient Visits									
Non-Emergency Visits	17,631	145,246	0.12	191,881	0.09	76,359	0.23	18,698	0.94
Emergency Visits	2,660	16,058	0.17	17,038	0.16	11,733	0.23	2,216	1.20
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	15.5	0.32	12.6	0.40	4.0	1.25
Nurses, Licensed	134.1	247.5	0.54	286.5	0.47	121.7	1.10	115.4	1.16
Ancillary Nursing Personnel	2.8	40.3	0.07	43.7	0.06	21.5	0.13	1.8	1.57
All Other Personnel	199.7	496.2	0.40	497.2	0.40	244.0	0.82	148.7	1.34
Total FTEs	341.5	803.0	0.43	842.9	0.41	399.8	0.85	269.8	1.27
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.8	13.0	0.91	8.7	1.36	14.8	0.80	5.6	2.12
Nurses, Licensed	317.3	168.4	1.88	160.8	1.97	143.7	2.21	161.3	1.97
Ancillary Nursing Personnel	6.5	27.4	0.24	24.5	0.27	25.4	0.26	2.5	2.65
All Other Personnel	472.5	337.6	1.40	279.1	1.69	288.0	1.64	207.9	2.27
Total FTEs	808.2	546.4	1.48	473.2	1.71	471.8	1.71	377.3	2.14

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	10	Health Maintenance Organization (HMO)	Yes	Average Beds Used	8	Bassinets	0
Discharges	85	Preferred Provider Organization (PPO)	Yes	Discharges	97	Total Births	0
Inpatient Days	282			Inpatient Days	1,433	Newborn Days	0

306 Bellin Health Oconto Hospital
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	85	282	7.7%	0.8	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	5	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	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	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	7	4	8.6
Physicians & Dentists	16	20	21.1	Radiological Services Personnel	13	10	15.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	0.6
Registered Nurses	54	37	67.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	2	0.5	Physical Therapists	2	8	3.1
Licensed Practical Nurses	33	9	38.9	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	2	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	6	3	6.6	Dietitians & Nutritionists	0	3	0.9
Nurse Practitioners	21	15	25.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	10	17.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	14	51.3
Pharmacy Personnel	23	3	24.6				
Clinical Laboratory Personnel	12	6	15.9				
				Total	283	154	341.5

306 Bellin Health Oconto Hospital

Oconto, WI 54153

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$74,197,334	44.2%	46.6%	0.95	47.1%	0.94	49.5%	0.89	43.4%	1.02
Medical Assistance	\$19,424,758	11.6%	14.4%	0.80	12.3%	0.94	13.2%	0.88	12.2%	0.95
Commercial	\$66,754,077	39.8%	33.9%	1.18	36.3%	1.10	33.6%	1.19	41.9%	0.95
All Other	\$7,343,577	4.4%	5.1%	0.86	4.2%	1.03	3.7%	1.17	2.5%	1.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$43,360,689	25.9%	35.2%	0.73	35.4%	0.73	35.9%	0.72	28.0%	0.92
Medical Assistance	\$11,734,184	7.0%	11.1%	0.63	9.8%	0.71	10.4%	0.67	6.7%	1.05
Commercial	\$22,567,497	13.5%	14.9%	0.90	16.0%	0.84	13.9%	0.97	12.0%	1.12
Charity Care	\$1,687,501	1.0%	0.7%	1.41	0.7%	1.47	0.8%	1.33	1.0%	1.00
Bad Debt	\$1,927,330	1.1%	1.0%	1.13	1.1%	1.07	1.3%	0.89	1.5%	0.79
All Other	\$3,764,232	2.2%	2.8%	0.80	2.9%	0.77	2.3%	0.97	0.9%	2.39
Total Deductions	\$85,041,433	50.7%	65.8%	0.77	65.9%	0.77	64.5%	0.79	50.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.1%	6.5%	0.94	6.1%	1.01	7.3%	0.84	4.3%	1.41
Net Gains/Losses as % of Net Income		0.2%	29.4%	0.01	31.1%	0.01	21.5%	0.01	0.0%	8.10
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,472,413	46.3%	42.4%	1.09	42.5%	1.09	44.5%	1.04	44.1%	1.05
Supplies & Services	\$31,587,088	41.2%	51.3%	0.80	50.9%	0.81	48.6%	0.85	39.2%	1.05
Capital Component	\$9,515,282	12.4%	6.2%	1.99	6.6%	1.88	6.9%	1.80	16.7%	0.75
Fiscal Statistics										
Operating Margin (%)		13.0%	10.4%	1.25	15.9%	0.82	13.9%	0.94	3.8%	3.45
Total Hospital Net Income (%)		13.1%	14.1%	0.93	21.5%	0.61	17.0%	0.77	3.8%	3.46
Return on Equity (%)		19.6%	6.3%	3.11	15.0%	1.31	13.1%	1.49	5.6%	3.49
Current Ratio		3.1	4.1	0.75	3.7	0.84	4.4	0.69	2.0	1.55
Days in Net Patient Accounts Receivable		54.3	87.5	0.62	56.7	0.96	43.9	1.23	51.0	1.06
Average Payment Period		35.2	89.9	0.39	76.1	0.46	61.1	0.58	54.2	0.65
Equity Financing (%)		17.8%	64.7%	0.27	75.3%	0.24	78.9%	0.23	0.0%	N/A
Long-Term Debt to Equity Ratio		3.1	0.3	9.53	0.2	20.54	0.1	24.26	-32.0	N/A
Times Interest Earned		7.0	21.0	0.33	32.4	0.22	25.9	0.27	2.2	3.24
Total Asset Turnover		1.5	0.4	3.50	0.7	2.30	0.7	2.02	1.5	1.01
Average Age of Plant (Years)		6.8	17.1	0.40	10.6	0.64	10.3	0.66	5.7	1.19
Increase (Decrease) Total Net Patient Revenue		29.9%	12.7%	2.34	10.0%	2.98	14.2%	2.11	17.7%	1.69
Outpatient Gross Revenue (% of Total GPR)		98.1%	64.9%	1.51	74.4%	1.32	76.7%	1.28	98.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$39,830		\$18,658	2.13	\$15,148	2.63	\$12,297	3.24	\$15,400	2.59
Inpatient Net Revenue per Day	\$4,182		\$3,656	1.14	\$3,286	1.27	\$2,830	1.48	\$3,422	1.22
Outpatient Net Revenue per Visit	\$3,803		\$781	4.87	\$699	5.44	\$806	4.72	\$3,026	1.26

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$167,719,748	Cash & Cash Equivalents	\$3,047,860	Current Liabilities	\$7,041,349
Less Deductions	\$85,041,433	Net Patient Receivables	\$12,290,468	Long-Term Debt	\$32,687,738
Net Patient Revenue	\$82,678,315	Other Receivables	\$4,951,355	Other Liabilities	\$8,479,350
Plus Other Revenue	\$5,379,499			Subtotal	\$48,208,437
Total Revenue	\$88,057,812	Land, Buildings & Equipment (Net)	\$25,684,686	Unrestricted Fund Balance	\$10,429,578
Less Expenses	\$76,574,783	Other Assets	\$12,663,646	Restricted Fund Balance	\$827,479
Non-Operating Gains/Losses	\$21,196			Total Liabilities & Fund Balance	\$58,638,015
Net Income	\$11,504,223	Total Assets	\$58,638,015		

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	8.1%	57.9%	0.14	57.7%	0.14	19.3%	0.42	9.2%	0.89
Obstetrics	0.0%	36.8%	N/A	33.1%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	8.1%	58.7%	0.14	51.8%	0.16	20.9%	0.39	9.2%	0.89
Average Census (Patients)									
Adult Medical-Surgical	1.6	26.8	0.06	25.0	0.07	3.3	0.49	2.0	0.81
Obstetrics	0.0	4.8	N/A	3.9	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.6	49.8	0.03	44.3	0.04	4.2	0.39	2.0	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.78	3.6	0.91	3.2	1.03
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.67	4.4	0.74	3.1	1.06	3.2	1.02
Surgical Operations									
Inpatient	44	1,037	0.04	879	0.05	202	0.22	52	0.85
Outpatient	780	3,865	0.20	5,410	0.14	1,213	0.64	532	1.47
Inpatient as % of All Surgeries	5.3%	21.2%	0.25	14.0%	0.38	14.3%	0.37	8.9%	0.60
Outpatient Visits									
Non-Emergency Visits	14,361	145,246	0.10	191,881	0.07	37,326	0.38	12,198	1.18
Emergency Visits	4,654	16,058	0.29	17,038	0.27	4,868	0.96	4,317	1.08
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	15.5	0.19	5.6	0.54	3.0	1.00
Nurses, Licensed	37.6	247.5	0.15	286.5	0.13	48.0	0.78	37.3	1.01
Ancillary Nursing Personnel	6.5	40.3	0.16	43.7	0.15	5.7	1.14	5.3	1.23
All Other Personnel	57.5	496.2	0.12	497.2	0.12	98.5	0.58	58.8	0.98
Total FTEs	104.6	803.0	0.13	842.9	0.12	157.8	0.66	104.3	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.1	13.0	1.40	8.7	2.07	26.2	0.69	15.9	1.14
Nurses, Licensed	226.7	168.4	1.35	160.8	1.41	225.1	1.01	197.6	1.15
Ancillary Nursing Personnel	39.2	27.4	1.43	24.5	1.60	26.6	1.47	28.1	1.39
All Other Personnel	346.6	337.6	1.03	279.1	1.24	461.9	0.75	311.8	1.11
Total FTEs	630.6	546.4	1.15	473.2	1.33	739.8	0.85	553.4	1.14

Total Hospital:

Beds Set Up & Staffed 20
 Discharges 182
 Inpatient Days 594

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 144
 Inpatient Days 1,756

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 06/30/2021	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	181	594	8.1%	1.6	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	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	0	3.0	Surgical Personnel	0	4	3.6
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	1	5	3.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.3
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	13	26	29.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.0
Ancillary Nursing Personnel	2	6	6.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	1	4.8	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	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	13	13.8
Pharmacy Personnel	9	6	12.9				
Clinical Laboratory Personnel	10	4	12.2				
				Total	59	74	104.6

101 St Clare Memorial Hospital

Oconto Falls, WI 54154

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$31,414,514	46.1%	46.6%	0.99	47.1%	0.98	47.7%	0.97	49.4%	0.93
Medical Assistance	\$17,623,793	25.9%	14.4%	1.79	12.3%	2.10	12.6%	2.05	21.6%	1.20
Commercial	\$16,489,076	24.2%	33.9%	0.71	36.3%	0.67	35.5%	0.68	24.3%	1.00
All Other	\$2,645,880	3.9%	5.1%	0.77	4.2%	0.92	4.2%	0.92	4.6%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,022,699	25.0%	35.2%	0.71	35.4%	0.71	27.4%	0.91	28.4%	0.88
Medical Assistance	\$10,803,851	15.8%	11.1%	1.43	9.8%	1.62	8.8%	1.79	12.4%	1.28
Commercial	\$7,605,618	11.2%	14.9%	0.75	16.0%	0.70	12.2%	0.92	9.1%	1.23
Charity Care	\$662,890	1.0%	0.7%	1.36	0.7%	1.42	0.7%	1.38	0.8%	1.15
Bad Debt	\$934,825	1.4%	1.0%	1.35	1.1%	1.28	1.3%	1.09	1.7%	0.82
All Other	\$1,877,089	2.8%	2.8%	0.98	2.9%	0.94	2.4%	1.14	3.2%	0.87
Total Deductions	\$38,906,972	57.1%	65.8%	0.87	65.9%	0.87	52.8%	1.08	55.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	13.4%	6.5%	2.07	6.1%	2.22	4.2%	3.22	24.7%	0.54	
Net Gains/Losses as % of Net Income	35.7%	29.4%	1.22	31.1%	1.15	27.5%	1.30	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,437,629	31.9%	42.4%	0.75	42.5%	0.75	46.9%	0.68	38.9%	0.82
Supplies & Services	\$18,335,208	62.0%	51.3%	1.21	50.9%	1.22	45.9%	1.35	55.3%	1.12
Capital Component	\$1,806,014	6.1%	6.2%	0.98	6.6%	0.92	7.1%	0.85	5.8%	1.06
Fiscal Statistics										
Operating Margin (%)	12.5%	10.4%	1.20	15.9%	0.79	14.1%	0.89	8.2%	1.52	
Total Hospital Net Income (%)	18.2%	14.1%	1.29	21.5%	0.85	18.4%	0.99	7.7%	2.37	
Return on Equity (%)	15.6%	6.3%	2.47	15.0%	1.04	1.6%	9.79	7.7%	2.04	
Current Ratio	0.3	4.1	0.06	3.7	0.07	2.8	0.09	0.3	0.80	
Days in Net Patient Accounts Receivable	49.0	87.5	0.56	56.7	0.87	469.6	0.10	71.5	0.69	
Average Payment Period	379.1	89.9	4.22	76.1	4.98	503.0	0.75	331.6	1.14	
Equity Financing (%)	9.7%	64.7%	0.15	75.3%	0.13	50.7%	0.19	0.0%	N/A	
Long-Term Debt to Equity Ratio	1.3	0.3	4.06	0.2	8.75	0.7	1.81	-9.1	N/A	
Times Interest Earned	61.2	21.0	2.91	32.4	1.89	28.6	2.14	14.8	4.15	
Total Asset Turnover	0.8	0.4	1.87	0.7	1.23	0.1	9.77	1.0	0.80	
Average Age of Plant (Years)	11.4	17.1	0.67	10.6	1.07	72.9	0.16	11.5	0.99	
Increase (Decrease) Total Net Patient Revenue	19.3%	12.7%	1.52	10.0%	1.93	13.5%	1.43	14.3%	1.35	
Outpatient Gross Revenue (% of Total GPR)	90.2%	64.9%	1.39	74.4%	1.21	80.3%	1.12	89.3%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,777	\$18,658	0.90	\$15,148	1.11	\$17,504	0.96	\$13,752	1.22	
Inpatient Net Revenue per Day	\$2,201	\$3,656	0.60	\$3,286	0.67	\$4,490	0.49	\$2,458	0.90	
Outpatient Net Revenue per Visit	\$1,286	\$781	1.65	\$699	1.84	\$784	1.64	\$1,276	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,173,263	Cash & Cash Equivalents	-\$98,511	Current Liabilities	\$29,187,486
Less Deductions	\$38,906,972	Net Patient Receivables	\$3,930,364	Long-Term Debt	\$5,456,000
Net Patient Revenue	\$29,266,291	Other Receivables	\$1,495,178	Other Liabilities	\$3,346,752
Plus Other Revenue	\$4,538,255			Subtotal	\$37,990,238
Total Revenue	\$33,804,546	Land, Buildings & Equipment (Net)	\$10,710,689	Unrestricted Fund Balance	\$4,083,802
Less Expenses	\$29,578,851	Other Assets	\$26,036,320	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,347,754			Total Liabilities & Fund Balance	\$42,074,040
Net Income	\$6,573,449	Total Assets	\$42,074,040		

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: 3

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.3%	57.9%	0.94	49.7%	1.09	36.8%	1.48	38.1%	1.42
Obstetrics	21.7%	36.8%	0.59	28.0%	0.03	23.3%	0.93	11.0%	1.97
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.9%	58.7%	0.71	50.3%	0.83	42.9%	0.98	29.3%	1.43
Average Census (Patients)									
Adult Medical-Surgical	4.3	26.8	0.16	11.9	0.37	7.2	0.60	3.8	1.14
Obstetrics	0.9	4.8	0.18	2.0	0.44	0.9	0.94	0.4	1.97
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.4	49.8	0.11	18.8	0.29	10.9	0.50	4.4	1.24
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.93	4.2	1.02	3.5	1.22	4.2	1.02
Obstetrics	2.6	2.4	1.07	2.2	1.20	2.1	1.27	2.1	1.24
Pediatrics	0.0	3.8	N/A	0.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.4	0.79	3.8	0.92	3.7	0.93
Surgical Operations									
Inpatient	70	1,037	0.07	390	0.18	234	0.30	167	0.42
Outpatient	1,602	3,865	0.41	2,637	0.61	1,718	0.93	1,145	1.40
Inpatient as % of All Surgeries	4.2%	21.2%	0.20	12.9%	0.32	12.0%	0.35	12.7%	0.33
Outpatient Visits									
Non-Emergency Visits	31,618	145,246	0.22	85,077	0.37	77,301	0.41	26,317	1.20
Emergency Visits	3,726	16,058	0.23	8,132	0.46	9,586	0.39	2,813	1.32
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	10.7	0.37	11.2	0.36	4.0	1.00
Nurses, Licensed	29.5	247.5	0.12	127.1	0.23	81.2	0.36	32.5	0.91
Ancillary Nursing Personnel	6.0	40.3	0.15	20.5	0.29	13.2	0.45	6.2	0.96
All Other Personnel	114.0	496.2	0.23	291.6	0.39	206.7	0.55	120.5	0.95
Total FTEs	153.5	803.0	0.19	450.0	0.34	312.3	0.49	163.2	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.9	13.0	0.92	14.3	0.83	20.5	0.58	16.6	0.71
Nurses, Licensed	87.4	168.4	0.52	169.5	0.52	148.3	0.59	135.0	0.65
Ancillary Nursing Personnel	17.8	27.4	0.65	27.3	0.65	24.2	0.74	26.0	0.69
All Other Personnel	338.2	337.6	1.00	388.8	0.87	377.6	0.90	501.1	0.67
Total FTEs	455.3	546.4	0.83	599.9	0.76	570.6	0.80	678.7	0.67

Total Hospital:
 Beds Set Up & Staffed 13
 Discharges 576
 Inpatient Days 1,989

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 54
 Inpatient Days 651

Newborn Nursery:
 Bassinets 4
 Total Births 121
 Newborn Days 250

102 Osceola Medical Center
Osceola, WI 54020

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	8	373	1,585	54.3%	4.3	4.2
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	121	317	21.7%	0.9	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	2	1	28	87	23.8%	0.2	3.1
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	4	0	4.0	Surgical Personnel	2	3	2.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	10	8.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	9	32	29.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	7	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	2.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	11	16.7
Health Info Mgmt-Administrators/Technicians	9	0	9.0	All Other Personnel	46	15	55.1
Pharmacy Personnel	1	3	2.7				
Clinical Laboratory Personnel	4	6	8.3				
				Total	97	92	153.5

102 Osceola Medical Center

Osceola, WI 54020

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$36,939,637	43.6%	46.6%	0.93	50.7%	0.86	47.0%	0.93	45.1%	0.97
Medical Assistance	\$9,882,304	11.7%	14.4%	0.81	12.0%	0.97	13.0%	0.89	9.5%	1.23
Commercial	\$36,341,949	42.9%	33.9%	1.27	32.9%	1.30	36.1%	1.19	42.4%	1.01
All Other	\$1,645,938	1.9%	5.1%	0.38	4.5%	0.43	3.8%	0.51	3.1%	0.63
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,482,015	23.0%	35.2%	0.65	33.4%	0.69	32.5%	0.71	21.0%	1.09
Medical Assistance	\$6,794,199	8.0%	11.1%	0.72	8.6%	0.93	9.9%	0.81	6.3%	1.27
Commercial	\$12,763,527	15.0%	14.9%	1.01	10.0%	1.51	14.1%	1.06	15.5%	0.97
Charity Care	\$619,330	0.7%	0.7%	1.02	0.6%	1.25	0.7%	1.10	0.4%	1.68
Bad Debt	\$1,493,076	1.8%	1.0%	1.73	1.1%	1.55	1.5%	1.17	1.4%	1.30
All Other	\$1,391,166	1.6%	2.8%	0.59	2.7%	0.62	1.8%	0.92	2.7%	0.62
Total Deductions	\$42,543,313	50.2%	65.8%	0.76	56.4%	0.89	60.4%	0.83	47.3%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		19.3%	6.5%	2.98	5.6%	3.45	7.5%	2.56	12.9%	1.49
Net Gains/Losses as % of Net Income		24.8%	29.4%	0.84	37.6%	0.66	42.4%	0.59	25.7%	0.96
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,107,111	40.6%	42.4%	0.96	50.5%	0.80	50.4%	0.81	42.5%	0.96
Supplies & Services	\$22,940,239	54.4%	51.3%	1.06	44.3%	1.23	42.2%	1.29	51.3%	1.06
Capital Component	\$2,112,881	5.0%	6.2%	0.80	5.1%	0.97	7.5%	0.67	6.2%	0.81
Fiscal Statistics										
Operating Margin (%)		19.5%	10.4%	1.87	9.6%	2.03	8.9%	2.19	1.4%	14.08
Total Hospital Net Income (%)		24.3%	14.1%	1.72	14.5%	1.68	14.5%	1.68	1.9%	13.14
Return on Equity (%)		26.7%	6.3%	4.23	2.4%	11.11	11.3%	2.36	1.6%	16.52
Current Ratio		6.0	4.1	1.47	2.7	2.24	5.3	1.14	2.0	3.09
Days in Net Patient Accounts Receivable		54.5	87.5	0.62	250.3	0.22	49.1	1.11	74.5	0.73
Average Payment Period		47.1	89.9	0.52	256.1	0.18	43.7	1.08	126.4	0.37
Equity Financing (%)		69.1%	64.7%	1.07	51.4%	1.34	76.8%	0.90	46.3%	1.49
Long-Term Debt to Equity Ratio		0.3	0.3	0.90	0.7	0.44	0.2	1.60	0.6	0.54
Times Interest Earned		37.4	21.0	1.78	45.6	0.82	19.8	1.89	3.1	12.23
Total Asset Turnover		1.0	0.4	2.40	0.2	6.59	0.7	1.41	0.9	1.19
Average Age of Plant (Years)		13.7	17.1	0.81	51.5	0.27	10.5	1.30	10.6	1.30
Increase (Decrease) Total Net Patient Revenue		18.6%	12.7%	1.46	13.4%	1.38	11.8%	1.57	-6.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.3%	64.9%	1.34	75.1%	1.16	79.7%	1.09	81.7%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,842	\$18,658	0.58	\$16,496	0.66	\$14,182	0.76	\$14,673	0.74	
Inpatient Net Revenue per Day	\$3,082	\$3,656	0.84	\$3,511	0.88	\$3,541	0.87	\$3,664	0.84	
Outpatient Net Revenue per Visit	\$1,045	\$781	1.34	\$874	1.20	\$602	1.74	\$992	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$84,809,826	Cash & Cash Equivalents	\$24,072,045	Current Liabilities	\$5,243,834
Less Deductions	\$42,543,313	Net Patient Receivables	\$6,308,517	Long-Term Debt	\$10,446,384
Net Patient Revenue	\$42,266,513	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$10,095,487			Subtotal	\$15,690,218
Total Revenue	\$52,361,999	Land, Buildings & Equipment (Net)	\$17,151,311		
Less Expenses	\$42,160,231	Other Assets	\$3,283,175	Unrestricted Fund Balance	\$35,124,830
Non-Operating Gains/Losses	\$3,362,565			Restricted Fund Balance	\$0
Net Income	\$13,564,333	Total Assets	\$50,815,048	Total Liabilities & Fund Balance	\$50,815,048

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.1%	57.9%	0.66	50.0%	0.76	54.3%	0.70	27.4%	1.39
Obstetrics	14.3%	36.8%	0.39	28.9%	0.09	31.5%	0.45	20.1%	0.71
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.4%	58.7%	0.64	50.4%	0.74	55.3%	0.68	28.7%	1.30
Average Census (Patients)									
Adult Medical-Surgical	24.4	26.8	0.91	23.2	1.05	18.1	1.35	18.4	1.33
Obstetrics	2.7	4.8	0.56	4.6	0.59	3.1	0.88	3.2	0.84
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	44.8	49.8	0.90	37.4	1.20	37.4	1.20	37.6	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.92	4.2	1.01	4.1	1.04	3.4	1.23
Obstetrics	2.1	2.4	0.88	2.3	0.94	2.3	0.93	2.4	0.87
Pediatrics	0.0	3.8	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.91	4.4	1.01	4.4	1.01	4.0	1.11
Surgical Operations									
Inpatient	948	1,037	0.91	1,060	0.89	612	1.55	992	0.96
Outpatient	4,674	3,865	1.21	5,859	0.80	2,709	1.73	4,425	1.06
Inpatient as % of All Surgeries	16.9%	21.2%	0.80	15.3%	1.10	18.4%	0.91	18.3%	0.92
Outpatient Visits									
Non-Emergency Visits	138,330	145,246	0.95	100,098	1.38	120,713	1.15	112,397	1.23
Emergency Visits	12,991	16,058	0.81	15,000	0.87	16,865	0.77	13,866	0.94
Full-Time Equivalents (FTEs)									
Administrators	11.9	19.0	0.63	14.2	0.84	17.0	0.70	8.9	1.34
Nurses, Licensed	149.6	247.5	0.60	181.5	0.82	164.3	0.91	147.0	1.02
Ancillary Nursing Personnel	2.3	40.3	0.06	13.1	0.18	24.6	0.09	3.6	0.63
All Other Personnel	168.0	496.2	0.34	298.4	0.56	297.6	0.56	178.7	0.94
Total FTEs	331.8	803.0	0.41	507.2	0.65	503.6	0.66	338.3	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	13.0	0.71	11.3	0.82	14.0	0.66	8.3	1.12
Nurses, Licensed	115.8	168.4	0.69	144.6	0.80	134.7	0.86	136.2	0.85
Ancillary Nursing Personnel	1.8	27.4	0.06	10.4	0.17	20.2	0.09	3.4	0.53
All Other Personnel	130.0	337.6	0.38	237.6	0.55	244.0	0.53	165.6	0.78
Total FTEs	256.7	546.4	0.47	403.9	0.64	412.8	0.62	313.4	0.82

Total Hospital:
 Beds Set Up & Staffed 120
 Discharges 3,707
 Inpatient Days 16,363

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 379
 Newborn Days 566

103 Ascension NE Wisconsin - Mercy Campus
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	2,111	8,899	38.1%	24.4	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	110	1,538	42.1%	4.2	14.0
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	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	463	991	14.3%	2.7	2.1
Psychiatric	1	15	728	3,070	56.1%	8.4	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	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	12	295	1,865	42.6%	5.1	6.3
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	2	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.

* 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	11	2	11.9	Surgical Personnel	13	5	14.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	15	23	25.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	9	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	9	4.8
Registered Nurses	100	109	149.1	Occupational Therapy Assistants/Aides	0	3	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	4	10.8
Licensed Practical Nurses	0	1	0.5	Physical Therapy Assistants/Aides	3	1	3.5
Ancillary Nursing Personnel	1	2	2.3	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	1	0	1.0
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	38	58	50.9
Health Info Mgmt-Administrators/Technicians	0	1	0.0	All Other Personnel	8	10	12.7
Pharmacy Personnel	9	5	12.5				
Clinical Laboratory Personnel	19	0	19.0				
				Total	236	247	331.8

103 Ascension NE Wisconsin - Mercy Campus

Oshkosh, WI 54904

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$125,607,107	51.8%	46.6%	1.11	48.5%	1.07	49.9%	1.04	50.7%	1.02
Medical Assistance	\$27,924,704	11.5%	14.4%	0.80	11.1%	1.04	15.6%	0.74	11.8%	0.98
Commercial	\$75,733,732	31.2%	33.9%	0.92	37.0%	0.85	30.3%	1.03	32.7%	0.96
All Other	\$13,155,781	5.4%	5.1%	1.07	3.4%	1.59	4.2%	1.28	4.8%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$86,967,777	35.9%	35.2%	1.02	34.4%	1.04	36.9%	0.97	35.1%	1.02
Medical Assistance	\$19,354,694	8.0%	11.1%	0.72	8.5%	0.94	11.4%	0.70	7.6%	1.04
Commercial	\$30,059,307	12.4%	14.9%	0.83	14.3%	0.87	11.8%	1.05	12.0%	1.03
Charity Care	\$2,747,183	1.1%	0.7%	1.59	0.6%	1.77	0.9%	1.21	1.4%	0.82
Bad Debt	\$3,602,663	1.5%	1.0%	1.46	1.4%	1.06	1.2%	1.26	1.1%	1.30
All Other	\$10,841,975	4.5%	2.8%	1.60	2.5%	1.81	2.5%	1.82	4.2%	1.07
Total Deductions	\$153,573,599	63.3%	65.8%	0.96	61.6%	1.03	64.7%	0.98	61.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	6.5%	0.21	2.9%	0.48	4.5%	0.31	3.8%	0.36
Net Gains/Losses as % of Net Income		164.8%	29.4%	5.61	25.8%	6.40	43.7%	3.77	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,438,077	35.3%	42.4%	0.83	39.7%	0.89	38.8%	0.91	36.3%	0.97
Supplies & Services	\$53,813,504	58.6%	51.3%	1.14	53.8%	1.09	54.3%	1.08	57.6%	1.02
Capital Component	\$5,581,549	6.1%	6.2%	0.98	6.5%	0.93	6.9%	0.88	6.1%	0.99
Fiscal Statistics										
Operating Margin (%)		-1.9%	10.4%	N/A	14.3%	N/A	9.6%	N/A	1.1%	N/A
Total Hospital Net Income (%)		2.9%	14.1%	0.20	18.3%	0.16	15.9%	0.18	1.1%	2.68
Return on Equity (%)		2.4%	6.3%	0.39	17.0%	0.14	11.2%	0.22	0.9%	2.79
Current Ratio		18.1	4.1	4.38	9.1	1.99	3.9	4.61	4.4	4.06
Days in Net Patient Accounts Receivable		58.1	87.5	0.66	53.2	1.09	51.2	1.13	54.6	1.06
Average Payment Period		6.7	89.9	0.07	32.2	0.21	62.2	0.11	22.7	0.29
Equity Financing (%)		89.7%	64.7%	1.39	109.2%	0.82	78.3%	1.15	85.7%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	21.6	N/A	0.0	N/A
Total Asset Turnover		0.8	0.4	1.90	0.9	0.92	0.7	1.24	0.8	0.99
Average Age of Plant (Years)		8.3	17.1	0.49	7.7	1.09	10.5	0.79	6.9	1.21
Increase (Decrease) Total Net Patient Revenue		4.0%	12.7%	0.31	13.9%	0.29	8.7%	0.46	-4.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		66.3%	64.9%	1.02	70.3%	0.94	69.3%	0.96	66.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,915	\$18,658	0.53	\$13,612	0.73	\$13,373	0.74	\$9,909	1.00
Inpatient Net Revenue per Day		\$2,312	\$3,656	0.63	\$3,085	0.75	\$3,024	0.76	\$2,578	0.90
Outpatient Net Revenue per Visit		\$368	\$781	0.47	\$815	0.45	\$626	0.59	\$425	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$242,421,325	Cash & Cash Equivalents	\$35,092	Current Liabilities	\$1,597,572
Less Deductions	\$153,573,599	Net Patient Receivables	\$14,141,962	Long-Term Debt	\$0
Net Patient Revenue	\$88,847,726	Other Receivables	\$318,361	Other Liabilities	\$9,795,961
Plus Other Revenue	\$1,232,006			Subtotal	\$11,393,533
Total Revenue	\$90,079,730	Land, Buildings & Equipment (Net)	\$77,823,161		
Less Expenses	\$91,833,130	Other Assets	\$18,379,395	Unrestricted Fund Balance	\$99,304,438
Non-Operating Gains/Losses	\$4,460,053			Restricted Fund Balance	\$0
Net Income	\$2,706,653	Total Assets	\$110,697,971	Total Liabilities & Fund Balance	\$110,697,971

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.3%	57.9%	0.87	50.0%	1.01	58.1%	0.87	49.6%	1.01
Obstetrics	37.0%	36.8%	1.00	28.9%	0.15	31.4%	1.18	30.1%	1.23
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	49.6%	58.7%	0.85	50.4%	0.99	55.7%	0.89	48.9%	1.01
Average Census (Patients)									
Adult Medical-Surgical	28.7	26.8	1.07	23.2	1.23	31.3	0.92	28.3	1.01
Obstetrics	4.4	4.8	0.92	4.6	0.96	4.8	0.92	3.6	1.23
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	41.7	49.8	0.84	37.4	1.12	61.6	0.68	41.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.84	4.2	0.93	4.4	0.88	3.4	1.12
Obstetrics	2.0	2.4	0.83	2.3	0.89	2.4	0.86	1.9	1.04
Pediatrics	0.0	3.8	N/A	2.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.76	4.4	0.84	4.6	0.79	3.6	1.01
Surgical Operations									
Inpatient	1,117	1,037	1.08	1,060	1.05	1,302	0.86	1,168	0.96
Outpatient	5,184	3,865	1.34	5,859	0.88	5,418	0.96	4,297	1.21
Inpatient as % of All Surgeries	17.7%	21.2%	0.84	15.3%	1.16	19.4%	0.91	21.4%	0.83
Outpatient Visits									
Non-Emergency Visits	149,206	145,246	1.03	100,098	1.49	219,131	0.68	121,982	1.22
Emergency Visits	23,929	16,058	1.49	15,000	1.60	24,739	0.97	21,345	1.12
Full-Time Equivalents (FTEs)									
Administrators	15.0	19.0	0.79	14.2	1.06	20.7	0.73	16.0	0.94
Nurses, Licensed	424.7	247.5	1.72	181.5	2.34	342.9	1.24	422.2	1.01
Ancillary Nursing Personnel	60.2	40.3	1.49	13.1	4.59	54.5	1.11	63.4	0.95
All Other Personnel	823.7	496.2	1.66	298.4	2.76	656.1	1.26	806.1	1.02
Total FTEs	1,323.7	803.0	1.65	507.2	2.61	1,074.1	1.23	1,307.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.6	13.0	0.59	11.3	0.67	10.1	0.75	9.7	0.78
Nurses, Licensed	214.9	168.4	1.28	144.6	1.49	168.5	1.28	257.0	0.84
Ancillary Nursing Personnel	30.5	27.4	1.11	10.4	2.92	26.8	1.14	38.6	0.79
All Other Personnel	416.8	337.6	1.23	237.6	1.75	322.3	1.29	490.7	0.85
Total FTEs	669.8	546.4	1.23	403.9	1.66	527.7	1.27	796.0	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	84	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,131	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	712
Inpatient Days	15,221			Inpatient Days	0	Newborn Days	1,226

303 Aurora Medical Center in Oshkosh
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	57	2,717	10,468	50.3%	28.7	3.9
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	12	799	1,619	37.0%	4.4	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	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	358	2,634	90.2%	7.2	7.4
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	64	500	19.6%	1.4	7.8
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	15	0	15.0	Surgical Personnel	31	7	35.2
Physicians & Dentists	68	32	78.7	Radiological Services Personnel	35	31	52.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	3	13.0
Dental Hygienists	0	0	0.0	Occupational Therapists	7	6	10.8
Registered Nurses	220	179	331.7	Occupational Therapy Assistants/Aides	1	4	2.9
Certified Nurse Midwives	5	0	5.0	Physical Therapists	25	9	30.9
Licensed Practical Nurses	31	17	40.9	Physical Therapy Assistants/Aides	5	9	9.6
Ancillary Nursing Personnel	34	67	60.2	Recreational Therapists	0	0	0.0
Physician Assistants	10	1	10.9	Dietitians & Nutritionists	1	2	2.3
Nurse Practitioners	36	5	39.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	7	7	7.3	Social Workers	5	4	6.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	73	24	86.7
Health Info Mgmt-Administrators/Technicians	43	3	44.8	All Other Personnel	242	108	298.1
Pharmacy Personnel	26	10	31.4				
Clinical Laboratory Personnel	30	8	34.6				
				Total	1,015	567	1,323.7

303 Aurora Medical Center in Oshkosh

Oshkosh, WI 54904

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$321,333,555	46.8%	46.6%	1.00	48.5%	0.97	43.4%	1.08	46.0%	1.02
Medical Assistance	\$85,372,338	12.4%	14.4%	0.86	11.1%	1.12	18.4%	0.68	12.1%	1.03
Commercial	\$246,906,215	36.0%	33.9%	1.06	37.0%	0.97	33.8%	1.06	37.0%	0.97
All Other	\$32,551,262	4.7%	5.1%	0.94	3.4%	1.39	4.3%	1.09	4.8%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$254,968,238	37.2%	35.2%	1.06	34.4%	1.08	33.7%	1.10	36.1%	1.03
Medical Assistance	\$70,003,259	10.2%	11.1%	0.92	8.5%	1.21	14.1%	0.72	9.8%	1.04
Commercial	\$111,625,002	16.3%	14.9%	1.09	14.3%	1.14	13.7%	1.19	16.1%	1.01
Charity Care	\$5,176,150	0.8%	0.7%	1.06	0.6%	1.18	0.7%	1.15	0.9%	0.80
Bad Debt	\$7,483,120	1.1%	1.0%	1.07	1.4%	0.78	1.3%	0.87	1.1%	1.01
All Other	\$19,986,894	2.9%	2.8%	1.04	2.5%	1.18	2.7%	1.09	2.9%	1.01
Total Deductions	\$469,242,663	68.4%	65.8%	1.04	61.6%	1.11	66.0%	1.04	66.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	6.5%	0.13		2.9%	0.30	6.7%	0.13	4.0%	0.21
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A		25.8%	N/A	20.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,319,055	31.4%	42.4%	0.74	39.7%	0.79	43.3%	0.72	32.3%	0.97
Supplies & Services	\$107,336,227	63.2%	51.3%	1.23	53.8%	1.17	49.2%	1.28	61.6%	1.03
Capital Component	\$9,142,816	5.4%	6.2%	0.86	6.5%	0.82	7.4%	0.72	6.1%	0.88
Fiscal Statistics										
Operating Margin (%)	22.4%	10.4%	2.15		14.3%	1.57	12.2%	1.83	18.1%	1.24
Total Hospital Net Income (%)	22.4%	14.1%	1.59		18.3%	1.22	15.0%	1.49	18.1%	1.24
Return on Equity (%)	10.9%	6.3%	1.73		17.0%	0.64	3.8%	2.91	8.8%	1.24
Current Ratio	18.7	4.1	4.55		9.1	2.07	4.0	4.66	21.0	0.89
Days in Net Patient Accounts Receivable	53.4	87.5	0.61		53.2	1.00	139.1	0.38	53.7	0.99
Average Payment Period	43.1	89.9	0.48		32.2	1.34	140.8	0.31	35.3	1.22
Equity Financing (%)	95.0%	64.7%	1.47		109.2%	0.87	62.1%	1.53	94.0%	1.01
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		-0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	23.7	21.0	1.13		32.4	0.73	15.1	1.57	19.3	1.23
Total Asset Turnover	0.5	0.4	1.14		0.9	0.55	0.2	2.01	0.5	1.00
Average Age of Plant (Years)	10.1	17.1	0.59		7.7	1.31	23.5	0.43	8.4	1.20
Increase (Decrease) Total Net Patient Revenue	16.7%	12.7%	1.31		13.9%	1.20	18.6%	0.90	1.5%	11.21
Outpatient Gross Revenue (% of Total GPR)	77.5%	64.9%	1.19		70.3%	1.10	69.2%	1.12	73.8%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,797	\$18,658	0.79		\$13,612	1.09	\$18,023	0.82	\$14,642	1.01
Inpatient Net Revenue per Day	\$3,761	\$3,656	1.03		\$3,085	1.22	\$3,813	0.99	\$3,834	0.98
Outpatient Net Revenue per Visit	\$943	\$781	1.21		\$815	1.16	\$729	1.29	\$938	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$686,163,369	Cash & Cash Equivalents	\$324,342,969	Current Liabilities	\$19,285,363
Less Deductions	\$469,242,663	Net Patient Receivables	\$31,745,521	Long-Term Debt	\$0
Net Patient Revenue	\$216,920,706	Other Receivables	\$174,795	Other Liabilities	\$2,945,658
Plus Other Revenue	\$1,854,715			Subtotal	\$22,231,021
Total Revenue	\$218,775,423	Land, Buildings & Equipment (Net)	\$83,471,506	Unrestricted Fund Balance	\$425,827,576
Less Expenses	\$169,798,098	Other Assets	\$8,323,806	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$15,275	Total Assets	\$448,058,597	Total Liabilities & Fund Balance	\$448,058,597
Net Income	\$48,962,050				

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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.7%	57.9%	0.25	44.6%	0.33	14.2%	1.03	8.0%	1.84
Obstetrics	0.0%	36.8%	N/A	52.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	14.7%	58.7%	0.25	48.8%	0.30	18.3%	0.80	8.0%	1.84
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	17.0	0.10	2.1	0.86	1.3	1.38
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.8	49.8	0.04	28.6	0.06	2.8	0.64	1.3	1.38
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.76	4.1	0.86	3.6	0.96	3.3	1.07
Obstetrics	0.0	2.4	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.9	0.71	4.3	0.81	3.3	1.07
Surgical Operations									
Inpatient	0	1,037	N/A	828	N/A	54	N/A	0	N/A
Outpatient	0	3,865	N/A	2,810	N/A	1,655	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	22.8%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	24,726	145,246	0.17	141,645	0.17	27,310	0.91	22,648	1.09
Emergency Visits	3,019	16,058	0.19	14,182	0.21	3,184	0.95	2,600	1.16
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	11.3	0.09	1.7	0.58	1.0	1.00
Nurses, Licensed	49.5	247.5	0.20	150.4	0.33	37.1	1.33	51.9	0.95
Ancillary Nursing Personnel	11.8	40.3	0.29	22.0	0.53	6.4	1.85	10.2	1.15
All Other Personnel	68.6	496.2	0.14	396.9	0.17	71.3	0.96	80.8	0.85
Total FTEs	130.8	803.0	0.16	580.7	0.23	116.6	1.12	143.9	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.8	13.0	1.14	8.5	1.74	11.4	1.29	21.1	0.70
Nurses, Licensed	732.7	168.4	4.35	113.4	6.46	246.5	2.97	1,094.7	0.67
Ancillary Nursing Personnel	174.5	27.4	6.36	16.6	10.51	42.3	4.13	215.1	0.81
All Other Personnel	1,015.7	337.6	3.01	299.2	3.40	473.5	2.14	1,704.7	0.60
Total FTEs	1,937.6	546.4	3.55	437.7	4.43	773.8	2.50	3,035.6	0.64

Total Hospital:

Beds Set Up & Staffed 12
 Discharges 184
 Inpatient Days 644

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 9
 Discharges 223
 Inpatient Days 3,148

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 12/31/2021	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	184	644	14.7%	1.8	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	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	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	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	2	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.

* 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	6	2	7.7	Radiological Services Personnel	1	6	5.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	12	37	40.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	4.4
Licensed Practical Nurses	3	4	6.3	Physical Therapy Assistants/Aides	0	5	2.4
Ancillary Nursing Personnel	1	14	11.8	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	4.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	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	3	5.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	2	8.6
Pharmacy Personnel	1	5	4.5				
Clinical Laboratory Personnel	6	9	12.7				
				Total	59	96	130.8

104 Mayo Clinic Health System - Oakridge in Osseo

Osseo, WI 54758

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,453,472	55.8%	46.6%	1.20	45.7%	1.22	46.0%	1.21	57.1%	0.98
Medical Assistance	\$6,691,419	14.1%	14.4%	0.98	10.5%	1.34	12.0%	1.17	12.1%	1.17
Commercial	\$12,438,285	26.2%	33.9%	0.77	35.7%	0.73	37.7%	0.69	27.2%	0.96
All Other	\$1,859,868	3.9%	5.1%	0.77	8.1%	0.49	4.2%	0.93	3.6%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,232,639	19.5%	35.2%	0.55	32.9%	0.59	24.4%	0.80	19.2%	1.01
Medical Assistance	\$3,992,059	8.4%	11.1%	0.76	8.2%	1.03	8.3%	1.01	7.8%	1.08
Commercial	\$3,155,540	6.7%	14.9%	0.45	16.1%	0.41	11.4%	0.58	6.1%	1.08
Charity Care	\$1,538,344	3.2%	0.7%	4.55	0.4%	7.36	0.7%	4.56	3.4%	0.95
Bad Debt	\$1,253,820	2.6%	1.0%	2.59	0.9%	2.91	1.4%	1.89	2.3%	1.13
All Other	\$612,191	1.3%	2.8%	0.46	5.9%	0.22	2.2%	0.58	0.9%	1.51
Total Deductions	\$19,784,593	41.7%	65.8%	0.63	64.5%	0.65	48.5%	0.86	39.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.8%	6.5%	1.67	19.4%	0.56	5.2%	2.09	12.9%	0.84	
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A	94.5%	N/A	16.4%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,653,444	55.9%	42.4%	1.32	55.8%	1.00	49.0%	1.14	56.1%	1.00
Supplies & Services	\$12,857,198	40.7%	51.3%	0.79	39.5%	1.03	44.0%	0.92	40.4%	1.01
Capital Component	\$1,088,930	3.4%	6.2%	0.55	4.7%	0.73	7.0%	0.49	3.5%	0.98
Fiscal Statistics										
Operating Margin (%)	-1.9%	10.4%	N/A	0.2%	N/A	12.2%	N/A	-2.1%	0.90	
Total Hospital Net Income (%)	-1.9%	14.1%	N/A	4.3%	N/A	14.2%	N/A	-2.1%	0.90	
Return on Equity (%)	-3.5%	6.3%	N/A	3.3%	N/A	21.6%	N/A	-2.8%	1.28	
Current Ratio	3.7	4.1	0.89	21.9	0.17	2.1	1.73	9.9	0.37	
Days in Net Patient Accounts Receivable	52.6	87.5	0.60	56.7	0.93	53.3	0.99	46.7	1.13	
Average Payment Period	21.3	89.9	0.24	17.0	1.26	54.9	0.39	16.9	1.26	
Equity Financing (%)	64.7%	64.7%	1.00	87.4%	0.74	43.0%	1.50	58.7%	1.10	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	-73.8	21.0	N/A	10.7	N/A	13.9	N/A	-66.0	1.12	
Total Asset Turnover	1.9	0.4	4.34	0.7	2.53	1.5	1.25	1.3	1.43	
Average Age of Plant (Years)	14.7	17.1	0.86	9.0	1.63	8.5	1.74	15.1	0.97	
Increase (Decrease) Total Net Patient Revenue	11.3%	12.7%	0.88	15.9%	0.71	15.6%	0.72	0.8%	14.60	
Outpatient Gross Revenue (% of Total GPR)	73.8%	64.9%	1.14	80.2%	0.92	82.0%	0.90	72.8%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$25,378	\$18,658	1.36	\$17,806	1.43	\$21,986	1.15	\$27,988	0.91	
Inpatient Net Revenue per Day	\$2,495	\$3,656	0.68	\$3,646	0.68	\$3,295	0.76	\$2,629	0.95	
Outpatient Net Revenue per Visit	\$610	\$781	0.78	\$806	0.76	\$696	0.88	\$572	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$47,443,044	Cash & Cash Equivalents	\$706	Current Liabilities	\$1,786,170
Less Deductions	\$19,784,593	Net Patient Receivables	\$3,984,407	Long-Term Debt	\$0
Net Patient Revenue	\$27,658,451	Other Receivables	\$160,262	Other Liabilities	\$4,104,752
Plus Other Revenue	\$3,351,558			Subtotal	\$5,890,922
Total Revenue	\$31,010,009	Land, Buildings & Equipment (Net)	\$10,074,859	Unrestricted Fund Balance	\$10,782,940
Less Expenses	\$31,599,570	Other Assets	\$2,453,628	Restricted Fund Balance	\$36,000
Non-Operating Gains/Losses	\$0	Total Assets	\$16,673,862	Total Liabilities & Fund Balance	\$16,673,862
Net Income	-\$589,561				

106 Marshfield Medical Center - Park Falls
 98 Sherry Avenue, PO Box 310
 Park Falls, WI 54552
 715-762-7505

Fiscal Year: 01/01 to 12/31
 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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.5%	57.9%	0.32	25.1%	0.73	19.3%	0.96	13.7%	1.35
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	18.5%	58.7%	0.31	28.2%	0.65	20.9%	0.88	13.4%	1.38
Average Census (Patients)									
Adult Medical-Surgical	4.6	26.8	0.17	5.0	0.93	3.3	1.38	3.0	1.54
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	49.8	0.09	6.5	0.71	4.2	1.10	3.3	1.38
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.86	3.6	1.10	3.6	1.10	3.0	1.31
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.70	3.9	0.88	3.1	1.11	3.2	1.06
Surgical Operations									
Inpatient	4	1,037	0.00	70	0.06	202	0.02	0	N/A
Outpatient	871	3,865	0.23	1,013	0.86	1,213	0.72	522	1.67
Inpatient as % of All Surgeries	0.5%	21.2%	0.02	6.4%	0.07	14.3%	0.03	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	78,666	145,246	0.54	40,762	1.93	37,326	2.11	24,707	3.18
Emergency Visits	5,484	16,058	0.34	6,148	0.89	4,868	1.13	5,371	1.02
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	2.8	N/A	5.6	N/A	1.0	0.00
Nurses, Licensed	26.6	247.5	0.11	61.3	0.43	48.0	0.55	31.5	0.84
Ancillary Nursing Personnel	9.7	40.3	0.24	8.9	1.09	5.7	1.70	11.8	0.82
All Other Personnel	86.0	496.2	0.17	146.9	0.59	98.5	0.87	199.1	0.43
Total FTEs	122.2	803.0	0.15	219.9	0.56	157.8	0.77	243.3	0.50
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	5.7	N/A	26.2	N/A	3.9	0.00
Nurses, Licensed	60.0	168.4	0.36	125.8	0.48	225.1	0.27	121.2	0.50
Ancillary Nursing Personnel	21.8	27.4	0.80	18.3	1.20	26.6	0.82	45.3	0.48
All Other Personnel	194.1	337.6	0.57	301.1	0.64	461.9	0.42	766.6	0.25
Total FTEs	276.0	546.4	0.51	450.8	0.61	739.8	0.37	937.0	0.29

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 493
 Inpatient Days 1,685

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 26
 Inpatient Days 270

Newborn Nursery:
 Bassinets 0
 Total Births 1
 Newborn Days 0

106 Marshfield Medical Center - Park Falls

Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	427	1,685	18.5%	4.6	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	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	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	0	0	0.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	7	1	8.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	13	20	26.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	14	9.7	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	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	27	26.5
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	19	9	24.3
Pharmacy Personnel	3	3	4.5				
Clinical Laboratory Personnel	8	3	8.6				
				Total	81	81	122.2

106 Marshfield Medical Center - Park Falls

Park Falls, WI 54552

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$44,109,559	59.1%	46.6%	1.27	50.8%	1.16	47.7%	1.24	62.6%	0.94
Medical Assistance	\$9,375,923	12.6%	14.4%	0.87	16.7%	0.75	12.6%	1.00	11.5%	1.09
Commercial	\$17,397,031	23.3%	33.9%	0.69	26.9%	0.87	35.5%	0.66	18.5%	1.26
All Other	\$3,761,874	5.0%	5.1%	0.99	5.6%	0.91	4.2%	1.20	7.3%	0.69
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,418,073	26.0%	35.2%	0.74	27.0%	0.96	27.4%	0.95	21.6%	1.20
Medical Assistance	\$5,781,153	7.7%	11.1%	0.70	11.1%	0.70	8.8%	0.88	5.6%	1.39
Commercial	\$3,391,728	4.5%	14.9%	0.30	5.5%	0.83	12.2%	0.37	7.0%	0.65
Charity Care	\$692,481	0.9%	0.7%	1.30	0.7%	1.37	0.7%	1.32	0.8%	1.16
Bad Debt	\$755,923	1.0%	1.0%	0.99	1.5%	0.68	1.3%	0.80	2.1%	0.49
All Other	\$1,150,716	1.5%	2.8%	0.55	2.7%	0.57	2.4%	0.64	3.5%	0.44
Total Deductions	\$31,190,074	41.8%	65.8%	0.64	48.5%	0.86	52.8%	0.79	40.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.8%	6.5%	0.58	3.4%	1.12	4.2%	0.91	2.9%	1.29	
Net Gains/Losses as % of Net Income	0.1%	29.4%	0.00	46.4%	0.00	27.5%	0.00	4,342.4%	0.00	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,350,514	50.7%	42.4%	1.19	52.8%	0.96	46.9%	1.08	56.1%	0.90
Supplies & Services	\$15,856,676	46.3%	51.3%	0.90	40.1%	1.16	45.9%	1.01	38.3%	1.21
Capital Component	\$1,017,738	3.0%	6.2%	0.48	7.1%	0.42	7.1%	0.42	5.6%	0.53
Fiscal Statistics										
Operating Margin (%)	24.2%	10.4%	2.33	12.3%	1.97	14.1%	1.72	6.4%	3.77	
Total Hospital Net Income (%)	24.2%	14.1%	1.72	20.8%	1.17	18.4%	1.32	-0.2%	N/A	
Return on Equity (%)	0.3%	6.3%	0.05	2.3%	0.15	1.6%	0.21	-0.2%	N/A	
Current Ratio	2.8	4.1	0.68	3.1	0.89	2.8	1.00	1.5	1.89	
Days in Net Patient Accounts Receivable	2,713.0	87.5	31.01	372.2	7.29	469.6	5.78	54.3	49.92	
Average Payment Period	3,074.5	89.9	34.21	407.2	7.55	503.0	6.11	176.9	17.38	
Equity Financing (%)	47.4%	64.7%	0.73	51.8%	0.92	50.7%	0.94	47.5%	1.00	
Long-Term Debt to Equity Ratio	0.8	0.3	2.55	0.7	1.23	0.7	1.14	0.0	110.64	
Times Interest Earned	1,143.7	21.0	54.39	56.7	20.17	28.6	40.00	-0.2	N/A	
Total Asset Turnover	0.0	0.4	0.03	0.1	0.14	0.1	0.17	1.1	0.01	
Average Age of Plant (Years)	956.5	17.1	56.06	55.6	17.20	72.9	13.13	16.5	57.93	
Increase (Decrease) Total Net Patient Revenue	71.3%	12.7%	5.60	17.4%	4.10	13.5%	5.29	8.2%	8.70	
Outpatient Gross Revenue (% of Total GPR)	87.9%	64.9%	1.35	86.8%	1.01	80.3%	1.10	87.8%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,517	\$18,658	0.46	\$14,908	0.57	\$17,504	0.49	\$9,699	0.88	
Inpatient Net Revenue per Day	\$2,016	\$3,656	0.55	\$3,393	0.59	\$4,490	0.45	\$3,032	0.66	
Outpatient Net Revenue per Visit	\$472	\$781	0.60	\$924	0.51	\$784	0.60	\$749	0.63	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$74,644,387	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$31,190,074	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$43,454,313	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$1,708,007			Subtotal	\$1,683,908,000
Total Revenue	\$45,162,320	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$34,224,928	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$9,310	Total Assets	\$3,199,879,000	Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$10,946,702				

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.7%	57.9%	0.44	58.2%	0.44	36.8%	0.70	22.5%	1.14
Obstetrics	17.4%	36.8%	0.47	41.0%	0.02	23.3%	0.74	16.3%	1.06
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	34.3%	58.7%	0.58	62.3%	0.55	42.9%	0.80	28.8%	1.19
Average Census (Patients)									
Adult Medical-Surgical	5.1	26.8	0.19	25.0	0.21	7.2	0.71	4.5	1.14
Obstetrics	0.9	4.8	0.18	4.5	0.19	0.9	0.94	0.8	1.06
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.0	49.8	0.24	53.8	0.22	10.9	1.10	10.1	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	2.0	4.6	0.44	4.5	0.44	3.5	0.58	1.9	1.07
Obstetrics	1.6	2.4	0.64	2.5	0.62	2.1	0.76	1.5	1.05
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.86	4.5	0.93	3.8	1.11	3.6	1.15
Surgical Operations									
Inpatient	418	1,037	0.40	947	0.44	234	1.79	414	1.01
Outpatient	1,186	3,865	0.31	3,798	0.31	1,718	0.69	967	1.23
Inpatient as % of All Surgeries	26.1%	21.2%	1.23	20.0%	1.31	12.0%	2.18	30.0%	0.87
Outpatient Visits									
Non-Emergency Visits	93,640	145,246	0.64	172,458	0.54	77,301	1.21	69,512	1.35
Emergency Visits	6,340	16,058	0.39	16,037	0.40	9,586	0.66	6,056	1.05
Full-Time Equivalents (FTEs)									
Administrators	33.0	19.0	1.73	20.3	1.63	11.2	2.94	33.0	1.00
Nurses, Licensed	106.4	247.5	0.43	270.6	0.39	81.2	1.31	138.0	0.77
Ancillary Nursing Personnel	13.3	40.3	0.33	38.3	0.35	13.2	1.01	49.6	0.27
All Other Personnel	247.0	496.2	0.50	620.2	0.40	206.7	1.20	308.1	0.80
Total FTEs	399.8	803.0	0.50	949.5	0.42	312.3	1.28	528.8	0.76
FTEs per 100 Patient Census (Adjusted)									
Administrators	63.8	13.0	4.92	12.6	5.05	20.5	3.11	79.6	0.80
Nurses, Licensed	205.6	168.4	1.22	168.2	1.22	148.3	1.39	332.8	0.62
Ancillary Nursing Personnel	25.8	27.4	0.94	23.8	1.08	24.2	1.07	119.6	0.22
All Other Personnel	477.3	337.6	1.41	385.4	1.24	377.6	1.26	742.9	0.64
Total FTEs	772.5	546.4	1.41	590.0	1.31	570.6	1.35	1,274.9	0.61

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 1,051
 Inpatient Days 4,387

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 20
 Inpatient Days 156

Newborn Nursery:
 Bassinets 5
 Total Births 204
 Newborn Days 317

108 Southwest Health
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	935	1,879	25.7%	5.1	2.0
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	202	317	17.4%	0.9	1.6
Psychiatric	1	10	87	2,191	60.0%	6.0	25.2
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	33	0	33.0	Surgical Personnel	5	1	5.6
Physicians & Dentists	20	5	24.0	Radiological Services Personnel	8	4	8.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.9
Registered Nurses	70	39	80.1	Occupational Therapy Assistants/Aides	1	2	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	2	9.3
Licensed Practical Nurses	10	9	14.3	Physical Therapy Assistants/Aides	1	2	1.6
Ancillary Nursing Personnel	10	12	13.3	Recreational Therapists	1	0	1.0
Physician Assistants	6	3	7.1	Dietitians & Nutritionists	1	2	1.0
Nurse Practitioners	6	5	6.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	6	2	6.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	41	15	43.4
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	80	44	97.5
Pharmacy Personnel	7	12	11.3				
Clinical Laboratory Personnel	7	5	9.8				
				Total	345	170	399.8

108 Southwest Health

Platteville, WI 53818

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$69,947,780	42.4%	46.6%	0.91	42.1%	1.01	47.0%	0.90	40.6%	1.05
Medical Assistance	\$21,026,998	12.8%	14.4%	0.88	12.0%	1.06	13.0%	0.98	11.6%	1.10
Commercial	\$71,890,370	43.6%	33.9%	1.29	37.4%	1.16	36.1%	1.21	45.8%	0.95
All Other	\$2,007,929	1.2%	5.1%	0.24	8.4%	0.14	3.8%	0.32	2.1%	0.58
Deductions as % of Total Gross Patient Revenue										
Medicare	\$43,248,601	26.2%	35.2%	0.74	31.8%	0.82	32.5%	0.81	26.3%	1.00
Medical Assistance	\$15,080,742	9.1%	11.1%	0.83	9.3%	0.99	9.9%	0.93	9.0%	1.02
Commercial	\$29,360,856	17.8%	14.9%	1.19	19.0%	0.94	14.1%	1.26	17.6%	1.01
Charity Care	\$232,897	0.1%	0.7%	0.20	0.5%	0.27	0.7%	0.21	0.2%	0.70
Bad Debt	\$1,352,656	0.8%	1.0%	0.81	1.0%	0.80	1.5%	0.55	2.3%	0.35
All Other	\$704,869	0.4%	2.8%	0.15	4.5%	0.09	1.8%	0.24	-0.4%	N/A
Total Deductions	\$89,980,621	54.6%	65.8%	0.83	66.2%	0.82	60.4%	0.90	55.0%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.9%	6.5%	1.22	6.8%	1.16	7.5%	1.05	8.0%	0.99
Net Gains/Losses as % of Net Income		57.0%	29.4%	1.94	49.6%	1.15	42.4%	1.34	197.7%	0.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$46,362,433	63.4%	42.4%	1.49	44.5%	1.43	50.4%	1.26	60.6%	1.05
Supplies & Services	\$22,226,229	30.4%	51.3%	0.59	48.9%	0.62	42.2%	0.72	32.2%	0.94
Capital Component	\$4,495,426	6.2%	6.2%	0.99	6.6%	0.93	7.5%	0.82	7.2%	0.86
Fiscal Statistics										
Operating Margin (%)		10.1%	10.4%	0.97	8.0%	1.26	8.9%	1.14	-1.3%	N/A
Total Hospital Net Income (%)		20.7%	14.1%	1.47	14.8%	1.40	14.5%	1.43	1.3%	16.12
Return on Equity (%)		14.2%	6.3%	2.25	10.2%	1.40	11.3%	1.26	0.7%	19.16
Current Ratio		1.9	4.1	0.46	2.7	0.71	5.3	0.35	3.0	0.63
Days in Net Patient Accounts Receivable		56.1	87.5	0.64	50.7	1.11	49.1	1.14	60.2	0.93
Average Payment Period		95.2	89.9	1.06	78.2	1.22	43.7	2.18	72.2	1.32
Equity Financing (%)		78.6%	64.7%	1.21	59.6%	1.32	76.8%	1.02	66.6%	1.18
Long-Term Debt to Equity Ratio		0.1	0.3	0.27	0.3	0.35	0.2	0.47	0.2	0.44
Times Interest Earned		41.0	21.0	1.95	18.0	2.28	19.8	2.08	2.4	17.38
Total Asset Turnover		0.6	0.4	1.41	0.6	0.95	0.7	0.83	0.6	1.08
Average Age of Plant (Years)		13.0	17.1	0.76	12.6	1.03	10.5	1.23	13.7	0.94
Increase (Decrease) Total Net Patient Revenue		27.9%	12.7%	2.19	11.3%	2.48	11.8%	2.36	-9.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.1%	64.9%	1.20	61.9%	1.26	79.7%	0.98	76.5%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$17,095	\$18,658	0.92	\$18,949	0.90	\$14,182	1.21	\$14,306	1.19
Inpatient Net Revenue per Day		\$4,255	\$3,656	1.16	\$3,664	1.16	\$3,541	1.20	\$3,865	1.10
Outpatient Net Revenue per Visit		\$578	\$781	0.74	\$753	0.77	\$602	0.96	\$616	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$164,873,075	Cash & Cash Equivalents	\$21,127,873	Current Liabilities	\$18,233,927
Less Deductions	\$89,980,621	Net Patient Receivables	\$11,503,086	Long-Term Debt	\$9,244,841
Net Patient Revenue	\$74,892,454	Other Receivables	\$270,365	Other Liabilities	\$1,316,062
Plus Other Revenue	\$6,408,739			Subtotal	\$28,794,830
Total Revenue	\$81,301,195	Land, Buildings & Equipment (Net)	\$37,877,003	Unrestricted Fund Balance	\$105,455,728
Less Expenses	\$73,084,088	Other Assets	\$63,472,231	Restricted Fund Balance	\$828,130
Non-Operating Gains/Losses	\$10,880,939			Total Liabilities & Fund Balance	\$134,250,558
Net Income	\$19,098,046	Total Assets	\$134,250,558		

111 Aspirus Divine Savior Hospital & Clinics
 2817 New Pinery Road
 Portage, WI 53901
 608-742-4131

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.2%	57.9%	0.50	58.2%	0.50	42.2%	0.69	34.0%	0.86
Obstetrics	4.6%	36.8%	0.12	41.0%	0.02	19.9%	0.23	17.4%	0.26
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	20.2%	58.7%	0.34	62.3%	0.32	42.0%	0.48	31.5%	0.64
Average Census (Patients)									
Adult Medical-Surgical	11.7	26.8	0.44	25.0	0.47	12.3	0.95	12.6	0.93
Obstetrics	0.8	4.8	0.17	4.5	0.18	1.4	0.59	1.0	0.78
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.0	49.8	0.26	53.8	0.24	19.1	0.68	15.4	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.80	4.5	0.81	3.8	0.97	3.7	1.00
Obstetrics	1.7	2.4	0.68	2.5	0.65	2.1	0.81	2.0	0.83
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.66	4.5	0.71	4.0	0.79	3.9	0.82
Surgical Operations									
Inpatient	313	1,037	0.30	947	0.33	334	0.94	331	0.95
Outpatient	1,703	3,865	0.44	3,798	0.45	2,451	0.69	1,169	1.46
Inpatient as % of All Surgeries	15.5%	21.2%	0.73	20.0%	0.78	12.0%	1.30	22.1%	0.70
Outpatient Visits									
Non-Emergency Visits	55,129	145,246	0.38	172,458	0.32	76,359	0.72	125,741	0.44
Emergency Visits	12,460	16,058	0.78	16,037	0.78	11,733	1.06	14,354	0.87
Full-Time Equivalents (FTEs)									
Administrators	26.3	19.0	1.38	20.3	1.29	12.6	2.09	30.0	0.88
Nurses, Licensed	103.8	247.5	0.42	270.6	0.38	121.7	0.85	142.6	0.73
Ancillary Nursing Personnel	22.1	40.3	0.55	38.3	0.58	21.5	1.03	13.9	1.59
All Other Personnel	301.9	496.2	0.61	620.2	0.49	244.0	1.24	446.7	0.68
Total FTEs	454.0	803.0	0.57	949.5	0.48	399.8	1.14	633.2	0.72
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.4	13.0	2.27	12.6	2.33	14.8	1.99	37.5	0.78
Nurses, Licensed	116.3	168.4	0.69	168.2	0.69	143.7	0.81	178.2	0.65
Ancillary Nursing Personnel	24.8	27.4	0.90	23.8	1.04	25.4	0.98	17.3	1.43
All Other Personnel	338.5	337.6	1.00	385.4	0.88	288.0	1.18	558.3	0.61
Total FTEs	509.1	546.4	0.93	590.0	0.86	471.8	1.08	791.3	0.64

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 1,474
 Inpatient Days 4,730

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 1
 Inpatient Days 13

Newborn Nursery:
 Bassinets 18
 Total Births 178
 Newborn Days 281

111 Aspirus Divine Savior Hospital & Clinics
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	40	1,160	4,262	29.2%	11.7	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	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	18	180	299	4.6%	0.8	1.7
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	6	29	169	7.7%	0.5	5.8
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)	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	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	25	1	26.3	Surgical Personnel	9	2	10.0
Physicians & Dentists	21	10	28.2	Radiological Services Personnel	12	5	12.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	5.0
Dental Hygienists	0	0	0.0	Occupational Therapists	6	3	8.0
Registered Nurses	73	35	92.1	Occupational Therapy Assistants/Aides	2	3	3.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	7	22.4
Licensed Practical Nurses	6	7	11.6	Physical Therapy Assistants/Aides	8	6	12.2
Ancillary Nursing Personnel	12	19	22.1	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	2.0
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	30	10	35.4
Health Info Mgmt-Administrators/Technicians	0	1	0.3	All Other Personnel	102	59	122.8
Pharmacy Personnel	9	0	9.0				
Clinical Laboratory Personnel	7	1	7.3				
				Total	364	177	454.0

111 Aspirus Divine Savior Hospital & Clinics

Portage, WI 53901

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$88,196,461	40.6%	46.6%	0.87	42.1%	0.96	49.5%	0.82	44.1%	0.92
Medical Assistance	\$31,543,733	14.5%	14.4%	1.01	12.0%	1.21	13.2%	1.10	15.0%	0.97
Commercial	\$89,513,545	41.2%	33.9%	1.22	37.4%	1.10	33.6%	1.23	35.7%	1.15
All Other	\$7,870,279	3.6%	5.1%	0.72	8.4%	0.43	3.7%	0.97	5.2%	0.70
Deductions as % of Total Gross Patient Revenue										
Medicare	\$67,921,032	31.3%	35.2%	0.89	31.8%	0.98	35.9%	0.87	32.4%	0.96
Medical Assistance	\$28,512,597	13.1%	11.1%	1.19	9.3%	1.42	10.4%	1.27	11.3%	1.16
Commercial	\$30,433,365	14.0%	14.9%	0.94	19.0%	0.74	13.9%	1.01	13.5%	1.04
Charity Care	\$516,631	0.2%	0.7%	0.33	0.5%	0.45	0.8%	0.31	0.5%	0.44
Bad Debt	\$3,265,359	1.5%	1.0%	1.48	1.0%	1.46	1.3%	1.16	3.0%	0.50
All Other	\$6,940,892	3.2%	2.8%	1.14	4.5%	0.70	2.3%	1.39	2.2%	1.46
Total Deductions	\$137,589,876	63.4%	65.8%	0.96	66.2%	0.96	64.5%	0.98	63.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.5%	6.5%	0.39	6.8%	0.38	7.3%	0.35	10.6%	0.24	
Net Gains/Losses as % of Net Income	279.5%	29.4%	9.52	49.6%	5.63	21.5%	12.99	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,366,471	59.2%	42.4%	1.39	44.5%	1.33	44.5%	1.33	61.1%	0.97
Supplies & Services	\$29,467,945	34.6%	51.3%	0.67	48.9%	0.71	48.6%	0.71	29.8%	1.16
Capital Component	\$5,254,601	6.2%	6.2%	0.99	6.6%	0.93	6.9%	0.89	9.1%	0.68
Fiscal Statistics										
Operating Margin (%)	-4.3%	10.4%	N/A	8.0%	N/A	13.9%	N/A	-3.8%	1.11	
Total Hospital Net Income (%)	2.2%	14.1%	0.16	14.8%	0.15	17.0%	0.13	-1.7%	N/A	
Return on Equity (%)	1.3%	6.3%	0.21	10.2%	0.13	13.1%	0.10	-1.0%	N/A	
Current Ratio	1.5	4.1	0.37	2.7	0.57	4.4	0.34	1.4	1.04	
Days in Net Patient Accounts Receivable	55.9	87.5	0.64	50.7	1.10	43.9	1.27	51.0	1.10	
Average Payment Period	89.1	89.9	0.99	78.2	1.14	61.1	1.46	94.2	0.95	
Equity Financing (%)	58.8%	64.7%	0.91	59.6%	0.99	78.9%	0.75	57.8%	1.02	
Long-Term Debt to Equity Ratio	0.4	0.3	1.23	0.3	1.60	0.1	3.14	0.4	0.91	
Times Interest Earned	4.5	21.0	0.21	18.0	0.25	25.9	0.17	0.6	7.71	
Total Asset Turnover	0.6	0.4	1.30	0.6	0.88	0.7	0.75	0.6	0.95	
Average Age of Plant (Years)	15.0	17.1	0.88	12.6	1.19	10.3	1.45	14.9	1.00	
Increase (Decrease) Total Net Patient Revenue	5.0%	12.7%	0.40	11.3%	0.45	14.2%	0.36	-12.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	83.9%	64.9%	1.29	61.9%	1.35	76.7%	1.09	82.7%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,150	\$18,658	0.54	\$18,949	0.54	\$12,297	0.83	\$11,282	0.90	
Inpatient Net Revenue per Day	\$2,815	\$3,656	0.77	\$3,664	0.77	\$2,830	0.99	\$3,248	0.87	
Outpatient Net Revenue per Visit	\$1,001	\$781	1.28	\$753	1.33	\$806	1.24	\$466	2.15	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$217,124,017	Cash & Cash Equivalents	\$11,875,353	Current Liabilities	\$19,651,391
Less Deductions	\$137,589,876	Net Patient Receivables	\$12,174,220	Long-Term Debt	\$34,904,417
Net Patient Revenue	\$79,534,141	Other Receivables	\$3,344,319	Other Liabilities	\$5,748,462
Plus Other Revenue	\$2,079,640			Subtotal	\$60,304,270
Total Revenue	\$81,613,782	Land, Buildings & Equipment (Net)	\$71,693,328	Unrestricted Fund Balance	\$86,067,055
Less Expenses	\$85,089,017	Other Assets	\$47,284,105	Restricted Fund Balance	\$33,094
Non-Operating Gains/Losses	\$5,411,492			Total Liabilities & Fund Balance	\$146,371,325
Net Income	\$1,936,257	Total Assets	\$146,371,325		

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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.4%	57.9%	0.39	44.6%	0.50	19.3%	1.16	21.9%	1.02
Obstetrics	24.0%	36.8%	0.65	52.1%	0.02	21.6%	1.11	21.6%	1.11
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	23.2%	58.7%	0.39	48.8%	0.47	20.9%	1.11	22.0%	1.05
Average Census (Patients)									
Adult Medical-Surgical	4.7	26.8	0.18	17.0	0.28	3.3	1.41	4.6	1.02
Obstetrics	1.0	4.8	0.20	4.5	0.21	0.9	1.06	0.9	1.11
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.8	49.8	0.12	28.6	0.20	4.2	1.38	5.5	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	4.1	0.83	3.6	0.94	3.3	1.01
Obstetrics	2.4	2.4	0.98	3.2	0.75	2.2	1.10	2.2	1.08
Pediatrics	0.0	3.8	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.67	4.9	0.66	3.1	1.06	3.1	1.05
Surgical Operations									
Inpatient	84	1,037	0.08	828	0.10	202	0.42	81	1.04
Outpatient	859	3,865	0.22	2,810	0.31	1,213	0.71	729	1.18
Inpatient as % of All Surgeries	8.9%	21.2%	0.42	22.8%	0.39	14.3%	0.62	10.0%	0.89
Outpatient Visits									
Non-Emergency Visits	5,135	145,246	0.04	141,645	0.04	37,326	0.14	4,230	1.21
Emergency Visits	4,944	16,058	0.31	14,182	0.35	4,868	1.02	4,253	1.16
Full-Time Equivalents (FTEs)									
Administrators	16.0	19.0	0.84	11.3	1.41	5.6	2.86	0.0	N/A
Nurses, Licensed	89.5	247.5	0.36	150.4	0.60	48.0	1.87	96.9	0.92
Ancillary Nursing Personnel	9.0	40.3	0.22	22.0	0.41	5.7	1.59	9.2	0.98
All Other Personnel	182.6	496.2	0.37	396.9	0.46	98.5	1.85	194.1	0.94
Total FTEs	297.2	803.0	0.37	580.7	0.51	157.8	1.88	300.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	59.9	13.0	4.62	8.5	7.02	26.2	2.28	0.0	N/A
Nurses, Licensed	335.3	168.4	1.99	113.4	2.96	225.1	1.49	415.0	0.81
Ancillary Nursing Personnel	33.8	27.4	1.23	16.6	2.04	26.6	1.27	39.4	0.86
All Other Personnel	683.9	337.6	2.03	299.2	2.29	461.9	1.48	830.9	0.82
Total FTEs	1,112.9	546.4	2.04	437.7	2.54	739.8	1.50	1,285.3	0.87

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 653
 Inpatient Days 2,116

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 71
 Inpatient Days 568

Newborn Nursery:
 Bassinets 4
 Total Births 143
 Newborn Days 256

112 Crossing Rivers Health
 Prairie du Chien, WI 53821

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	507	1,714	22.4%	4.7	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	11	52	0.0%	0.1	4.7
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	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	146	350	24.0%	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	16	0	16.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	6	2	7.5	Radiological Services Personnel	9	2	10.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	1	8.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.8
Registered Nurses	67	7	75.2	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	3	3	4.6
Licensed Practical Nurses	3	1	3.0	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	9	2	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.8	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	6	4	6.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	3	3.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	4	25.9
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	72	11	79.1
Pharmacy Personnel	4	2	5.2				
Clinical Laboratory Personnel	7	2	8.0				
				Total	265	50	297.2

112 Crossing Rivers Health

Prairie du Chien, WI 53821

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$42,402,051	43.7%	46.6%	0.94	45.7%	0.96	47.7%	0.92	48.7%	0.90
Medical Assistance	\$10,066,249	10.4%	14.4%	0.72	10.5%	0.99	12.6%	0.82	9.5%	1.09
Commercial	\$38,669,754	39.8%	33.9%	1.18	35.7%	1.12	35.5%	1.12	37.3%	1.07
All Other	\$5,953,703	6.1%	5.1%	1.21	8.1%	0.76	4.2%	1.46	4.5%	1.36
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,640,246	21.3%	35.2%	0.60	32.9%	0.65	27.4%	0.78	22.4%	0.95
Medical Assistance	\$6,615,827	6.8%	11.1%	0.62	8.2%	0.83	8.8%	0.77	6.7%	1.01
Commercial	\$7,617,238	7.8%	14.9%	0.53	16.1%	0.49	12.2%	0.64	6.6%	1.19
Charity Care	\$1,212,325	1.2%	0.7%	1.75	0.4%	2.83	0.7%	1.77	1.5%	0.85
Bad Debt	\$481,928	0.5%	1.0%	0.49	0.9%	0.55	1.3%	0.39	0.4%	1.23
All Other	\$3,071,741	3.2%	2.8%	1.13	5.9%	0.53	2.4%	1.31	2.3%	1.37
Total Deductions	\$39,639,305	40.8%	65.8%	0.62	64.5%	0.63	52.8%	0.77	39.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		12.9%	6.5%	1.99	19.4%	0.66	4.2%	3.08	11.7%	1.10
Net Gains/Losses as % of Net Income		12.6%	29.4%	0.43	94.5%	0.13	27.5%	0.46	32.0%	0.40
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,110,696	60.1%	42.4%	1.42	55.8%	1.08	46.9%	1.28	59.8%	1.00
Supplies & Services	\$17,426,367	31.6%	51.3%	0.62	39.5%	0.80	45.9%	0.69	29.5%	1.07
Capital Component	\$4,599,503	8.3%	6.2%	1.34	4.7%	1.76	7.1%	1.17	10.6%	0.78
Fiscal Statistics										
Operating Margin (%)		16.4%	10.4%	1.57	0.2%	66.35	14.1%	1.16	7.0%	2.33
Total Hospital Net Income (%)		18.3%	14.1%	1.30	4.3%	4.29	18.4%	0.99	10.0%	1.83
Return on Equity (%)		11.6%	6.3%	1.84	3.3%	3.57	1.6%	7.30	5.9%	1.99
Current Ratio		5.4	4.1	1.31	21.9	0.25	2.8	1.94	3.4	1.60
Days in Net Patient Accounts Receivable		60.3	87.5	0.69	56.7	1.06	469.6	0.13	63.6	0.95
Average Payment Period		57.3	89.9	0.64	17.0	3.38	503.0	0.11	82.3	0.70
Equity Financing (%)		67.5%	64.7%	1.04	87.4%	0.77	50.7%	1.33	60.8%	1.11
Long-Term Debt to Equity Ratio		0.4	0.3	1.12	0.1	6.88	0.7	0.50	0.5	0.79
Times Interest Earned		14.9	21.0	0.71	10.7	1.39	28.6	0.52	6.0	2.47
Total Asset Turnover		0.6	0.4	1.45	0.7	0.85	0.1	7.56	0.6	1.09
Average Age of Plant (Years)		9.1	17.1	0.53	9.0	1.01	72.9	0.12	7.3	1.24
Increase (Decrease) Total Net Patient Revenue		17.5%	12.7%	1.37	15.9%	1.10	13.5%	1.30	-0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		79.1%	64.9%	1.22	80.2%	0.99	80.3%	0.99	76.4%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,422		\$18,658	1.09	\$17,806	1.15	\$17,504	1.17	\$19,182	1.06
Inpatient Net Revenue per Day	\$5,586		\$3,656	1.53	\$3,646	1.53	\$4,490	1.24	\$5,451	1.02
Outpatient Net Revenue per Visit	\$4,269		\$781	5.46	\$806	5.30	\$784	5.45	\$4,143	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$97,091,757	Cash & Cash Equivalents	\$32,316,865	Current Liabilities	\$8,103,891
Less Deductions	\$39,639,305	Net Patient Receivables	\$9,489,208	Long-Term Debt	\$26,364,104
Net Patient Revenue	\$57,452,452	Other Receivables	\$499,598	Other Liabilities	\$0
Plus Other Revenue	\$8,474,701			Subtotal	\$34,467,995
Total Revenue	\$65,927,153	Land, Buildings & Equipment (Net)	\$34,232,973	Unrestricted Fund Balance	\$71,568,367
Less Expenses	\$55,136,566	Other Assets	\$29,497,718	Restricted Fund Balance	\$529,741
Non-Operating Gains/Losses	\$1,560,402			Total Liabilities & Fund Balance	\$106,036,362
Net Income	\$12,350,989	Total Assets	\$106,036,362		

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.8%	57.9%	0.57	58.2%	0.56	42.2%	0.78	27.7%	1.19
Obstetrics	68.0%	36.8%	1.85	41.0%	0.05	19.9%	3.42	53.6%	1.27
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.0%	58.7%	0.61	62.3%	0.58	42.0%	0.86	30.2%	1.19
Average Census (Patients)									
Adult Medical-Surgical	9.8	26.8	0.37	25.0	0.39	12.3	0.80	8.3	1.19
Obstetrics	2.0	4.8	0.42	4.5	0.45	1.4	1.46	1.6	1.27
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.0	49.8	0.26	53.8	0.24	19.1	0.68	10.9	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	2.1	4.6	0.46	4.5	0.46	3.8	0.55	2.0	1.05
Obstetrics	1.9	2.4	0.80	2.5	0.76	2.1	0.94	1.8	1.09
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.5	4.9	0.51	4.5	0.55	4.0	0.62	2.1	1.18
Surgical Operations									
Inpatient	977	1,037	0.94	947	1.03	334	2.93	1,069	0.91
Outpatient	3,506	3,865	0.91	3,798	0.92	2,451	1.43	3,016	1.16
Inpatient as % of All Surgeries	21.8%	21.2%	1.03	20.0%	1.09	12.0%	1.82	26.2%	0.83
Outpatient Visits									
Non-Emergency Visits	115,098	145,246	0.79	172,458	0.67	76,359	1.51	99,226	1.16
Emergency Visits	8,742	16,058	0.54	16,037	0.55	11,733	0.75	7,581	1.15
Full-Time Equivalents (FTEs)									
Administrators	26.0	19.0	1.36	20.3	1.28	12.6	2.07	23.0	1.13
Nurses, Licensed	130.2	247.5	0.53	270.6	0.48	121.7	1.07	120.2	1.08
Ancillary Nursing Personnel	27.9	40.3	0.69	38.3	0.73	21.5	1.30	26.0	1.07
All Other Personnel	327.5	496.2	0.66	620.2	0.53	244.0	1.34	334.6	0.98
Total FTEs	511.7	803.0	0.64	949.5	0.54	399.8	1.28	503.8	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	53.3	13.0	4.12	12.6	4.23	14.8	3.60	60.6	0.88
Nurses, Licensed	267.1	168.4	1.59	168.2	1.59	143.7	1.86	316.5	0.84
Ancillary Nursing Personnel	57.3	27.4	2.09	23.8	2.41	25.4	2.26	68.6	0.84
All Other Personnel	671.9	337.6	1.99	385.4	1.74	288.0	2.33	881.2	0.76
Total FTEs	1,049.7	546.4	1.92	590.0	1.78	471.8	2.22	1,326.9	0.79

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	36	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	1,890	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	402
Inpatient Days	4,731			Inpatient Days	0	Newborn Days	730

113 Sauk Prairie Healthcare
 Prairie du Sac, WI 53578

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,718	3,593	32.8%	9.8	2.1
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	3	383	745	68.0%	2.0	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	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)	2	3	99	393	35.9%	1.1	4.0
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	7	3	9.9
Physicians & Dentists	20	10	23.4	Radiological Services Personnel	15	10	21.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	7.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	3.2
Registered Nurses	57	88	107.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	9	10.9
Licensed Practical Nurses	3	2	4.9	Physical Therapy Assistants/Aides	2	2	3.1
Ancillary Nursing Personnel	18	22	27.9	Recreational Therapists	0	0	0.0
Physician Assistants	6	11	10.8	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	7	3	8.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	1	9.0	Social Workers	0	5	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	16	25.7
Health Info Mgmt-Administrators/Technicians	2	1	2.1	All Other Personnel	147	153	175.0
Pharmacy Personnel	7	7	9.7				
Clinical Laboratory Personnel	9	2	9.7				
				Total	368	357	511.7

113 Sauk Prairie Healthcare

Prairie du Sac, WI 53578

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$116,617,306	44.9%	46.6%	0.96	42.1%	1.07	49.5%	0.91	43.4%	1.04
Medical Assistance	\$19,355,064	7.5%	14.4%	0.52	12.0%	0.62	13.2%	0.57	6.6%	1.13
Commercial	\$119,696,450	46.1%	33.9%	1.36	37.4%	1.23	33.6%	1.37	48.5%	0.95
All Other	\$3,948,048	1.5%	5.1%	0.30	8.4%	0.18	3.7%	0.41	1.5%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$87,512,550	33.7%	35.2%	0.96	31.8%	1.06	35.9%	0.94	31.9%	1.06
Medical Assistance	\$15,398,708	5.9%	11.1%	0.54	9.3%	0.64	10.4%	0.57	5.2%	1.15
Commercial	\$54,085,161	20.8%	14.9%	1.39	19.0%	1.10	13.9%	1.50	21.6%	0.96
Charity Care	\$1,991,158	0.8%	0.7%	1.08	0.5%	1.44	0.8%	1.01	0.8%	0.96
Bad Debt	\$356,139	0.1%	1.0%	0.13	1.0%	0.13	1.3%	0.11	0.3%	0.51
All Other	\$1,545,556	0.6%	2.8%	0.21	4.5%	0.13	2.3%	0.26	0.5%	1.18
Total Deductions	\$160,889,272	62.0%	65.8%	0.94	66.2%	0.94	64.5%	0.96	60.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	6.5%	0.51	6.8%	0.49	7.3%	0.46	7.0%	0.47
Net Gains/Losses as % of Net Income		38.1%	29.4%	1.30	49.6%	0.77	21.5%	1.77	106.4%	0.36
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$58,710,906	60.1%	42.4%	1.42	44.5%	1.35	44.5%	1.35	59.9%	1.00
Supplies & Services	\$30,083,635	30.8%	51.3%	0.60	48.9%	0.63	48.6%	0.63	30.0%	1.03
Capital Component	\$8,941,461	9.1%	6.2%	1.47	6.6%	1.38	6.9%	1.33	10.1%	0.90
Fiscal Statistics										
Operating Margin (%)		4.3%	10.4%	0.41	8.0%	0.53	13.9%	0.31	-0.2%	N/A
Total Hospital Net Income (%)		6.7%	14.1%	0.48	14.8%	0.45	17.0%	0.40	3.3%	2.07
Return on Equity (%)		4.2%	6.3%	0.66	10.2%	0.41	13.1%	0.32	1.9%	2.26
Current Ratio		2.9	4.1	0.71	2.7	1.10	4.4	0.66	2.4	1.24
Days in Net Patient Accounts Receivable		46.7	87.5	0.53	50.7	0.92	43.9	1.06	63.2	0.74
Average Payment Period		78.3	89.9	0.87	78.2	1.00	61.1	1.28	100.2	0.78
Equity Financing (%)		53.0%	64.7%	0.82	59.6%	0.89	78.9%	0.67	49.4%	1.07
Long-Term Debt to Equity Ratio		0.6	0.3	1.88	0.3	2.45	0.1	4.79	0.7	0.89
Times Interest Earned		3.9	21.0	0.19	18.0	0.22	25.9	0.15	2.2	1.77
Total Asset Turnover		0.6	0.4	1.42	0.6	0.96	0.7	0.82	0.6	1.10
Average Age of Plant (Years)		13.7	17.1	0.80	12.6	1.09	10.3	1.33	12.1	1.14
Increase (Decrease) Total Net Patient Revenue		16.5%	12.7%	1.29	11.3%	1.46	14.2%	1.16	-7.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.7%	64.9%	1.18	61.9%	1.24	76.7%	1.00	73.8%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,957	\$18,658	0.80	\$18,949	0.79	\$12,297	1.22	\$15,323	0.98	
Inpatient Net Revenue per Day	\$6,806	\$3,656	1.86	\$3,664	1.86	\$2,830	2.41	\$7,891	0.86	
Outpatient Net Revenue per Visit	\$571	\$781	0.73	\$753	0.76	\$806	0.71	\$528	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$259,616,868	Cash & Cash Equivalents	\$43,294,375	Current Liabilities	\$19,915,562
Less Deductions	\$160,889,272	Net Patient Receivables	\$12,622,093	Long-Term Debt	\$55,159,424
Net Patient Revenue	\$98,727,596	Other Receivables	\$0	Other Liabilities	\$3,961,294
Plus Other Revenue	\$3,373,850			Subtotal	\$79,036,280
Total Revenue	\$102,101,446	Land, Buildings & Equipment (Net)	\$66,980,107	Unrestricted Fund Balance	\$89,087,679
Less Expenses	\$97,736,002	Other Assets	\$45,227,384	Restricted Fund Balance	\$5,241,517
Non-Operating Gains/Losses	\$2,684,762			Total Liabilities & Fund Balance	\$168,123,959
Net Income	\$7,050,206	Total Assets	\$168,123,959		

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.3%	57.9%	0.76	61.6%	0.72	72.0%	0.61	41.9%	1.06
Obstetrics	21.8%	36.8%	0.59	32.8%	0.29	46.8%	0.46	34.1%	0.64
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	55.2%	58.7%	0.94	56.8%	0.97	68.8%	0.80	58.4%	0.94
Average Census (Patients)									
Adult Medical-Surgical	51.4	26.8	1.91	34.1	1.51	108.1	0.48	48.7	1.06
Obstetrics	9.6	4.8	1.98	5.4	1.76	14.4	0.67	10.6	0.91
Pediatrics	0.0	1.5	N/A	0.0	N/A	5.0	N/A	0.0	N/A
Total Hospital	155.6	49.8	3.13	64.9	2.40	209.1	0.74	158.9	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	5.2	4.6	1.13	4.3	1.21	5.0	1.03	5.0	1.04
Obstetrics	2.5	2.4	1.04	2.3	1.10	2.6	0.98	2.5	1.03
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.1	N/A	2.3	0.00
Total Hospital	5.5	4.9	1.13	4.5	1.21	5.3	1.04	5.2	1.05
Surgical Operations									
Inpatient	1,495	1,037	1.44	1,167	1.28	3,842	0.39	1,730	0.86
Outpatient	4,641	3,865	1.20	4,137	1.12	11,153	0.42	3,999	1.16
Inpatient as % of All Surgeries	24.4%	21.2%	1.15	22.0%	1.11	25.6%	0.95	30.2%	0.81
Outpatient Visits									
Non-Emergency Visits	424,985	145,246	2.93	170,630	2.49	450,554	0.94	397,394	1.07
Emergency Visits	51,522	16,058	3.21	21,970	2.35	40,709	1.27	57,178	0.90
Full-Time Equivalents (FTEs)									
Administrators	39.7	19.0	2.09	22.0	1.81	63.3	0.63	43.6	0.91
Nurses, Licensed	528.0	247.5	2.13	286.1	1.85	921.1	0.57	552.0	0.96
Ancillary Nursing Personnel	86.5	40.3	2.15	52.9	1.63	153.6	0.56	82.9	1.04
All Other Personnel	777.2	496.2	1.57	515.7	1.51	1,865.1	0.42	835.7	0.93
Total FTEs	1,431.4	803.0	1.78	876.8	1.63	3,003.0	0.48	1,514.2	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.8	13.0	0.76	11.5	0.86	11.7	0.84	11.1	0.88
Nurses, Licensed	130.3	168.4	0.77	148.8	0.88	170.7	0.76	140.8	0.93
Ancillary Nursing Personnel	21.3	27.4	0.78	27.5	0.78	28.5	0.75	21.2	1.01
All Other Personnel	191.8	337.6	0.57	268.3	0.71	345.6	0.56	213.1	0.90
Total FTEs	353.3	546.4	0.65	456.1	0.77	556.5	0.63	386.2	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	12
Discharges	10,350	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,283
Inpatient Days	56,790			Inpatient Days	0	Newborn Days	2,127

302 Ascension All Saints Hospital
Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	116	3,607	18,749	44.3%	51.4	5.2
Orthopedic	2	10	1,517	6,838	187.3%	18.7	4.5
Rehabilitation & Physical Medicine	1	14	342	4,179	81.8%	11.4	12.2
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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	2	44	1,377	3,494	21.8%	9.6	2.5
Psychiatric	1	29	822	4,330	40.9%	11.9	5.3
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	347	4,474	53.3%	12.3	12.9
Step-Down (Special Care)	1	28	2,175	11,872	116.2%	32.5	5.5
Neonatal Intensive/Intermediate Care	1	18	163	2,854	43.4%	7.8	17.5
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	39	1	39.7	Surgical Personnel	36	11	40.9
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	39	34	55.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	20	18	24.8
Dental Hygienists	0	0	0.0	Occupational Therapists	16	11	19.0
Registered Nurses	369	239	466.7	Occupational Therapy Assistants/Aides	0	2	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	25	27.5
Licensed Practical Nurses	13	10	19.2	Physical Therapy Assistants/Aides	3	6	5.7
Ancillary Nursing Personnel	60	82	86.5	Recreational Therapists	1	1	1.5
Physician Assistants	14	2	14.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	38	13	42.1	Psychologists	3	0	3.0
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	81	63	105.5
Health Info Mgmt-Administrators/Technicians	1	1	1.5	All Other Personnel	157	53	182.6
Pharmacy Personnel	51	31	64.1				
Clinical Laboratory Personnel	62	45	78.7				
				Total	1,160	671	1,431.4

302 Ascension All Saints Hospital

Racine, WI 53405

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$476,206,496	49.3%	46.6%	1.06	51.5%	0.96	46.9%	1.05	49.2%	1.00
Medical Assistance	\$229,290,638	23.7%	14.4%	1.65	11.3%	2.09	13.3%	1.79	22.2%	1.07
Commercial	\$236,476,226	24.5%	33.9%	0.72	34.7%	0.70	34.1%	0.72	25.1%	0.97
All Other	\$24,426,245	2.5%	5.1%	0.50	2.5%	1.03	5.7%	0.44	3.5%	0.72
Deductions as % of Total Gross Patient Revenue										
Medicare	\$348,017,353	36.0%	35.2%	1.02	41.5%	0.87	36.2%	1.00	35.3%	1.02
Medical Assistance	\$161,714,096	16.7%	11.1%	1.51	9.1%	1.83	10.3%	1.62	15.1%	1.11
Commercial	\$106,829,281	11.1%	14.9%	0.74	16.0%	0.69	16.2%	0.68	10.3%	1.08
Charity Care	\$18,639,266	1.9%	0.7%	2.70	0.9%	2.16	0.7%	2.76	3.5%	0.55
Bad Debt	\$15,422,494	1.6%	1.0%	1.57	1.0%	1.56	0.8%	1.93	1.1%	1.39
All Other	\$5,954,683	0.6%	2.8%	0.22	1.2%	0.51	3.0%	0.20	0.5%	1.32
Total Deductions	\$656,577,173	67.9%	65.8%	1.03	69.8%	0.97	67.3%	1.01	65.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.1%	6.5%	1.72	5.3%	2.09	6.7%	1.66	14.2%	0.78
Net Gains/Losses as % of Net Income		110.2%	29.4%	3.75	13.2%	8.33	30.5%	3.62	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$116,653,997	33.1%	42.4%	0.78	38.6%	0.86	41.3%	0.80	35.2%	0.94
Supplies & Services	\$217,084,910	61.5%	51.3%	1.20	53.1%	1.16	53.3%	1.15	59.8%	1.03
Capital Component	\$19,090,502	5.4%	6.2%	0.87	8.4%	0.65	5.4%	0.99	5.0%	1.08
Fiscal Statistics										
Operating Margin (%)		-1.2%	10.4%	N/A	13.6%	N/A	9.3%	N/A	4.3%	N/A
Total Hospital Net Income (%)		10.6%	14.1%	0.75	15.4%	0.69	12.9%	0.82	4.2%	2.51
Return on Equity (%)		11.9%	6.3%	1.88	9.8%	1.22	8.9%	1.34	4.6%	2.57
Current Ratio		1.6	4.1	0.38	7.4	0.21	4.8	0.33	1.2	1.31
Days in Net Patient Accounts Receivable		43.2	87.5	0.49	51.6	0.84	61.8	0.70	35.8	1.20
Average Payment Period		71.3	89.9	0.79	51.5	1.38	62.8	1.14	68.4	1.04
Equity Financing (%)		70.2%	64.7%	1.09	80.1%	0.88	69.5%	1.01	63.3%	1.11
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	24.3	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.31	0.6	1.59	0.7	1.50	1.1	0.90
Average Age of Plant (Years)		4.9	17.1	0.29	11.1	0.44	13.3	0.37	4.2	1.16
Increase (Decrease) Total Net Patient Revenue		-1.1%	12.7%	N/A	7.7%	N/A	11.2%	N/A	-6.5%	0.16
Outpatient Gross Revenue (% of Total GPR)		61.5%	64.9%	0.95	65.6%	0.94	59.3%	1.04	59.3%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,382	\$18,658	0.72	\$14,982	0.89	\$21,058	0.64	\$12,629	1.06
Inpatient Net Revenue per Day		\$2,433	\$3,656	0.67	\$3,228	0.75	\$3,785	0.64	\$2,412	1.01
Outpatient Net Revenue per Visit		\$392	\$781	0.50	\$697	0.56	\$881	0.45	\$402	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$966,399,604	Cash & Cash Equivalents	\$10,585	Current Liabilities	\$65,502,625
Less Deductions	\$656,577,173	Net Patient Receivables	\$36,629,462	Long-Term Debt	\$0
Net Patient Revenue	\$309,822,431	Other Receivables	\$4,874,089	Other Liabilities	\$39,215,164
Plus Other Revenue	\$38,759,528			Subtotal	\$104,717,789
Total Revenue	\$348,581,961	Land, Buildings & Equipment (Net)	\$247,368,183	Unrestricted Fund Balance	\$246,685,679
Less Expenses	\$352,829,409	Other Assets	\$62,521,147	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$45,999,721			Total Liabilities & Fund Balance	\$351,403,468
Net Income	\$41,752,273	Total Assets	\$351,403,466		

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: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.1%	57.9%	0.57	58.2%	0.57	42.2%	0.78	34.6%	0.96
Obstetrics	55.9%	36.8%	1.52	41.0%	0.03	19.9%	2.81	66.5%	0.84
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.0%	58.7%	0.63	62.3%	0.59	42.0%	0.88	38.7%	0.96
Average Census (Patients)									
Adult Medical-Surgical	5.0	26.8	0.18	25.0	0.20	12.3	0.40	4.5	1.10
Obstetrics	1.1	4.8	0.23	4.5	0.25	1.4	0.80	1.3	0.84
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.0	49.8	0.14	53.8	0.13	19.1	0.37	6.6	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.6	0.68	4.5	0.69	3.8	0.83	2.8	1.11
Obstetrics	2.0	2.4	0.83	2.5	0.79	2.1	0.98	2.1	0.98
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.63	4.5	0.68	4.0	0.76	2.7	1.12
Surgical Operations									
Inpatient	93	1,037	0.09	947	0.10	334	0.28	138	0.67
Outpatient	2,168	3,865	0.56	3,798	0.57	2,451	0.88	1,833	1.18
Inpatient as % of All Surgeries	4.1%	21.2%	0.19	20.0%	0.21	12.0%	0.34	7.0%	0.59
Outpatient Visits									
Non-Emergency Visits	105,104	145,246	0.72	172,458	0.61	76,359	1.38	88,161	1.19
Emergency Visits	8,596	16,058	0.54	16,037	0.54	11,733	0.73	8,204	1.05
Full-Time Equivalents (FTEs)									
Administrators	5.6	19.0	0.30	20.3	0.28	12.6	0.45	7.6	0.74
Nurses, Licensed	124.4	247.5	0.50	270.6	0.46	121.7	1.02	133.8	0.93
Ancillary Nursing Personnel	9.5	40.3	0.24	38.3	0.25	21.5	0.44	19.0	0.50
All Other Personnel	318.0	496.2	0.64	620.2	0.51	244.0	1.30	416.5	0.76
Total FTEs	457.6	803.0	0.57	949.5	0.48	399.8	1.14	576.9	0.79
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.7	13.0	0.75	12.6	0.77	14.8	0.65	15.1	0.64
Nurses, Licensed	214.6	168.4	1.27	168.2	1.28	143.7	1.49	265.6	0.81
Ancillary Nursing Personnel	16.4	27.4	0.60	23.8	0.69	25.4	0.65	37.7	0.43
All Other Personnel	548.4	337.6	1.62	385.4	1.42	288.0	1.90	827.1	0.66
Total FTEs	789.1	546.4	1.44	590.0	1.34	471.8	1.67	1,145.6	0.69

Total Hospital:
 Beds Set Up & Staffed 19
 Discharges 834
 Inpatient Days 2,567

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 27
 Inpatient Days 333

Newborn Nursery:
 Bassinets 2
 Total Births 198
 Newborn Days 343

117 Reedsburg Area Medical Center
Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	578	1,811	33.1%	5.0	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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	202	408	55.9%	1.1	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	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	2	55	348	47.7%	1.0	6.3
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	5	1	5.6	Surgical Personnel	6	0	6.0
Physicians & Dentists	10	7	14.6	Radiological Services Personnel	15	3	16.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	60	54	93.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	7	10	14.8	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	6	5	9.5	Recreational Therapists	0	0	0.0
Physician Assistants	6	6	10.8	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	8	2	9.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	3	28.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	166	15	171.5
Pharmacy Personnel	23	9	26.7				
Clinical Laboratory Personnel	14	0	14.0				
				Total	387	120	457.6

117 Reedsburg Area Medical Center

Reedsburg, WI 53959

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$78,738,089	50.5%	46.6%	1.08	42.1%	1.20	49.5%	1.02	53.6%	0.94
Medical Assistance	\$21,954,804	14.1%	14.4%	0.98	12.0%	1.17	13.2%	1.07	12.5%	1.12
Commercial	\$51,507,069	33.1%	33.9%	0.98	37.4%	0.88	33.6%	0.98	31.6%	1.05
All Other	\$3,607,383	2.3%	5.1%	0.46	8.4%	0.27	3.7%	0.62	2.3%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,826,957	19.8%	35.2%	0.56	31.8%	0.62	35.9%	0.55	19.4%	1.02
Medical Assistance	\$15,489,996	9.9%	11.1%	0.90	9.3%	1.07	10.4%	0.96	10.3%	0.96
Commercial	\$25,889,701	16.6%	14.9%	1.11	19.0%	0.88	13.9%	1.20	17.0%	0.98
Charity Care	\$1,662,400	1.1%	0.7%	1.50	0.5%	2.00	0.8%	1.41	1.6%	0.68
Bad Debt	\$541,405	0.3%	1.0%	0.34	1.0%	0.34	1.3%	0.27	0.9%	0.40
All Other	\$1,487,348	1.0%	2.8%	0.34	4.5%	0.21	2.3%	0.41	1.5%	0.64
Total Deductions	\$75,897,807	48.7%	65.8%	0.74	66.2%	0.74	64.5%	0.76	50.7%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		19.1%	6.5%	2.95	6.8%	2.82	7.3%	2.63	18.8%	1.02
Net Gains/Losses as % of Net Income		16.1%	29.4%	0.55	49.6%	0.32	21.5%	0.75	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,072,016	55.4%	42.4%	1.30	44.5%	1.24	44.5%	1.25	56.9%	0.97
Supplies & Services	\$33,918,675	37.5%	51.3%	0.73	48.9%	0.77	48.6%	0.77	36.8%	1.02
Capital Component	\$6,469,015	7.2%	6.2%	1.15	6.6%	1.08	6.9%	1.04	6.2%	1.15
Fiscal Statistics										
Operating Margin (%)		8.4%	10.4%	0.81	8.0%	1.04	13.9%	0.61	2.5%	3.33
Total Hospital Net Income (%)		9.9%	14.1%	0.70	14.8%	0.67	17.0%	0.58	2.3%	4.38
Return on Equity (%)		8.3%	6.3%	1.32	10.2%	0.82	13.1%	0.63	1.6%	5.06
Current Ratio		2.6	4.1	0.64	2.7	0.99	4.4	0.60	1.9	1.36
Days in Net Patient Accounts Receivable		43.4	87.5	0.50	50.7	0.86	43.9	0.99	46.7	0.93
Average Payment Period		97.0	89.9	1.08	78.2	1.24	61.1	1.59	126.3	0.77
Equity Financing (%)		51.4%	64.7%	0.79	59.6%	0.86	78.9%	0.65	44.5%	1.15
Long-Term Debt to Equity Ratio		0.6	0.3	1.68	0.3	2.18	0.1	4.27	0.7	0.80
Times Interest Earned		7.7	21.0	0.37	18.0	0.43	25.9	0.30	3.5	2.21
Total Asset Turnover		0.8	0.4	1.94	0.6	1.31	0.7	1.12	0.7	1.13
Average Age of Plant (Years)		8.3	17.1	0.49	12.6	0.66	10.3	0.80	10.5	0.79
Increase (Decrease) Total Net Patient Revenue		16.8%	12.7%	1.32	11.3%	1.49	14.2%	1.18	2.8%	5.94
Outpatient Gross Revenue (% of Total GPR)		87.7%	64.9%	1.35	61.9%	1.42	76.7%	1.14	86.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,943	\$18,658	0.85	\$18,949	0.84	\$12,297	1.30	\$14,396	1.11
Inpatient Net Revenue per Day		\$4,697	\$3,656	1.28	\$3,664	1.28	\$2,830	1.66	\$4,834	0.97
Outpatient Net Revenue per Visit		\$586	\$781	0.75	\$753	0.78	\$806	0.73	\$587	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$155,807,345	Cash & Cash Equivalents	\$11,445,391	Current Liabilities	\$22,900,143
Less Deductions	\$75,897,807	Net Patient Receivables	\$9,509,523	Long-Term Debt	\$33,759,678
Net Patient Revenue	\$79,909,538	Other Receivables	\$1,641,014	Other Liabilities	\$1,203,960
Plus Other Revenue	\$18,854,139			Subtotal	\$57,863,781
Total Revenue	\$98,763,677	Land, Buildings & Equipment (Net)	\$50,578,338	Unrestricted Fund Balance	\$61,138,475
Less Expenses	\$90,459,706	Other Assets	\$45,827,990	Restricted Fund Balance	\$711,358
Non-Operating Gains/Losses	\$1,591,671			Total Liabilities & Fund Balance	\$119,002,256
Net Income	\$9,895,642	Total Assets	\$119,002,256		

118 Aspirus Rhinelander 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: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.1%	57.9%	0.50	58.8%	0.49	42.2%	0.69	30.4%	0.96
Obstetrics	15.7%	36.8%	0.43	39.4%	0.03	19.9%	0.79	20.3%	0.78
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.3%	58.7%	0.64	61.6%	0.61	42.0%	0.89	35.8%	1.04
Average Census (Patients)									
Adult Medical-Surgical	8.1	26.8	0.30	17.6	0.46	12.3	0.66	7.3	1.12
Obstetrics	1.3	4.8	0.26	3.2	0.39	1.4	0.90	1.6	0.78
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	25.0	49.8	0.50	35.6	0.70	19.1	1.31	22.6	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.76	4.4	0.79	3.8	0.92	3.3	1.05
Obstetrics	2.1	2.4	0.85	2.2	0.94	2.1	1.00	2.3	0.90
Pediatrics	0.0	3.8	N/A	4.3	N/A	2.0	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	4.7	0.87	4.0	1.02	3.7	1.11
Surgical Operations									
Inpatient	456	1,037	0.44	1,116	0.41	334	1.37	475	0.96
Outpatient	3,957	3,865	1.02	3,513	1.13	2,451	1.61	3,191	1.24
Inpatient as % of All Surgeries	10.3%	21.2%	0.49	24.1%	0.43	12.0%	0.86	13.0%	0.80
Outpatient Visits									
Non-Emergency Visits	220,036	145,246	1.51	131,878	1.67	76,359	2.88	102,445	2.15
Emergency Visits	10,790	16,058	0.67	11,093	0.97	11,733	0.92	11,105	0.97
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	20.4	0.24	12.6	0.40	21.7	0.23
Nurses, Licensed	126.1	247.5	0.51	172.5	0.73	121.7	1.04	170.9	0.74
Ancillary Nursing Personnel	1.0	40.3	0.02	24.7	0.04	21.5	0.05	5.0	0.20
All Other Personnel	288.6	496.2	0.58	457.0	0.63	244.0	1.18	273.0	1.06
Total FTEs	420.7	803.0	0.52	674.6	0.62	399.8	1.05	470.6	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.9	13.0	0.38	17.1	0.29	14.8	0.33	24.5	0.20
Nurses, Licensed	124.2	168.4	0.74	144.1	0.86	143.7	0.86	192.6	0.64
Ancillary Nursing Personnel	1.0	27.4	0.04	20.6	0.05	25.4	0.04	5.6	0.17
All Other Personnel	284.4	337.6	0.84	381.6	0.75	288.0	0.99	307.7	0.92
Total FTEs	414.6	546.4	0.76	563.4	0.74	471.8	0.88	530.4	0.78

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	8
Discharges	2,215	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	182
Inpatient Days	9,123			Inpatient Days	0	Newborn Days	295

118 Aspirus Rhinelander Hospital
Rhinelander, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	857	2,973	29.1%	8.1	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	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	8	222	459	15.7%	1.3	2.1
Psychiatric	1	11	372	1,943	48.4%	5.3	5.2
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	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	764	3,748	51.3%	10.3	4.9
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.

* 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	4	5.0	Surgical Personnel	5	4	6.1
Physicians & Dentists	44	26	48.7	Radiological Services Personnel	12	4	13.2
Medical & Dental Residents	3	3	4.5	Respiratory Therapists	2	3	2.8
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.7
Registered Nurses	77	54	93.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	3	2	3.5
Licensed Practical Nurses	9	3	9.1	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	7	3	7.6	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	15	5	17.3	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	5	1	5.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	26	23	30.9
Health Info Mgmt-Administrators/Technicians	4	3	4.7	All Other Personnel	110	79	129.3
Pharmacy Personnel	3	2	3.0				
Clinical Laboratory Personnel	8	7	10.2				
				Total	361	234	420.7

118 Aspirus Rhinelander Hospital

Rhinelander, WI 54501

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$155,492,673	53.8%	46.6%	1.15	51.2%	1.05	49.5%	1.09	52.2%	1.03
Medical Assistance	\$42,301,466	14.6%	14.4%	1.02	13.3%	1.10	13.2%	1.11	14.5%	1.01
Commercial	\$67,478,433	23.3%	33.9%	0.69	29.9%	0.78	33.6%	0.70	24.4%	0.96
All Other	\$23,743,556	8.2%	5.1%	1.62	5.7%	1.45	3.7%	2.20	8.9%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$114,594,861	39.6%	35.2%	1.13	36.0%	1.10	35.9%	1.10	37.4%	1.06
Medical Assistance	\$32,447,941	11.2%	11.1%	1.01	10.1%	1.11	10.4%	1.08	10.6%	1.06
Commercial	\$15,572,950	5.4%	14.9%	0.36	9.2%	0.58	13.9%	0.39	5.5%	0.98
Charity Care	\$3,657,242	1.3%	0.7%	1.77	0.8%	1.65	0.8%	1.67	1.5%	0.87
Bad Debt	\$3,523,084	1.2%	1.0%	1.20	0.8%	1.50	1.3%	0.94	1.9%	0.64
All Other	\$18,600,288	6.4%	2.8%	2.30	3.5%	1.83	2.3%	2.79	6.9%	0.94
Total Deductions	\$188,396,364	65.2%	65.8%	0.99	60.4%	1.08	64.5%	1.01	63.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.0%	6.5%	0.92	4.2%	1.42	7.3%	0.82	6.5%	0.91	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	32.5%	N/A	21.5%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,341,926	28.9%	42.4%	0.68	42.4%	0.68	44.5%	0.65	30.4%	0.95
Supplies & Services	\$62,180,931	65.7%	51.3%	1.28	52.7%	1.25	48.6%	1.35	63.8%	1.03
Capital Component	\$5,183,678	5.5%	6.2%	0.88	4.9%	1.11	6.9%	0.79	5.8%	0.94
Fiscal Statistics										
Operating Margin (%)	11.5%	10.4%	1.10	9.6%	1.19	13.9%	0.83	7.0%	1.64	
Total Hospital Net Income (%)	6.7%	14.1%	0.48	13.6%	0.49	17.0%	0.39	6.1%	1.10	
Return on Equity (%)	10.6%	6.3%	1.67	3.3%	3.21	13.1%	0.80	8.5%	1.24	
Current Ratio	1.3	4.1	0.32	2.8	0.46	4.4	0.30	0.8	1.57	
Days in Net Patient Accounts Receivable	50.2	87.5	0.57	167.5	0.30	43.9	1.14	48.8	1.03	
Average Payment Period	63.0	89.9	0.70	165.5	0.38	61.1	1.03	100.6	0.63	
Equity Financing (%)	38.0%	64.7%	0.59	50.9%	0.75	78.9%	0.48	39.5%	0.96	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	48.7	N/A	25.9	N/A	0.0	N/A	
Total Asset Turnover	1.7	0.4	3.87	0.2	7.19	0.7	2.23	1.4	1.18	
Average Age of Plant (Years)	10.0	17.1	0.59	33.5	0.30	10.3	0.97	8.5	1.18	
Increase (Decrease) Total Net Patient Revenue	14.5%	12.7%	1.14	25.1%	0.58	14.2%	1.03	-3.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	75.8%	64.9%	1.17	70.5%	1.07	76.7%	0.99	75.2%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,524	\$18,658	0.67	\$16,540	0.76	\$12,297	1.02	\$10,610	1.18	
Inpatient Net Revenue per Day	\$3,090	\$3,656	0.85	\$3,511	0.88	\$2,830	1.09	\$2,931	1.05	
Outpatient Net Revenue per Visit	\$331	\$781	0.42	\$799	0.41	\$806	0.41	\$606	0.55	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$289,016,128	Cash & Cash Equivalents	\$35,528	Current Liabilities	\$15,617,833
Less Deductions	\$188,396,364	Net Patient Receivables	\$13,835,342	Long-Term Debt	\$0
Net Patient Revenue	\$100,619,764	Other Receivables	\$287,243	Other Liabilities	\$24,410,934
Plus Other Revenue	\$6,387,724			Subtotal	\$40,028,767
Total Revenue	\$107,007,488	Land, Buildings & Equipment (Net)	\$41,339,800	Unrestricted Fund Balance	\$24,502,407
Less Expenses	\$94,706,535	Other Assets	\$9,033,261	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$5,484,609			Total Liabilities & Fund Balance	\$64,531,174
Net Income	\$6,816,344	Total Assets	\$64,531,174		

119 Marshfield Medical Center – Rice Lake
 1700 West Stout Street
 Rice Lake, WI 54868
 715-234-1515

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.6%	57.9%	0.75	49.7%	0.88	58.1%	0.75	38.7%	1.13
Obstetrics	23.4%	36.8%	0.64	28.0%	0.07	31.4%	0.75	26.7%	0.88
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	42.8%	58.7%	0.73	50.3%	0.85	55.7%	0.77	37.5%	1.14
Average Census (Patients)									
Adult Medical-Surgical	11.8	26.8	0.44	11.9	0.99	31.3	0.38	10.4	1.13
Obstetrics	1.9	4.8	0.39	2.0	0.95	4.8	0.39	2.1	0.88
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	17.1	49.8	0.34	18.8	0.91	61.6	0.28	15.0	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.2	0.93	4.4	0.88	3.2	1.20
Obstetrics	1.9	2.4	0.79	2.2	0.89	2.4	0.82	2.0	0.95
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	4.4	0.85	4.6	0.80	3.1	1.21
Surgical Operations									
Inpatient	296	1,037	0.29	390	0.76	1,302	0.23	465	0.64
Outpatient	4,972	3,865	1.29	2,637	1.89	5,418	0.92	4,636	1.07
Inpatient as % of All Surgeries	5.6%	21.2%	0.27	12.9%	0.44	19.4%	0.29	9.1%	0.62
Outpatient Visits									
Non-Emergency Visits	161,820	145,246	1.11	85,077	1.90	219,131	0.74	163,488	0.99
Emergency Visits	13,207	16,058	0.82	8,132	1.62	24,739	0.53	12,539	1.05
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	10.7	N/A	20.7	N/A	3.0	0.00
Nurses, Licensed	121.2	247.5	0.49	127.1	0.95	342.9	0.35	148.7	0.82
Ancillary Nursing Personnel	28.4	40.3	0.70	20.5	1.38	54.5	0.52	26.3	1.08
All Other Personnel	224.6	496.2	0.45	291.6	0.77	656.1	0.34	495.9	0.45
Total FTEs	374.1	803.0	0.47	450.0	0.83	1,074.1	0.35	673.8	0.56
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	14.3	N/A	10.1	N/A	2.0	0.00
Nurses, Licensed	66.2	168.4	0.39	169.5	0.39	168.5	0.39	101.2	0.65
Ancillary Nursing Personnel	15.5	27.4	0.57	27.3	0.57	26.8	0.58	17.9	0.87
All Other Personnel	122.7	337.6	0.36	388.8	0.32	322.3	0.38	337.5	0.36
Total FTEs	204.4	546.4	0.37	599.9	0.34	527.7	0.39	458.6	0.45

Total Hospital:
 Beds Set Up & Staffed 40
 Discharges 1,679
 Inpatient Days 6,256

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 341
 Newborn Days 594

119 Marshfield Medical Center – Rice Lake
Rice Lake, WI 54868

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,108	4,301	43.6%	11.8	3.9
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	1	8	353	684	23.4%	1.9	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	5	218	1,271	69.6%	3.5	5.8
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	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.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	3	4	5.4
Physicians & Dentists	4	1	5.1	Radiological Services Personnel	21	6	22.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	2.1
Registered Nurses	65	73	117.2	Occupational Therapy Assistants/Aides	6	1	6.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	2	11.1
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	13	22	28.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	4	5.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	63	47	90.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	10	25.1
Pharmacy Personnel	14	9	16.8				
Clinical Laboratory Personnel	12	3	14.5				
				Total	250	192	374.1

119 Marshfield Medical Center – Rice Lake

Rice Lake, WI 54868

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$210,322,602	54.3%	46.6%	1.16	50.7%	1.07	43.4%	1.25	53.7%	1.01
Medical Assistance	\$50,993,715	13.2%	14.4%	0.91	12.0%	1.10	18.4%	0.71	12.5%	1.06
Commercial	\$96,222,376	24.8%	33.9%	0.73	32.9%	0.76	33.8%	0.73	26.2%	0.95
All Other	\$30,022,705	7.7%	5.1%	1.53	4.5%	1.73	4.3%	1.78	7.6%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$140,979,436	36.4%	35.2%	1.03	33.4%	1.09	33.7%	1.08	37.9%	0.96
Medical Assistance	\$36,881,484	9.5%	11.1%	0.86	8.6%	1.10	14.1%	0.68	9.2%	1.04
Commercial	\$21,992,936	5.7%	14.9%	0.38	10.0%	0.57	13.7%	0.42	4.6%	1.23
Charity Care	\$1,833,184	0.5%	0.7%	0.66	0.6%	0.81	0.7%	0.72	0.7%	0.71
Bad Debt	\$3,717,967	1.0%	1.0%	0.94	1.1%	0.84	1.3%	0.77	1.4%	0.68
All Other	\$18,058,629	4.7%	2.8%	1.67	2.7%	1.75	2.7%	1.74	3.6%	1.30
Total Deductions	\$223,463,635	57.7%	65.8%	0.88	56.4%	1.02	66.0%	0.87	57.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%	6.5%	0.07		5.6%	0.09	6.7%	0.07	0.4%	1.14
Net Gains/Losses as % of Net Income	32.3%	29.4%	1.10		37.6%	0.86	20.9%	1.55	5.1%	6.36
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$65,356,261	45.2%	42.4%	1.07	50.5%	0.90	43.3%	1.04	45.8%	0.99
Supplies & Services	\$73,293,275	50.7%	51.3%	0.99	44.3%	1.14	49.2%	1.03	49.6%	1.02
Capital Component	\$5,901,910	4.1%	6.2%	0.66	5.1%	0.79	7.4%	0.55	4.6%	0.89
Fiscal Statistics										
Operating Margin (%)	12.3%	10.4%	1.19		9.6%	1.29	12.2%	1.01	14.2%	0.87
Total Hospital Net Income (%)	17.2%	14.1%	1.22		14.5%	1.18	15.0%	1.15	14.8%	1.16
Return on Equity (%)	0.9%	6.3%	0.15		2.4%	0.39	3.8%	0.25	0.7%	1.37
Current Ratio	2.8	4.1	0.68		2.7	1.03	4.0	0.69	2.3	1.20
Days in Net Patient Accounts Receivable	718.4	87.5	8.21		250.3	2.87	139.1	5.17	705.6	1.02
Average Payment Period	729.6	89.9	8.12		256.1	2.85	140.8	5.18	1,193.9	0.61
Equity Financing (%)	47.4%	64.7%	0.73		51.4%	0.92	62.1%	0.76	44.0%	1.08
Long-Term Debt to Equity Ratio	0.8	0.3	2.55		0.7	1.24	0.4	2.01	0.9	0.93
Times Interest Earned	24.2	21.0	1.15		45.6	0.53	15.1	1.61	21.8	1.11
Total Asset Turnover	0.1	0.4	0.12		0.2	0.33	0.2	0.21	0.0	1.12
Average Age of Plant (Years)	209.4	17.1	12.27		51.5	4.06	23.5	8.91	197.0	1.06
Increase (Decrease) Total Net Patient Revenue	12.3%	12.7%	0.97		13.4%	0.92	18.6%	0.66	3.6%	3.46
Outpatient Gross Revenue (% of Total GPR)	90.7%	64.9%	1.40		75.1%	1.21	69.2%	1.31	89.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,679	\$18,658	0.52		\$16,496	0.59	\$18,023	0.54	\$9,299	1.04
Inpatient Net Revenue per Day	\$2,619	\$3,656	0.72		\$3,511	0.75	\$3,813	0.69	\$3,052	0.86
Outpatient Net Revenue per Visit	\$866	\$781	1.11		\$874	0.99	\$729	1.19	\$763	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$387,561,398	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$223,463,635	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$164,097,763	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$790,096			Subtotal	\$1,683,908,000
Total Revenue	\$164,887,861	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$144,551,446	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$9,691,792			Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$30,028,207	Total Assets	\$3,199,879,000		

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 2021	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.8%	57.9%	0.69	58.2%	0.68	36.8%	1.08	29.6%	1.34
Obstetrics	17.5%	36.8%	0.47	41.0%	0.02	23.3%	0.75	17.6%	0.99
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.3%	58.7%	0.62	62.3%	0.58	42.9%	0.85	28.0%	1.30
Average Census (Patients)									
Adult Medical-Surgical	7.2	26.8	0.27	25.0	0.29	7.2	0.99	5.3	1.34
Obstetrics	0.7	4.8	0.14	4.5	0.15	0.9	0.76	0.7	0.99
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.1	49.8	0.18	53.8	0.17	10.9	0.83	7.0	1.30
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.78	4.5	0.79	3.5	1.03	3.2	1.14
Obstetrics	1.9	2.4	0.76	2.5	0.73	2.1	0.90	1.9	0.98
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.5	0.77	3.8	0.93	3.1	1.14
Surgical Operations									
Inpatient	182	1,037	0.18	947	0.19	234	0.78	152	1.20
Outpatient	1,405	3,865	0.36	3,798	0.37	1,718	0.82	1,141	1.23
Inpatient as % of All Surgeries	11.5%	21.2%	0.54	20.0%	0.57	12.0%	0.96	11.8%	0.98
Outpatient Visits									
Non-Emergency Visits	59,686	145,246	0.41	172,458	0.35	77,301	0.77	35,711	1.67
Emergency Visits	6,474	16,058	0.40	16,037	0.40	9,586	0.68	5,530	1.17
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	20.3	N/A	11.2	N/A	3.0	0.00
Nurses, Licensed	84.1	247.5	0.34	270.6	0.31	81.2	1.04	82.2	1.02
Ancillary Nursing Personnel	10.2	40.3	0.25	38.3	0.27	13.2	0.77	10.8	0.94
All Other Personnel	268.5	496.2	0.54	620.2	0.43	206.7	1.30	272.7	0.98
Total FTEs	362.7	803.0	0.45	949.5	0.38	312.3	1.16	368.7	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	12.6	N/A	20.5	N/A	7.2	0.00
Nurses, Licensed	165.8	168.4	0.98	168.2	0.99	148.3	1.12	196.9	0.84
Ancillary Nursing Personnel	20.1	27.4	0.73	23.8	0.84	24.2	0.83	25.9	0.77
All Other Personnel	529.7	337.6	1.57	385.4	1.37	377.6	1.40	653.0	0.81
Total FTEs	715.6	546.4	1.31	590.0	1.21	570.6	1.25	883.0	0.81

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 950
 Inpatient Days 3,314

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 41
 Inpatient Days 368

Newborn Nursery:
 Bassinets 4
 Total Births 136
 Newborn Days 215

120 The Richland Hospital Inc
Richland Center, WI 53581

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	728	2,616	39.8%	7.2	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	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	137	255	17.5%	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	83	443	40.5%	1.2	5.3
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	0	0	0.0	Surgical Personnel	5	2	6.4
Physicians & Dentists	17	7	20.1	Radiological Services Personnel	10	1	10.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	3	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	2	3.9
Registered Nurses	47	32	67.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	9	1	9.7
Licensed Practical Nurses	4	1	4.2	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	5	8	10.2	Recreational Therapists	0	0	0.0
Physician Assistants	1	3	2.5	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	7	2	8.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	1	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	4	15.6
Health Info Mgmt-Administrators/Technicians	7	3	8.3	All Other Personnel	110	36	132.6
Pharmacy Personnel	8	2	8.6				
Clinical Laboratory Personnel	11	0	11.0				
				Total	294	114	362.7

120 The Richland Hospital Inc
Richland Center, WI 53581

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$71,897,498	52.0%	46.6%	1.11	42.1%	1.23	47.0%	1.10	49.1%	1.06
Medical Assistance	\$21,805,527	15.8%	14.4%	1.09	12.0%	1.31	13.0%	1.21	14.8%	1.06
Commercial	\$43,066,082	31.1%	33.9%	0.92	37.4%	0.83	36.1%	0.86	34.6%	0.90
All Other	\$1,593,422	1.2%	5.1%	0.23	8.4%	0.14	3.8%	0.30	1.4%	0.82
Deductions as % of Total Gross Patient Revenue										
Medicare	\$41,999,336	30.4%	35.2%	0.86	31.8%	0.95	32.5%	0.94	25.7%	1.18
Medical Assistance	\$16,655,986	12.0%	11.1%	1.09	9.3%	1.30	9.9%	1.22	11.6%	1.04
Commercial	\$15,273,185	11.0%	14.9%	0.74	19.0%	0.58	14.1%	0.78	12.9%	0.86
Charity Care	\$507,552	0.4%	0.7%	0.51	0.5%	0.69	0.7%	0.55	0.4%	0.82
Bad Debt	\$2,931,034	2.1%	1.0%	2.08	1.0%	2.05	1.5%	1.41	2.6%	0.81
All Other	-\$160,341	-0.1%	2.8%	N/A	4.5%	N/A	1.8%	N/A	0.1%	N/A
Total Deductions	\$77,206,752	55.8%	65.8%	0.85	66.2%	0.84	60.4%	0.92	53.4%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.6%	6.5%	0.40	6.8%	0.38	7.5%	0.34	9.0%	0.28
Net Gains/Losses as % of Net Income		64.3%	29.4%	2.19	49.6%	1.29	42.4%	1.52	44.1%	1.46
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,038,660	61.0%	42.4%	1.44	44.5%	1.37	50.4%	1.21	64.1%	0.95
Supplies & Services	\$19,620,038	33.2%	51.3%	0.65	48.9%	0.68	42.2%	0.79	30.1%	1.10
Capital Component	\$3,440,892	5.8%	6.2%	0.93	6.6%	0.88	7.5%	0.78	5.8%	1.01
Fiscal Statistics										
Operating Margin (%)		5.8%	10.4%	0.56	8.0%	0.73	8.9%	0.66	4.0%	1.45
Total Hospital Net Income (%)		14.8%	14.1%	1.05	14.8%	1.00	14.5%	1.02	7.0%	2.11
Return on Equity (%)		11.4%	6.3%	1.80	10.2%	1.12	11.3%	1.01	5.1%	2.25
Current Ratio		5.1	4.1	1.24	2.7	1.91	5.3	0.96	3.3	1.54
Days in Net Patient Accounts Receivable		62.3	87.5	0.71	50.7	1.23	49.1	1.27	74.6	0.83
Average Payment Period		54.2	89.9	0.60	78.2	0.69	43.7	1.24	78.5	0.69
Equity Financing (%)		90.1%	64.7%	1.39	59.6%	1.51	76.8%	1.17	84.3%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		10,390.8	21.0	494.16	18.0	576.51	19.8	526.07	4,518.2	2.30
Total Asset Turnover		0.7	0.4	1.62	0.6	1.10	0.7	0.95	0.7	1.00
Average Age of Plant (Years)		15.5	17.1	0.91	12.6	1.24	10.5	1.47	14.2	1.10
Increase (Decrease) Total Net Patient Revenue		14.6%	12.7%	1.14	11.3%	1.30	11.8%	1.23	31.6%	0.46
Outpatient Gross Revenue (% of Total GPR)		82.1%	64.9%	1.26	61.9%	1.33	79.7%	1.03	83.2%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,627		\$18,658	0.84	\$18,949	0.82	\$14,182	1.10	\$14,071	1.11
Inpatient Net Revenue per Day	\$4,202		\$3,656	1.15	\$3,664	1.15	\$3,541	1.19	\$4,195	1.00
Outpatient Net Revenue per Visit	\$732		\$781	0.94	\$753	0.97	\$602	1.22	\$1,062	0.69

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,362,529	Cash & Cash Equivalents	\$29,008,787	Current Liabilities	\$8,354,015
Less Deductions	\$77,206,752	Net Patient Receivables	\$10,432,016	Long-Term Debt	\$0
Net Patient Revenue	\$61,155,777	Other Receivables	\$592,004	Other Liabilities	\$596,091
Plus Other Revenue	\$1,613,453			Subtotal	\$8,950,106
Total Revenue	\$62,769,230	Land, Buildings & Equipment (Net)	\$26,099,046	Unrestricted Fund Balance	\$81,268,053
Less Expenses	\$59,099,590	Other Assets	\$24,086,306	Restricted Fund Balance	\$77,018
Non-Operating Gains/Losses	\$6,605,877			Total Liabilities & Fund Balance	\$90,218,159
Net Income	\$10,275,517	Total Assets	\$90,218,159		

121 SSM Health Ripon Community Hospital
 845 Parkside Street
 Ripon, WI 54971
 920-748-3101

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

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.8%	57.9%	0.62	50.0%	0.72	14.2%	2.51	32.0%	1.12
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	29.3%	58.7%	0.50	50.4%	0.58	18.3%	1.60	26.3%	1.11
Average Census (Patients)									
Adult Medical-Surgical	4.6	26.8	0.17	23.2	0.20	2.1	2.26	4.2	1.12
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.7	49.8	0.09	37.4	0.13	2.8	1.70	4.2	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.95	4.2	1.04	3.6	1.19	3.6	1.20
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.6	N/A	2.6	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.89	4.4	0.99	4.3	1.00	3.6	1.21
Surgical Operations									
Inpatient	97	1,037	0.09	1,060	0.09	54	1.79	138	0.70
Outpatient	805	3,865	0.21	5,859	0.14	1,655	0.49	581	1.39
Inpatient as % of All Surgeries	10.8%	21.2%	0.51	15.3%	0.70	3.2%	3.39	19.2%	0.56
Outpatient Visits									
Non-Emergency Visits	20,163	145,246	0.14	100,098	0.20	27,310	0.74	17,369	1.16
Emergency Visits	9,039	16,058	0.56	15,000	0.60	3,184	2.84	7,351	1.23
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	14.2	0.07	1.7	0.58	0.0	N/A
Nurses, Licensed	30.7	247.5	0.12	181.5	0.17	37.1	0.83	40.6	0.75
Ancillary Nursing Personnel	0.0	40.3	N/A	13.1	N/A	6.4	N/A	5.6	0.00
All Other Personnel	62.2	496.2	0.13	298.4	0.21	71.3	0.87	69.9	0.89
Total FTEs	93.9	803.0	0.12	507.2	0.19	116.6	0.81	116.1	0.81
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.3	13.0	0.49	11.3	0.56	11.4	0.55	0.0	N/A
Nurses, Licensed	192.8	168.4	1.14	144.6	1.33	246.5	0.78	189.9	1.02
Ancillary Nursing Personnel	0.0	27.4	N/A	10.4	N/A	42.3	N/A	26.3	0.00
All Other Personnel	391.3	337.6	1.16	237.6	1.65	473.5	0.83	326.5	1.20
Total FTEs	590.3	546.4	1.08	403.9	1.46	773.8	0.76	542.7	1.09

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 395
 Inpatient Days 1,709

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

121 SSM Health Ripon Community Hospital
Ripon, WI 54971

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	391	1,697	35.8%	4.6	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	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	10	12	1.1%	0.0	1.2
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.

* 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	2	0.5
Physicians & Dentists	4	3	5.5	Radiological Services Personnel	1	0	1.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	13	32	26.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	0.6
Licensed Practical Nurses	0	2	1.8	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	2.8
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	2	1	2.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	14	18.8
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	5	19	13.6
Pharmacy Personnel	0	5	3.2				
Clinical Laboratory Personnel	5	9	10.2				
				Total	51	94	93.9

121 SSM Health Ripon Community Hospital

Ripon, WI 54971

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$36,979,438	51.6%	46.6%	1.11	48.5%	1.06	46.0%	1.12	51.9%	0.99
Medical Assistance	\$6,341,295	8.8%	14.4%	0.61	11.1%	0.80	12.0%	0.74	9.1%	0.97
Commercial	\$25,857,987	36.1%	33.9%	1.06	37.0%	0.98	37.7%	0.96	35.9%	1.00
All Other	\$2,544,892	3.5%	5.1%	0.70	3.4%	1.04	4.2%	0.84	3.1%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$21,580,840	30.1%	35.2%	0.85	34.4%	0.88	24.4%	1.23	30.8%	0.98
Medical Assistance	\$4,919,804	6.9%	11.1%	0.62	8.5%	0.81	8.3%	0.82	6.7%	1.03
Commercial	\$9,437,470	13.2%	14.9%	0.88	14.3%	0.92	11.4%	1.16	12.0%	1.10
Charity Care	\$376,775	0.5%	0.7%	0.74	0.6%	0.82	0.7%	0.74	0.5%	0.97
Bad Debt	\$2,121,260	3.0%	1.0%	2.90	1.4%	2.12	1.4%	2.12	3.4%	0.88
All Other	\$1,157,169	1.6%	2.8%	0.58	2.5%	0.65	2.2%	0.73	1.8%	0.88
Total Deductions	\$39,593,318	55.2%	65.8%	0.84	61.6%	0.90	48.5%	1.14	55.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.0%	6.5%	0.46	2.9%	1.04	5.2%	0.58	13.2%	0.23	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	25.8%	N/A	16.4%	N/A	17.2%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,474,769	46.5%	42.4%	1.09	39.7%	1.17	49.0%	0.95	47.9%	0.97
Supplies & Services	\$11,471,476	39.6%	51.3%	0.77	53.8%	0.74	44.0%	0.90	36.8%	1.08
Capital Component	\$4,055,398	14.0%	6.2%	2.24	6.5%	2.14	7.0%	2.00	15.3%	0.91
Fiscal Statistics										
Operating Margin (%)	12.4%	10.4%	1.19	14.3%	0.87	12.2%	1.02	1.2%	10.02	
Total Hospital Net Income (%)	12.4%	14.1%	0.87	18.3%	0.68	14.2%	0.87	1.5%	8.27	
Return on Equity (%)	12.3%	6.3%	1.94	17.0%	0.72	21.6%	0.57	1.1%	11.54	
Current Ratio	1.7	4.1	0.42	9.1	0.19	2.1	0.81	1.4	1.23	
Days in Net Patient Accounts Receivable	76.1	87.5	0.87	53.2	1.43	53.3	1.43	78.5	0.97	
Average Payment Period	57.2	89.9	0.64	32.2	1.78	54.9	1.04	132.8	0.43	
Equity Financing (%)	64.8%	64.7%	1.00	109.2%	0.59	43.0%	1.51	0.0%	N/A	
Long-Term Debt to Equity Ratio	1.5	0.3	4.69	-0.1	N/A	0.7	2.22	0.0	N/A	
Times Interest Earned	4.4	21.0	0.21	32.4	0.13	13.9	0.31	1.3	3.29	
Total Asset Turnover	1.0	0.4	2.32	0.9	1.12	1.5	0.67	0.7	1.40	
Average Age of Plant (Years)	4.3	17.1	0.25	7.7	0.56	8.5	0.51	3.0	1.45	
Increase (Decrease) Total Net Patient Revenue	25.4%	12.7%	1.99	13.9%	1.82	15.6%	1.63	-13.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	70.6%	64.9%	1.09	70.3%	1.00	82.0%	0.86	79.6%	0.89	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$31,490	\$18,658	1.69	\$13,612	2.31	\$21,986	1.43	\$15,720	2.00	
Inpatient Net Revenue per Day	\$6,708	\$3,656	1.83	\$3,085	2.17	\$3,295	2.04	\$4,129	1.62	
Outpatient Net Revenue per Visit	\$735	\$781	0.94	\$815	0.90	\$696	1.06	\$838	0.88	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$71,723,614	Cash & Cash Equivalents	-\$818,081	Current Liabilities	\$4,139,620
Less Deductions	\$39,593,318	Net Patient Receivables	\$6,698,037	Long-Term Debt	\$33,283,057
Net Patient Revenue	\$32,130,296	Other Receivables	\$638,642	Other Liabilities	-\$25,694,618
Plus Other Revenue	\$984,969			Subtotal	\$11,728,059
Total Revenue	\$33,115,263	Land, Buildings & Equipment (Net)	\$24,341,166	Unrestricted Fund Balance	\$21,563,101
Less Expenses	\$29,001,643	Other Assets	\$2,431,397	Restricted Fund Balance	\$1,839,552
Non-Operating Gains/Losses	-\$27,000			Total Liabilities & Fund Balance	\$33,291,160
Net Income	\$4,086,620	Total Assets	\$33,291,161		

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: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	23.2%	57.9%	0.40	49.7%	0.47	19.3%	1.21	21.3%	1.09	
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	21.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	23.2%	58.7%	0.40	50.3%	0.46	20.9%	1.11	21.5%	1.08	
Average Census (Patients)										
Adult Medical-Surgical	4.2	26.8	0.16	11.9	0.35	3.3	1.25	3.8	1.09	
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.9	N/A	0.0	N/A	
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	4.2	49.8	0.08	18.8	0.22	4.2	0.99	3.9	1.08	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.0	4.6	0.66	4.2	0.73	3.6	0.85	2.7	1.14	
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	1.6	0.00	
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.8	4.9	0.57	4.4	0.63	3.1	0.90	2.4	1.15	
Surgical Operations										
Inpatient	107	1,037	0.10	390	0.27	202	0.53	109	0.98	
Outpatient	1,058	3,865	0.27	2,637	0.40	1,213	0.87	727	1.46	
Inpatient as % of All Surgeries	9.2%	21.2%	0.43	12.9%	0.71	14.3%	0.64	13.0%	0.70	
Outpatient Visits										
Non-Emergency Visits	12,833	145,246	0.09	85,077	0.15	37,326	0.34	10,619	1.21	
Emergency Visits	5,607	16,058	0.35	8,132	0.69	4,868	1.15	4,973	1.13	
Full-Time Equivalents (FTEs)										
Administrators	20.0	19.0	1.05	10.7	1.86	5.6	3.58	19.2	1.05	
Nurses, Licensed	47.4	247.5	0.19	127.1	0.37	48.0	0.99	46.7	1.02	
Ancillary Nursing Personnel	3.7	40.3	0.09	20.5	0.18	5.7	0.65	2.9	1.27	
All Other Personnel	64.6	496.2	0.13	291.6	0.22	98.5	0.66	87.9	0.73	
Total FTEs	135.7	803.0	0.17	450.0	0.30	157.8	0.86	156.6	0.87	
FTEs per 100 Patient Census (Adjusted)										
Administrators	61.4	13.0	4.74	14.3	4.29	26.2	2.34	71.8	0.86	
Nurses, Licensed	145.5	168.4	0.86	169.5	0.86	225.1	0.65	175.0	0.83	
Ancillary Nursing Personnel	11.3	27.4	0.41	27.3	0.41	26.6	0.43	10.9	1.04	
All Other Personnel	198.1	337.6	0.59	388.8	0.51	461.9	0.43	329.5	0.60	
Total FTEs	416.4	546.4	0.76	599.9	0.69	739.8	0.56	587.2	0.71	

Total Hospital:
 Beds Set Up & Staffed 18
 Discharges 551
 Inpatient Days 1,526

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 42
 Inpatient Days 389

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

122 River Falls Area Hospital
River Falls, WI 54022

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	502	1,526	23.2%	4.2	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	5	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)	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	3	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	15	10	20.0	Surgical Personnel	1	6	3.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	3	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.6
Registered Nurses	10	57	47.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.8
Ancillary Nursing Personnel	0	11	3.7	Recreational Therapists	0	2	1.6
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	4	4	6.0
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	14	25	26.2
Pharmacy Personnel	2	8	6.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	57	136	135.7

122 River Falls Area Hospital

River Falls, WI 54022

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$39,501,691	53.0%	46.6%	1.14	50.7%	1.05	47.7%	1.11	54.9%	0.97
Medical Assistance	\$6,082,158	8.2%	14.4%	0.57	12.0%	0.68	12.6%	0.65	6.7%	1.22
Commercial	\$27,598,641	37.1%	33.9%	1.09	32.9%	1.13	35.5%	1.04	36.2%	1.02
All Other	\$1,293,916	1.7%	5.1%	0.34	4.5%	0.39	4.2%	0.41	2.2%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,916,502	25.4%	35.2%	0.72	33.4%	0.76	27.4%	0.93	24.2%	1.05
Medical Assistance	\$3,173,218	4.3%	11.1%	0.38	8.6%	0.49	8.8%	0.48	3.1%	1.37
Commercial	\$7,653,691	10.3%	14.9%	0.69	10.0%	1.03	12.2%	0.84	9.4%	1.10
Charity Care	\$442,953	0.6%	0.7%	0.83	0.6%	1.02	0.7%	0.84	0.4%	1.44
Bad Debt	\$1,130,535	1.5%	1.0%	1.49	1.1%	1.33	1.3%	1.21	2.1%	0.72
All Other	\$1,560,684	2.1%	2.8%	0.75	2.7%	0.79	2.4%	0.87	2.6%	0.81
Total Deductions	\$32,877,583	44.1%	65.8%	0.67	56.4%	0.78	52.8%	0.84	41.8%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.1%	6.5%	0.79	5.6%	0.92	4.2%	1.23	11.6%	0.44
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	37.6%	N/A	27.5%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,339,935	45.4%	42.4%	1.07	50.5%	0.90	46.9%	0.97	47.4%	0.96
Supplies & Services	\$18,606,616	46.1%	51.3%	0.90	44.3%	1.04	45.9%	1.00	43.7%	1.05
Capital Component	\$3,453,724	8.5%	6.2%	1.37	5.1%	1.66	7.1%	1.20	8.9%	0.96
Fiscal Statistics										
Operating Margin (%)		7.9%	10.4%	0.76	9.6%	0.82	14.1%	0.56	7.0%	1.12
Total Hospital Net Income (%)		7.8%	14.1%	0.55	14.5%	0.54	18.4%	0.43	6.9%	1.13
Return on Equity (%)		17.4%	6.3%	2.75	2.4%	7.24	1.6%	10.90	14.1%	1.23
Current Ratio		1.2	4.1	0.29	2.7	0.44	2.8	0.42	1.8	0.66
Days in Net Patient Accounts Receivable		51.0	87.5	0.58	250.3	0.20	469.6	0.11	61.9	0.82
Average Payment Period		61.8	89.9	0.69	256.1	0.24	503.0	0.12	42.7	1.45
Equity Financing (%)		568.6%	64.7%	8.79	51.4%	11.06	50.7%	11.23	525.4%	1.08
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.7	0.00	0.7	0.00	0.0	1.02
Times Interest Earned		6.0	21.0	0.29	45.6	0.13	28.6	0.21	5.3	1.13
Total Asset Turnover		2.2	0.4	5.18	0.2	14.19	0.1	26.99	2.0	1.09
Average Age of Plant (Years)		10.8	17.1	0.63	51.5	0.21	72.9	0.15	10.8	1.00
Increase (Decrease) Total Net Patient Revenue		11.3%	12.7%	0.89	13.4%	0.84	13.5%	0.84	0.7%	17.13
Outpatient Gross Revenue (% of Total GPR)		87.2%	64.9%	1.34	75.1%	1.16	80.3%	1.09	85.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,875		\$18,658	0.69	\$16,496	0.78	\$17,504	0.74	\$14,680	0.88
Inpatient Net Revenue per Day	\$3,905		\$3,656	1.07	\$3,511	1.11	\$4,490	0.87	\$5,033	0.78
Outpatient Net Revenue per Visit	\$1,898		\$781	2.43	\$874	2.17	\$784	2.42	\$1,883	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$74,476,404	Cash & Cash Equivalents	\$17,743	Current Liabilities	\$6,371,990
Less Deductions	\$32,877,583	Net Patient Receivables	\$5,806,804	Long-Term Debt	\$42,704
Net Patient Revenue	\$41,598,821	Other Receivables	\$52,995	Other Liabilities	-\$98,981,123
Plus Other Revenue	\$2,250,717			Subtotal	-\$92,566,429
Total Revenue	\$43,849,538	Land, Buildings & Equipment (Net)	\$12,236,296	Unrestricted Fund Balance	\$112,319,336
Less Expenses	\$40,400,275	Other Assets	\$1,639,069	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$15,450	Total Assets	\$19,752,907	Total Liabilities & Fund Balance	\$19,752,907
Net Income	\$3,433,813				

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.3%	57.9%	0.95	57.7%	0.96	54.3%	1.02	57.6%	0.96
Obstetrics	29.9%	36.8%	0.81	33.1%	0.04	31.5%	0.95	34.0%	0.88
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.4%	58.7%	0.89	51.8%	1.01	55.3%	0.95	53.3%	0.98
Average Census (Patients)									
Adult Medical-Surgical	9.9	26.8	0.37	25.0	0.40	18.1	0.55	10.4	0.96
Obstetrics	1.2	4.8	0.25	3.9	0.31	3.1	0.39	1.4	0.88
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.5	49.8	0.23	44.3	0.26	37.4	0.31	11.7	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.80	4.2	0.87	4.1	0.90	3.4	1.08
Obstetrics	2.2	2.4	0.89	2.3	0.96	2.3	0.95	2.2	1.00
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.73	4.4	0.80	4.4	0.81	3.2	1.11
Surgical Operations									
Inpatient	246	1,037	0.24	879	0.28	612	0.40	207	1.19
Outpatient	2,844	3,865	0.74	5,410	0.53	2,709	1.05	1,814	1.57
Inpatient as % of All Surgeries	8.0%	21.2%	0.38	14.0%	0.57	18.4%	0.43	10.2%	0.78
Outpatient Visits									
Non-Emergency Visits	79,612	145,246	0.55	191,881	0.41	120,713	0.66	39,008	2.04
Emergency Visits	20,351	16,058	1.27	17,038	1.19	16,865	1.21	17,613	1.16
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.0	0.52	15.5	0.64	17.0	0.59	8.0	1.25
Nurses, Licensed	73.0	247.5	0.29	286.5	0.25	164.3	0.44	76.5	0.95
Ancillary Nursing Personnel	10.3	40.3	0.26	43.7	0.24	24.6	0.42	12.7	0.81
All Other Personnel	164.1	496.2	0.33	497.2	0.33	297.6	0.55	141.6	1.16
Total FTEs	257.4	803.0	0.32	842.9	0.31	503.6	0.51	238.8	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.1	13.0	0.86	8.7	1.27	14.0	0.80	12.0	0.93
Nurses, Licensed	81.1	168.4	0.48	160.8	0.50	134.7	0.60	114.3	0.71
Ancillary Nursing Personnel	11.4	27.4	0.42	24.5	0.47	20.2	0.57	19.0	0.60
All Other Personnel	182.4	337.6	0.54	279.1	0.65	244.0	0.75	211.6	0.86
Total FTEs	286.1	546.4	0.52	473.2	0.60	412.8	0.69	356.8	0.80

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,190
 Inpatient Days 4,206

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 5
 Inpatient Days 33

Newborn Nursery:
 Bassinets 7
 Total Births 202
 Newborn Days 379

123 ThedaCare Medical Center - Shawano
Shawano, WI 54166

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	990	3,631	55.3%	9.9	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	53	138	0.0%	0.4	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	4	200	437	29.9%	1.2	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	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	10	0	10.0	Surgical Personnel	5	1	5.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	7	20.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	6.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	55	38	70.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	4.4
Licensed Practical Nurses	2	1	2.6	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	9	7	10.3	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	12	7	13.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	86	34	97.5
Pharmacy Personnel	6	1	6.1				
Clinical Laboratory Personnel	4	1	4.6				
				Total	220	105	257.4

123 ThedaCare Medical Center - Shawano

Shawano, WI 54166

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$74,346,947	39.6%	46.6%	0.85	47.1%	0.84	49.9%	0.79	47.4%	0.84
Medical Assistance	\$26,847,376	14.3%	14.4%	0.99	12.3%	1.16	15.6%	0.92	16.3%	0.88
Commercial	\$83,337,800	44.4%	33.9%	1.31	36.3%	1.22	30.3%	1.46	33.9%	1.31
All Other	\$3,247,858	1.7%	5.1%	0.34	4.2%	0.41	4.2%	0.41	2.4%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$63,024,295	33.6%	35.2%	0.95	35.4%	0.95	36.9%	0.91	34.1%	0.98
Medical Assistance	\$24,490,343	13.0%	11.1%	1.18	9.8%	1.33	11.4%	1.14	11.4%	1.15
Commercial	\$20,191,406	10.8%	14.9%	0.72	16.0%	0.67	11.8%	0.91	10.7%	1.00
Charity Care	\$1,126,614	0.6%	0.7%	0.84	0.7%	0.87	0.9%	0.64	0.4%	1.46
Bad Debt	\$2,288,616	1.2%	1.0%	1.20	1.1%	1.14	1.2%	1.04	2.4%	0.50
All Other	\$786,903	0.4%	2.8%	0.15	2.9%	0.14	2.5%	0.17	0.7%	0.56
Total Deductions	\$111,908,177	59.6%	65.8%	0.91	65.9%	0.90	64.7%	0.92	59.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	6.5%	0.23		6.1%	0.25	4.5%	0.34	7.8%	0.19
Net Gains/Losses as % of Net Income	2.3%	29.4%	0.08		31.1%	0.07	43.7%	0.05	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,259,974	54.0%	42.4%	1.27	42.5%	1.27	38.8%	1.39	44.6%	1.21
Supplies & Services	\$27,069,323	39.2%	51.3%	0.76	50.9%	0.77	54.3%	0.72	47.9%	0.82
Capital Component	\$4,656,562	6.8%	6.2%	1.08	6.6%	1.02	6.9%	0.98	7.5%	0.90
Fiscal Statistics										
Operating Margin (%)	10.4%	10.4%	1.00		15.9%	0.66	9.6%	1.09	10.6%	0.99
Total Hospital Net Income (%)	10.7%	14.1%	0.76		21.5%	0.50	15.9%	0.67	9.6%	1.12
Return on Equity (%)	10.1%	6.3%	1.59		15.0%	0.67	11.2%	0.90	7.6%	1.32
Current Ratio	10.1	4.1	2.44		3.7	2.73	3.9	2.57	10.7	0.94
Days in Net Patient Accounts Receivable	54.1	87.5	0.62		56.7	0.95	51.2	1.06	73.4	0.74
Average Payment Period	18.3	89.9	0.20		76.1	0.24	62.2	0.29	21.6	0.85
Equity Financing (%)	88.6%	64.7%	1.37		75.3%	1.18	78.3%	1.13	91.8%	0.97
Long-Term Debt to Equity Ratio	0.1	0.3	0.26		0.2	0.55	0.1	0.85	0.0	1.80
Times Interest Earned	41,173.7	21.0	1,958.1		32.4	1,269.0	21.6	1,909.0	1,979.3	20.80
Total Asset Turnover	0.9	0.4	2.20		0.7	1.44	0.7	1.44	0.8	1.16
Average Age of Plant (Years)	5.7	17.1	0.33		10.6	0.54	10.5	0.54	6.7	0.85
Increase (Decrease) Total Net Patient Revenue	46.9%	12.7%	3.68		10.0%	4.67	8.7%	5.39	-8.5%	N/A
Outpatient Gross Revenue (% of Total GPR)	87.6%	64.9%	1.35		74.4%	1.18	69.3%	1.27	82.5%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,630	\$18,658	0.30		\$15,148	0.37	\$13,373	0.42	\$6,252	0.90
Inpatient Net Revenue per Day	\$1,640	\$3,656	0.45		\$3,286	0.50	\$3,024	0.54	\$1,948	0.84
Outpatient Net Revenue per Visit	\$715	\$781	0.91		\$699	1.02	\$626	1.14	\$819	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,779,982	Cash & Cash Equivalents	\$19,793,055	Current Liabilities	\$3,252,709
Less Deductions	\$111,908,177	Net Patient Receivables	\$11,235,297	Long-Term Debt	\$6,115,279
Net Patient Revenue	\$75,871,805	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,162,779			Subtotal	\$9,367,988
Total Revenue	\$77,034,582	Land, Buildings & Equipment (Net)	\$49,120,355		
Less Expenses	\$68,985,859	Other Assets	\$1,693,650	Unrestricted Fund Balance	\$72,474,369
Non-Operating Gains/Losses	\$185,819			Restricted Fund Balance	\$0
Net Income	\$8,234,542	Total Assets	\$81,842,357	Total Liabilities & Fund Balance	\$81,842,357

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.0%	57.9%	0.95	57.7%	0.95	58.1%	0.95	48.3%	1.14
Obstetrics	23.6%	36.8%	0.64	33.1%	0.13	31.4%	0.75	23.9%	0.99
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	40.3%	58.7%	0.69	51.8%	0.78	55.7%	0.72	39.1%	1.03
Average Census (Patients)									
Adult Medical-Surgical	21.5	26.8	0.80	25.0	0.86	31.3	0.68	18.9	1.14
Obstetrics	4.2	4.8	0.88	3.9	1.10	4.8	0.88	4.3	0.99
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	54.8	49.8	1.10	44.3	1.24	61.6	0.89	48.2	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.2	0.98	4.4	0.94	3.8	1.09
Obstetrics	1.9	2.4	0.77	2.3	0.83	2.4	0.79	1.9	1.00
Pediatrics	0.0	3.8	N/A	2.4	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.82	4.4	0.90	4.6	0.86	3.5	1.13
Surgical Operations									
Inpatient	789	1,037	0.76	879	0.90	1,302	0.61	983	0.80
Outpatient	5,043	3,865	1.30	5,410	0.93	5,418	0.93	4,275	1.18
Inpatient as % of All Surgeries	13.5%	21.2%	0.64	14.0%	0.97	19.4%	0.70	18.7%	0.72
Outpatient Visits									
Non-Emergency Visits	84,654	145,246	0.58	191,881	0.44	219,131	0.39	64,774	1.31
Emergency Visits	22,837	16,058	1.42	17,038	1.34	24,739	0.92	20,680	1.10
Full-Time Equivalents (FTEs)									
Administrators	11.0	19.0	0.58	15.5	0.71	20.7	0.53	12.0	0.92
Nurses, Licensed	297.6	247.5	1.20	286.5	1.04	342.9	0.87	276.6	1.08
Ancillary Nursing Personnel	93.3	40.3	2.31	43.7	2.14	54.5	1.71	85.2	1.09
All Other Personnel	457.1	496.2	0.92	497.2	0.92	656.1	0.70	443.4	1.03
Total FTEs	858.9	803.0	1.07	842.9	1.02	1,074.1	0.80	817.3	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.7	13.0	0.37	8.7	0.54	10.1	0.47	6.4	0.74
Nurses, Licensed	128.3	168.4	0.76	160.8	0.80	168.5	0.76	147.5	0.87
Ancillary Nursing Personnel	40.2	27.4	1.47	24.5	1.64	26.8	1.50	45.4	0.88
All Other Personnel	197.1	337.6	0.58	279.1	0.71	322.3	0.61	236.4	0.83
Total FTEs	370.4	546.4	0.68	473.2	0.78	527.7	0.70	435.8	0.85

Total Hospital:
 Beds Set Up & Staffed 136
 Discharges 5,015
 Inpatient Days 19,997

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 802
 Newborn Days 1,220

124 Aurora Sheboygan Memorial Medical Center
 Sheboygan, WI 53083

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,894	7,830	55.0%	21.5	4.1
Orthopedic	1	29	831	2,962	28.0%	8.1	3.6
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	18	824	1,549	23.6%	4.2	1.9
Psychiatric	1	24	1,038	4,952	56.5%	13.6	4.8
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	7	189	1,460	57.1%	4.0	7.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	104	1,006	45.9%	2.8	9.7
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	2	13	33	238	5.0%	0.7	7.2

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	11	0	11.0	Surgical Personnel	18	11	25.3
Physicians & Dentists	24	17	25.8	Radiological Services Personnel	24	37	49.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	12	13.9
Dental Hygienists	0	0	0.0	Occupational Therapists	6	8	9.9
Registered Nurses	201	112	276.8	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	2	10.1
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	4	3	5.6
Ancillary Nursing Personnel	51	91	93.3	Recreational Therapists	1	0	1.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	2	2.2
Nurse Practitioners	8	1	8.8	Psychologists	12	4	15.0
Certified Registered Nurse Anesthetists	10	0	10.0	Social Workers	2	3	4.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	58	16	67.6
Health Info Mgmt-Administrators/Technicians	13	0	13.0	All Other Personnel	119	57	155.1
Pharmacy Personnel	19	7	22.8				
Clinical Laboratory Personnel	19	3	20.3				
				Total	627	396	858.9

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$320,274,961	48.3%	46.6%	1.03	47.1%	1.02	43.4%	1.11	46.5%	1.04
Medical Assistance	\$86,957,448	13.1%	14.4%	0.91	12.3%	1.06	18.4%	0.71	12.4%	1.05
Commercial	\$235,006,789	35.4%	33.9%	1.05	36.3%	0.97	33.8%	1.05	38.0%	0.93
All Other	\$21,174,009	3.2%	5.1%	0.63	4.2%	0.75	4.3%	0.73	3.1%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$257,183,244	38.8%	35.2%	1.10	35.4%	1.10	33.7%	1.15	36.7%	1.06
Medical Assistance	\$68,708,780	10.4%	11.1%	0.94	9.8%	1.06	14.1%	0.73	9.3%	1.12
Commercial	\$114,029,449	17.2%	14.9%	1.15	16.0%	1.07	13.7%	1.26	17.3%	0.99
Charity Care	\$6,146,658	0.9%	0.7%	1.30	0.7%	1.35	0.7%	1.41	1.1%	0.84
Bad Debt	\$7,427,961	1.1%	1.0%	1.10	1.1%	1.04	1.3%	0.89	1.0%	1.10
All Other	\$9,703,618	1.5%	2.8%	0.52	2.9%	0.50	2.7%	0.55	1.5%	1.01
Total Deductions	\$463,199,710	69.8%	65.8%	1.06	65.9%	1.06	66.0%	1.06	66.8%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	6.5%	0.55	6.1%	0.59	6.7%	0.53	5.4%	0.67
Net Gains/Losses as % of Net Income		0.0%	29.4%	0.00	31.1%	0.00	20.9%	0.00	0.3%	0.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$60,831,387	36.7%	42.4%	0.86	42.5%	0.86	43.3%	0.85	37.3%	0.98
Supplies & Services	\$95,481,234	57.6%	51.3%	1.12	50.9%	1.13	49.2%	1.17	56.6%	1.02
Capital Component	\$9,520,522	5.7%	6.2%	0.92	6.6%	0.87	7.4%	0.77	6.1%	0.94
Fiscal Statistics										
Operating Margin (%)		20.1%	10.4%	1.94	15.9%	1.27	12.2%	1.64	21.1%	0.95
Total Hospital Net Income (%)		20.2%	14.1%	1.43	21.5%	0.94	15.0%	1.34	21.1%	0.95
Return on Equity (%)		7.2%	6.3%	1.14	15.0%	0.48	3.8%	1.93	7.1%	1.02
Current Ratio		14.1	4.1	3.42	3.7	3.82	4.0	3.50	11.6	1.21
Days in Net Patient Accounts Receivable		58.1	87.5	0.66	56.7	1.03	139.1	0.42	51.8	1.12
Average Payment Period		48.2	89.9	0.54	76.1	0.63	140.8	0.34	77.5	0.62
Equity Financing (%)		94.7%	64.7%	1.46	75.3%	1.26	62.1%	1.53	91.7%	1.03
Long-Term Debt to Equity Ratio		0.0	0.3	0.05	0.2	0.11	0.4	0.04	0.0	0.96
Times Interest Earned		15.7	21.0	0.75	32.4	0.49	15.1	1.05	24.7	0.64
Total Asset Turnover		0.4	0.4	0.84	0.7	0.55	0.2	1.48	0.3	1.07
Average Age of Plant (Years)		11.0	17.1	0.64	10.6	1.04	23.5	0.47	9.5	1.16
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	1.00	10.0%	1.26	18.6%	0.68	2.3%	5.48
Outpatient Gross Revenue (% of Total GPR)		75.5%	64.9%	1.16	74.4%	1.01	69.2%	1.09	72.8%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,444	\$18,658	0.67	\$15,148	0.82	\$18,023	0.69	\$12,481	1.00	
Inpatient Net Revenue per Day	\$3,010	\$3,656	0.82	\$3,286	0.92	\$3,813	0.79	\$3,338	0.90	
Outpatient Net Revenue per Visit	\$1,351	\$781	1.73	\$699	1.93	\$729	1.85	\$1,413	0.96	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$663,413,206	Cash & Cash Equivalents	\$260,177,512	Current Liabilities	\$21,051,652
Less Deductions	\$463,199,710	Net Patient Receivables	\$31,866,459	Long-Term Debt	\$9,255,634
Net Patient Revenue	\$200,213,496	Other Receivables	-\$89,406	Other Liabilities	\$280,292
Plus Other Revenue	\$7,455,766			Subtotal	\$30,587,578
Total Revenue	\$207,669,260	Land, Buildings & Equipment (Net)	\$281,112,254	Unrestricted Fund Balance	\$548,428,814
Less Expenses	\$165,833,143	Other Assets	\$5,949,574	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$20,204			Total Liabilities & Fund Balance	\$579,016,392
Net Income	\$41,856,321	Total Assets	\$579,016,393		

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.0%	57.9%	0.50	57.7%	0.50	42.2%	0.69	36.9%	0.78
Obstetrics	14.6%	36.8%	0.40	33.1%	0.04	19.9%	0.73	18.1%	0.81
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.5%	58.7%	0.50	51.8%	0.57	42.0%	0.70	36.6%	0.81
Average Census (Patients)									
Adult Medical-Surgical	8.4	26.8	0.31	25.0	0.34	12.3	0.68	11.1	0.76
Obstetrics	1.3	4.8	0.27	3.9	0.34	1.4	0.94	1.6	0.81
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	14.5	49.8	0.29	44.3	0.33	19.1	0.75	16.8	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.6	0.62	4.2	0.68	3.8	0.75	3.2	0.90
Obstetrics	2.0	2.4	0.84	2.3	0.90	2.1	0.99	2.1	0.98
Pediatrics	0.0	3.8	N/A	2.4	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.67	4.4	0.74	4.0	0.81	3.3	0.98
Surgical Operations									
Inpatient	426	1,037	0.41	879	0.48	334	1.28	578	0.74
Outpatient	4,353	3,865	1.13	5,410	0.80	2,451	1.78	3,832	1.14
Inpatient as % of All Surgeries	8.9%	21.2%	0.42	14.0%	0.64	12.0%	0.74	13.1%	0.68
Outpatient Visits									
Non-Emergency Visits	64,534	145,246	0.44	191,881	0.34	76,359	0.85	60,402	1.07
Emergency Visits	11,806	16,058	0.74	17,038	0.69	11,733	1.01	12,406	0.95
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	15.5	0.19	12.6	0.24	3.0	1.00
Nurses, Licensed	108.3	247.5	0.44	286.5	0.38	121.7	0.89	103.8	1.04
Ancillary Nursing Personnel	10.4	40.3	0.26	43.7	0.24	21.5	0.48	8.7	1.20
All Other Personnel	157.6	496.2	0.32	497.2	0.32	244.0	0.65	145.7	1.08
Total FTEs	279.2	803.0	0.35	842.9	0.33	399.8	0.70	261.2	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.9	13.0	0.30	8.7	0.44	14.8	0.26	4.0	0.95
Nurses, Licensed	139.0	168.4	0.83	160.8	0.86	143.7	0.97	139.8	0.99
Ancillary Nursing Personnel	13.4	27.4	0.49	24.5	0.55	25.4	0.53	11.7	1.14
All Other Personnel	202.3	337.6	0.60	279.1	0.72	288.0	0.70	196.2	1.03
Total FTEs	358.6	546.4	0.66	473.2	0.76	471.8	0.76	351.8	1.02

Total Hospital:
 Beds Set Up & Staffed 49
 Discharges 1,617
 Inpatient Days 5,275

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 9
 Total Births 228
 Newborn Days 385

125 St Nicholas Hospital
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	1,077	3,067	29.0%	8.4	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	9	234	478	14.6%	1.3	2.0
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	2	11	306	1,730	43.1%	4.7	5.7
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	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	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	4	5	8.2
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	9	24	24.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	7.5
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	6.4
Registered Nurses	51	66	107.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	20	4	23.7
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	3	9	10.4	Recreational Therapists	0	1	0.8
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	1	1	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	17	18.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	21	23	37.1
Pharmacy Personnel	5	4	6.8				
Clinical Laboratory Personnel	10	5	13.4				
				Total	142	177	279.2

125 St Nicholas Hospital
Sheboygan, WI 53081

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$130,194,906	51.6%	46.6%	1.11	47.1%	1.10	49.5%	1.04	50.9%	1.01
Medical Assistance	\$24,350,848	9.7%	14.4%	0.67	12.3%	0.78	13.2%	0.73	9.7%	0.99
Commercial	\$89,917,568	35.6%	33.9%	1.05	36.3%	0.98	33.6%	1.06	36.7%	0.97
All Other	\$7,764,392	3.1%	5.1%	0.61	4.2%	0.73	3.7%	0.82	2.7%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$99,716,235	39.5%	35.2%	1.12	35.4%	1.12	35.9%	1.10	39.3%	1.01
Medical Assistance	\$19,267,180	7.6%	11.1%	0.69	9.8%	0.78	10.4%	0.74	7.8%	0.98
Commercial	\$46,050,140	18.3%	14.9%	1.22	16.0%	1.14	13.9%	1.32	17.3%	1.06
Charity Care	\$769,418	0.3%	0.7%	0.43	0.7%	0.44	0.8%	0.40	0.5%	0.62
Bad Debt	\$3,549,586	1.4%	1.0%	1.38	1.1%	1.31	1.3%	1.09	1.1%	1.33
All Other	\$6,004,220	2.4%	2.8%	0.85	2.9%	0.81	2.3%	1.03	2.0%	1.19
Total Deductions	\$175,356,777	69.5%	65.8%	1.06	65.9%	1.06	64.5%	1.08	68.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		25.5%	6.5%	3.94	6.1%	4.22	7.3%	3.52	4.3%	5.93
Net Gains/Losses as % of Net Income		11.3%	29.4%	0.38	31.1%	0.36	21.5%	0.52	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,231,721	25.1%	42.4%	0.59	42.5%	0.59	44.5%	0.56	36.9%	0.68
Supplies & Services	\$49,465,374	68.0%	51.3%	1.32	50.9%	1.34	48.6%	1.40	57.7%	1.18
Capital Component	\$5,043,237	6.9%	6.2%	1.11	6.6%	1.05	6.9%	1.00	5.4%	1.29
Fiscal Statistics										
Operating Margin (%)		29.5%	10.4%	2.84	15.9%	1.86	13.9%	2.13	-6.2%	N/A
Total Hospital Net Income (%)		32.1%	14.1%	2.27	21.5%	1.49	17.0%	1.89	-5.9%	N/A
Return on Equity (%)		30.9%	6.3%	4.90	15.0%	2.06	13.1%	2.36	-4.6%	N/A
Current Ratio		2.0	4.1	0.50	3.7	0.55	4.4	0.46	1.3	1.56
Days in Net Patient Accounts Receivable		50.3	87.5	0.58	56.7	0.89	43.9	1.15	47.7	1.05
Average Payment Period		80.1	89.9	0.89	76.1	1.05	61.1	1.31	85.9	0.93
Equity Financing (%)		79.4%	64.7%	1.23	75.3%	1.05	78.9%	1.01	67.5%	1.18
Long-Term Debt to Equity Ratio		0.1	0.3	0.30	0.2	0.65	0.1	0.77	0.1	1.34
Times Interest Earned		306.2	21.0	14.56	32.4	9.44	25.9	11.81	-57.7	N/A
Total Asset Turnover		0.9	0.4	2.17	0.7	1.42	0.7	1.25	0.8	1.19
Average Age of Plant (Years)		18.0	17.1	1.05	10.6	1.70	10.3	1.74	18.7	0.96
Increase (Decrease) Total Net Patient Revenue		-0.6%	12.7%	N/A	10.0%	N/A	14.2%	N/A	-7.2%	0.09
Outpatient Gross Revenue (% of Total GPR)		81.4%	64.9%	1.25	74.4%	1.09	76.7%	1.06	77.2%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,002	\$18,658	0.54	\$15,148	0.66	\$12,297	0.81	\$11,158	0.90	
Inpatient Net Revenue per Day	\$3,066	\$3,656	0.84	\$3,286	0.93	\$2,830	1.08	\$3,353	0.91	
Outpatient Net Revenue per Visit	\$842	\$781	1.08	\$699	1.20	\$806	1.04	\$813	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$252,227,714	Cash & Cash Equivalents	-\$373,146	Current Liabilities	\$14,996,958
Less Deductions	\$175,356,777	Net Patient Receivables	\$10,599,684	Long-Term Debt	\$8,804,623
Net Patient Revenue	\$76,870,937	Other Receivables	\$16,274,456	Other Liabilities	-\$919,856
Plus Other Revenue	\$26,366,720			Subtotal	\$22,881,725
Total Revenue	\$103,237,657	Land, Buildings & Equipment (Net)	\$46,095,251	Unrestricted Fund Balance	\$88,213,042
Less Expenses	\$72,740,332	Other Assets	\$38,498,522	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,877,177			Total Liabilities & Fund Balance	\$111,094,767
Net Income	\$34,374,502	Total Assets	\$111,094,767		

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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.4%	57.9%	0.63	25.1%	1.45	14.2%	2.56	32.3%	1.13
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	26.1%	58.7%	0.44	28.2%	0.93	18.3%	1.42	20.2%	1.29
Average Census (Patients)									
Adult Medical-Surgical	3.6	26.8	0.14	5.0	0.73	2.1	1.77	3.2	1.13
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	3.7	49.8	0.07	6.5	0.56	2.8	1.32	3.2	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	5.6	4.6	1.22	3.6	1.56	3.6	1.54	6.2	0.91
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	5.6	4.9	1.15	3.9	1.44	4.3	1.29	5.3	1.06
Surgical Operations									
Inpatient	5	1,037	0.00	70	0.07	54	0.09	2	2.50
Outpatient	194	3,865	0.05	1,013	0.19	1,655	0.12	150	1.29
Inpatient as % of All Surgeries	2.5%	21.2%	0.12	6.4%	0.39	3.2%	0.79	1.3%	1.91
Outpatient Visits									
Non-Emergency Visits	19,593	145,246	0.13	40,762	0.48	27,310	0.72	18,421	1.06
Emergency Visits	1,207	16,058	0.08	6,148	0.20	3,184	0.38	912	1.32
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	2.8	N/A	1.7	N/A	1.0	0.00
Nurses, Licensed	26.8	247.5	0.11	61.3	0.44	37.1	0.72	27.8	0.96
Ancillary Nursing Personnel	5.0	40.3	0.12	8.9	0.56	6.4	0.78	4.5	1.10
All Other Personnel	48.3	496.2	0.10	146.9	0.33	71.3	0.68	48.6	0.99
Total FTEs	80.1	803.0	0.10	219.9	0.36	116.6	0.69	81.9	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	5.7	N/A	11.4	N/A	6.1	0.00
Nurses, Licensed	117.7	168.4	0.70	125.8	0.94	246.5	0.48	168.9	0.70
Ancillary Nursing Personnel	21.9	27.4	0.80	18.3	1.20	42.3	0.52	27.5	0.80
All Other Personnel	211.8	337.6	0.63	301.1	0.70	473.5	0.45	295.7	0.72
Total FTEs	351.4	546.4	0.64	450.8	0.78	773.8	0.45	498.2	0.71

Total Hospital:
 Beds Set Up & Staffed 14
 Discharges 239
 Inpatient Days 1,334

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

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 15
 Inpatient Days 287

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 12/31/2021	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	237	1,328	36.4%	3.6	5.6
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	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	6	0.4%	0.0	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	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	3	1	3.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	20	2	21.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	5	0	5.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	5	0	5.0	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	1	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	0	2.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	21	6	23.6
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	4	0	4.0				
				Total	75	12	80.1

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$10,777,750	57.9%	46.6%	1.24	50.8%	1.14	46.0%	1.26	58.9%	0.98
Medical Assistance	\$2,287,049	12.3%	14.4%	0.85	16.7%	0.74	12.0%	1.02	13.6%	0.90
Commercial	\$5,337,953	28.7%	33.9%	0.85	26.9%	1.07	37.7%	0.76	25.9%	1.11
All Other	\$206,500	1.1%	5.1%	0.22	5.6%	0.20	4.2%	0.26	1.5%	0.72
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,330,985	23.3%	35.2%	0.66	27.0%	0.86	24.4%	0.95	18.4%	1.27
Medical Assistance	\$1,709,316	9.2%	11.1%	0.83	11.1%	0.82	8.3%	1.10	8.5%	1.08
Commercial	\$1,934,464	10.4%	14.9%	0.70	5.5%	1.89	11.4%	0.91	7.0%	1.48
Charity Care	\$76,474	0.4%	0.7%	0.58	0.7%	0.61	0.7%	0.58	0.6%	0.64
Bad Debt	\$316,085	1.7%	1.0%	1.67	1.5%	1.14	1.4%	1.22	1.8%	0.96
All Other	\$0	0.0%	2.8%	N/A	2.7%	N/A	2.2%	N/A	0.0%	N/A
Total Deductions	\$8,367,324	45.0%	65.8%	0.68	48.5%	0.93	48.5%	0.93	36.3%	1.24
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		26.2%	6.5%	4.05	3.4%	7.74	5.2%	5.08	16.1%	1.63
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	46.4%	N/A	16.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,444,548	49.3%	42.4%	1.16	52.8%	0.93	49.0%	1.01	49.3%	1.00
Supplies & Services	\$5,031,107	45.5%	51.3%	0.89	40.1%	1.14	44.0%	1.03	46.4%	0.98
Capital Component	\$570,447	5.2%	6.2%	0.83	7.1%	0.73	7.0%	0.74	4.3%	1.19
Fiscal Statistics										
Operating Margin (%)		20.4%	10.4%	1.96	12.3%	1.66	12.2%	1.68	8.8%	2.32
Total Hospital Net Income (%)		20.4%	14.1%	1.45	20.8%	0.98	14.2%	1.44	8.8%	2.32
Return on Equity (%)		28.9%	6.3%	4.58	2.3%	12.77	21.6%	1.34	9.5%	3.04
Current Ratio		0.6	4.1	0.15	3.1	0.20	2.1	0.29	0.8	0.82
Days in Net Patient Accounts Receivable		53.4	87.5	0.61	372.2	0.14	53.3	1.00	52.7	1.01
Average Payment Period		198.7	89.9	2.21	407.2	0.49	54.9	3.62	331.8	0.60
Equity Financing (%)		5.5%	64.7%	0.09	51.8%	0.11	43.0%	0.13	10.0%	0.55
Long-Term Debt to Equity Ratio		6.4	0.3	19.49	0.7	9.41	0.7	9.21	0.3	20.53
Times Interest Earned		24.1	21.0	1.15	56.7	0.43	13.9	1.74	8.8	2.73
Total Asset Turnover		1.4	0.4	3.30	0.1	14.38	1.5	0.95	1.1	1.31
Average Age of Plant (Years)		11.7	17.1	0.68	55.6	0.21	8.5	1.38	15.6	0.75
Increase (Decrease) Total Net Patient Revenue		9.6%	12.7%	0.75	17.4%	0.55	15.6%	0.62	10.8%	0.89
Outpatient Gross Revenue (% of Total GPR)		81.6%	64.9%	1.26	86.8%	0.94	82.0%	1.00	83.8%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,764	\$18,658	0.52	\$14,908	0.65	\$21,986	0.44	\$9,154	1.07
Inpatient Net Revenue per Day		\$1,385	\$3,656	0.38	\$3,393	0.41	\$3,295	0.42	\$1,628	0.85
Outpatient Net Revenue per Visit		\$388	\$781	0.50	\$924	0.42	\$696	0.56	\$380	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$18,609,252	Cash & Cash Equivalents	\$954,642	Current Liabilities	\$5,806,342
Less Deductions	\$8,367,324	Net Patient Receivables	\$1,497,521	Long-Term Debt	\$3,455,978
Net Patient Revenue	\$10,241,928	Other Receivables	\$275,149	Other Liabilities	\$0
Plus Other Revenue	\$3,638,495			Subtotal	\$9,262,320
Total Revenue	\$13,880,423	Land, Buildings & Equipment (Net)	\$6,005,426	Unrestricted Fund Balance	\$539,178
Less Expenses	\$11,046,102	Other Assets	\$1,068,760	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$9,801,498	Total Liabilities & Fund Balance	\$9,801,498
Net Income	\$2,834,321				

127 Mayo Clinic Health System - Sparta
 310 West Main Street
 Sparta, WI 54656
 608-269-2132

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.7%	57.9%	0.12	44.6%	0.15	19.3%	0.35	5.5%	1.21
Obstetrics	0.0%	36.8%	N/A	52.1%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	6.7%	58.7%	0.11	48.8%	0.14	20.9%	0.32	5.5%	1.21
Average Census (Patients)									
Adult Medical-Surgical	0.7	26.8	0.03	17.0	0.04	3.3	0.22	0.8	0.89
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.7	49.8	0.01	28.6	0.03	4.2	0.18	0.8	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.95	4.1	1.06	3.6	1.21	3.6	1.20
Obstetrics	0.0	2.4	N/A	3.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.89	4.9	0.88	3.1	1.42	3.6	1.20
Surgical Operations									
Inpatient	0	1,037	N/A	828	N/A	202	N/A	0	N/A
Outpatient	405	3,865	0.10	2,810	0.14	1,213	0.33	236	1.72
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	22.8%	N/A	14.3%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	50,986	145,246	0.35	141,645	0.36	37,326	1.37	46,086	1.11
Emergency Visits	8,273	16,058	0.52	14,182	0.58	4,868	1.70	6,560	1.26
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	11.3	N/A	5.6	N/A	5.0	0.00
Nurses, Licensed	31.2	247.5	0.13	150.4	0.21	48.0	0.65	45.5	0.69
Ancillary Nursing Personnel	9.5	40.3	0.24	22.0	0.43	5.7	1.67	4.9	1.94
All Other Personnel	67.1	496.2	0.14	396.9	0.17	98.5	0.68	117.9	0.57
Total FTEs	107.8	803.0	0.13	580.7	0.19	157.8	0.68	173.3	0.62
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	8.5	N/A	26.2	N/A	75.9	0.00
Nurses, Licensed	423.0	168.4	2.51	113.4	3.73	225.1	1.88	689.6	0.61
Ancillary Nursing Personnel	128.9	27.4	4.70	16.6	7.76	26.6	4.84	74.3	1.73
All Other Personnel	910.4	337.6	2.70	299.2	3.04	461.9	1.97	1,788.8	0.51
Total FTEs	1,462.2	546.4	2.68	437.7	3.34	739.8	1.98	2,628.6	0.56

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	11	Health Maintenance Organization (HMO)	Yes	Average Beds Used	8	Bassinets	0
Discharges	62	Preferred Provider Organization (PPO)	Yes	Discharges	181	Total Births	0
Inpatient Days	269			Inpatient Days	2,756	Newborn Days	0

127 Mayo Clinic Health System - Sparta
Sparta, WI 54656

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	62	269	6.7%	0.7	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	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	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	2	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	0	0	0.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	6	4	9.0	Radiological Services Personnel	3	3	5.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.3
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	9	24	25.1	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	6.1
Licensed Practical Nurses	2	1	2.9	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	17	9.5	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	3	2.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.5
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	8	5	11.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	3	11.9
Pharmacy Personnel	1	1	1.7				
Clinical Laboratory Personnel	7	0	7.0				
				Total	59	75	107.8

127 Mayo Clinic Health System - Sparta

Sparta, WI 54656

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,458,840	43.9%	46.6%	0.94	45.7%	0.96	47.7%	0.92	45.3%	0.97
Medical Assistance	\$11,942,617	14.0%	14.4%	0.97	10.5%	1.33	12.6%	1.11	13.9%	1.01
Commercial	\$25,003,659	29.3%	33.9%	0.87	35.7%	0.82	35.5%	0.83	30.1%	0.97
All Other	\$10,864,549	12.7%	5.1%	2.51	8.1%	1.58	4.2%	3.03	10.7%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,415,018	23.9%	35.2%	0.68	32.9%	0.73	27.4%	0.87	25.6%	0.93
Medical Assistance	\$7,285,010	8.5%	11.1%	0.77	8.2%	1.04	8.8%	0.97	8.2%	1.04
Commercial	\$6,219,389	7.3%	14.9%	0.49	16.1%	0.45	12.2%	0.60	6.3%	1.17
Charity Care	\$1,039,447	1.2%	0.7%	1.71	0.4%	2.77	0.7%	1.73	2.6%	0.48
Bad Debt	\$2,338,366	2.7%	1.0%	2.69	0.9%	3.02	1.3%	2.18	2.5%	1.09
All Other	\$5,722,973	6.7%	2.8%	2.40	5.9%	1.13	2.4%	2.78	6.1%	1.11
Total Deductions	\$43,020,203	50.5%	65.8%	0.77	64.5%	0.78	52.8%	0.96	51.2%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	6.5%	0.12	19.4%	0.04	4.2%	0.19	13.3%	0.06	
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A	94.5%	N/A	27.5%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,598,856	56.9%	42.4%	1.34	55.8%	1.02	46.9%	1.21	56.9%	1.00
Supplies & Services	\$15,892,167	38.3%	51.3%	0.75	39.5%	0.97	45.9%	0.83	37.5%	1.02
Capital Component	\$1,997,201	4.8%	6.2%	0.77	4.7%	1.02	7.1%	0.67	5.6%	0.86
Fiscal Statistics										
Operating Margin (%)	2.6%	10.4%	0.25	0.2%	10.42	14.1%	0.18	1.9%	1.37	
Total Hospital Net Income (%)	2.6%	14.1%	0.18	4.3%	0.60	18.4%	0.14	1.9%	1.37	
Return on Equity (%)	4.3%	6.3%	0.68	3.3%	1.31	1.6%	2.68	3.7%	1.14	
Current Ratio	7.2	4.1	1.76	21.9	0.33	2.8	2.59	6.7	1.08	
Days in Net Patient Accounts Receivable	57.8	87.5	0.66	56.7	1.02	469.6	0.12	62.5	0.93	
Average Payment Period	16.7	89.9	0.19	17.0	0.98	503.0	0.03	8.6	1.94	
Equity Financing (%)	72.5%	64.7%	1.12	87.4%	0.83	50.7%	1.43	51.3%	1.41	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	2.6	21.0	0.12	10.7	0.24	28.6	0.09	2.1	1.25	
Total Asset Turnover	1.7	0.4	3.88	0.7	2.27	0.1	20.21	2.0	0.84	
Average Age of Plant (Years)	13.5	17.1	0.79	9.0	1.50	72.9	0.19	11.5	1.18	
Increase (Decrease) Total Net Patient Revenue	27.5%	12.7%	2.16	15.9%	1.73	13.5%	2.04	7.9%	3.46	
Outpatient Gross Revenue (% of Total GPR)	90.1%	64.9%	1.39	80.2%	1.12	80.3%	1.12	87.8%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$32,375	\$18,658	1.74	\$17,806	1.82	\$17,504	1.85	\$22,418	1.44	
Inpatient Net Revenue per Day	\$2,448	\$3,656	0.67	\$3,646	0.67	\$4,490	0.55	\$1,931	1.27	
Outpatient Net Revenue per Visit	\$599	\$781	0.77	\$806	0.74	\$784	0.76	\$534	1.12	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$85,269,665	Cash & Cash Equivalents	\$610	Current Liabilities	\$1,836,783
Less Deductions	\$43,020,203	Net Patient Receivables	\$6,695,406	Long-Term Debt	\$0
Net Patient Revenue	\$42,249,462	Other Receivables	\$7,217	Other Liabilities	\$5,207,073
Plus Other Revenue	\$333,340			Subtotal	\$7,043,856
Total Revenue	\$42,582,802	Land, Buildings & Equipment (Net)	\$12,272,114	Unrestricted Fund Balance	\$18,565,926
Less Expenses	\$41,488,224	Other Assets	\$6,634,434	Restricted Fund Balance	\$22,579
Non-Operating Gains/Losses	\$0	Total Assets	\$25,609,781	Total Liabilities & Fund Balance	\$25,609,782
Net Income	\$1,094,578				

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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	11.1%	57.9%	0.19	25.1%	0.44	19.3%	0.58	13.6%	0.81
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.1%	58.7%	0.24	28.2%	0.50	20.9%	0.67	13.7%	1.03
Average Census (Patients)									
Adult Medical-Surgical	2.2	26.8	0.08	5.0	0.45	3.3	0.66	2.2	1.02
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.8	49.8	0.06	6.5	0.43	4.2	0.67	2.7	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.79	3.6	1.01	3.6	1.01	3.3	1.11
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	3.9	0.93	3.1	1.18	3.4	1.07
Surgical Operations									
Inpatient	0	1,037	N/A	70	N/A	202	N/A	0	N/A
Outpatient	296	3,865	0.08	1,013	0.29	1,213	0.24	338	0.88
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	6.4%	N/A	14.3%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	20,195	145,246	0.14	40,762	0.50	37,326	0.54	21,515	0.94
Emergency Visits	5,930	16,058	0.37	6,148	0.96	4,868	1.22	7,154	0.83
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	2.8	1.08	5.6	0.54	3.0	1.00
Nurses, Licensed	31.3	247.5	0.13	61.3	0.51	48.0	0.65	32.1	0.97
Ancillary Nursing Personnel	2.8	40.3	0.07	8.9	0.32	5.7	0.50	2.6	1.09
All Other Personnel	80.1	496.2	0.16	146.9	0.55	98.5	0.81	78.8	1.02
Total FTEs	117.2	803.0	0.15	219.9	0.53	157.8	0.74	116.6	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.9	13.0	1.07	5.7	2.44	26.2	0.53	13.5	1.03
Nurses, Licensed	144.6	168.4	0.86	125.8	1.15	225.1	0.64	144.3	1.00
Ancillary Nursing Personnel	13.1	27.4	0.48	18.3	0.72	26.6	0.49	11.7	1.12
All Other Personnel	370.4	337.6	1.10	301.1	1.23	461.9	0.80	354.1	1.05
Total FTEs	542.0	546.4	0.99	450.8	1.20	739.8	0.73	523.6	1.04

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 283
 Inpatient Days 1,026

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

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 47
 Inpatient Days 494

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

128 Spooner Health
Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2021	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	223	809	11.1%	2.2	3.6
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	7	38	0.0%	0.1	5.4
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	46	148	0.0%	0.4	3.2
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	7	31	0.0%	0.1	4.4

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	2	3.4	Radiological Services Personnel	7	1	7.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	19	15	29.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	5.4
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	3	3.0
Ancillary Nursing Personnel	0	4	2.8	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	2	0	2.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	8	7.5
Health Info Mgmt-Administrators/Technicians	3	1	3.5	All Other Personnel	29	9	33.7
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	91	46	117.2

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Spooner, WI 54801

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,213,136	57.6%	46.6%	1.23	50.8%	1.13	47.7%	1.21	56.3%	1.02
Medical Assistance	\$7,807,371	15.4%	14.4%	1.07	16.7%	0.92	12.6%	1.22	14.4%	1.07
Commercial	\$10,145,876	20.0%	33.9%	0.59	26.9%	0.74	35.5%	0.56	24.8%	0.81
All Other	\$3,588,735	7.1%	5.1%	1.40	5.6%	1.27	4.2%	1.68	4.5%	1.58
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,005,475	27.6%	35.2%	0.78	27.0%	1.02	27.4%	1.01	29.1%	0.95
Medical Assistance	\$5,498,060	10.8%	11.1%	0.98	11.1%	0.97	8.8%	1.23	10.7%	1.01
Commercial	\$2,276,519	4.5%	14.9%	0.30	5.5%	0.82	12.2%	0.37	5.4%	0.83
Charity Care	\$366,676	0.7%	0.7%	1.01	0.7%	1.07	0.7%	1.03	0.8%	0.91
Bad Debt	\$646,015	1.3%	1.0%	1.25	1.5%	0.85	1.3%	1.01	2.0%	0.63
All Other	\$1,998,636	3.9%	2.8%	1.41	2.7%	1.46	2.4%	1.63	1.7%	2.25
Total Deductions	\$24,791,381	48.8%	65.8%	0.74	48.5%	1.01	52.8%	0.93	49.8%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	18.5%	6.5%	2.86		3.4%	5.48	4.2%	4.45	0.3%	57.83
Net Gains/Losses as % of Net Income	16.6%	29.4%	0.57		46.4%	0.36	27.5%	0.60	74.0%	0.22
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,740,700	40.5%	42.4%	0.95	52.8%	0.77	46.9%	0.86	38.8%	1.04
Supplies & Services	\$12,319,170	46.4%	51.3%	0.90	40.1%	1.16	45.9%	1.01	47.4%	0.98
Capital Component	\$3,478,437	13.1%	6.2%	2.10	7.1%	1.84	7.1%	1.83	13.8%	0.95
Fiscal Statistics										
Operating Margin (%)	16.7%	10.4%	1.61		12.3%	1.36	14.1%	1.19	2.3%	7.36
Total Hospital Net Income (%)	19.4%	14.1%	1.38		20.8%	0.93	18.4%	1.05	8.2%	2.36
Return on Equity (%)	9.4%	6.3%	1.49		2.3%	4.15	1.6%	5.89	4.4%	2.15
Current Ratio	2.2	4.1	0.53		3.1	0.70	2.8	0.79	2.0	1.12
Days in Net Patient Accounts Receivable	39.2	87.5	0.45		372.2	0.11	469.6	0.08	45.0	0.87
Average Payment Period	143.7	89.9	1.60		407.2	0.35	503.0	0.29	69.1	2.08
Equity Financing (%)	60.4%	64.7%	0.93		51.8%	1.17	50.7%	1.19	59.2%	1.02
Long-Term Debt to Equity Ratio	0.4	0.3	1.25		0.7	0.60	0.7	0.56	0.5	0.75
Times Interest Earned	10.3	21.0	0.49		56.7	0.18	28.6	0.36	4.3	2.38
Total Asset Turnover	0.5	0.4	1.09		0.1	4.76	0.1	5.69	0.5	0.94
Average Age of Plant (Years)	5.1	17.1	0.30		55.6	0.09	72.9	0.07	3.9	1.32
Increase (Decrease) Total Net Patient Revenue	-4.1%	12.7%	N/A		17.4%	N/A	13.5%	N/A	-3.6%	1.13
Outpatient Gross Revenue (% of Total GPR)	87.9%	64.9%	1.35		86.8%	1.01	80.3%	1.10	87.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,300	\$18,658	0.66		\$14,908	0.83	\$17,504	0.70	\$13,518	0.91
Inpatient Net Revenue per Day	\$2,784	\$3,656	0.76		\$3,393	0.82	\$4,490	0.62	\$2,470	1.13
Outpatient Net Revenue per Visit	\$863	\$781	1.10		\$924	0.93	\$784	1.10	\$807	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$50,755,117	Cash & Cash Equivalents	\$17,059,346	Current Liabilities	\$9,487,849
Less Deductions	\$24,791,381	Net Patient Receivables	\$2,785,821	Long-Term Debt	\$16,907,062
Net Patient Revenue	\$25,963,736	Other Receivables	\$143,060	Other Liabilities	\$553,353
Plus Other Revenue	\$5,910,691			Subtotal	\$26,948,264
Total Revenue	\$31,874,429	Land, Buildings & Equipment (Net)	\$22,882,001	Unrestricted Fund Balance	\$41,113,191
Less Expenses	\$26,538,307	Other Assets	\$25,191,227	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,061,513			Total Liabilities & Fund Balance	\$68,061,455
Net Income	\$6,397,635	Total Assets	\$68,061,455		

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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.8%	57.9%	0.84	49.7%	0.98	54.3%	0.90	45.9%	1.06
Obstetrics	37.6%	36.8%	1.02	28.0%	0.05	31.5%	1.20	37.8%	1.00
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	58.7%	0.76	50.3%	0.88	55.3%	0.80	42.5%	1.05
Average Census (Patients)									
Adult Medical-Surgical	9.3	26.8	0.35	11.9	0.78	18.1	0.51	8.7	1.06
Obstetrics	1.5	4.8	0.31	2.0	0.76	3.1	0.49	1.5	1.00
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.1	49.8	0.22	18.8	0.59	37.4	0.30	10.6	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.6	0.69	4.2	0.75	4.1	0.78	3.2	0.97
Obstetrics	3.2	2.4	1.29	2.2	1.45	2.3	1.38	3.2	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.65	4.4	0.72	4.4	0.72	3.2	0.97
Surgical Operations									
Inpatient	464	1,037	0.45	390	1.19	612	0.76	373	1.24
Outpatient	1,350	3,865	0.35	2,637	0.51	2,709	0.50	1,103	1.22
Inpatient as % of All Surgeries	25.6%	21.2%	1.21	12.9%	1.99	18.4%	1.39	25.3%	1.01
Outpatient Visits									
Non-Emergency Visits	152,256	145,246	1.05	85,077	1.79	120,713	1.26	149,279	1.02
Emergency Visits	9,756	16,058	0.61	8,132	1.20	16,865	0.58	9,496	1.03
Full-Time Equivalents (FTEs)									
Administrators	27.3	19.0	1.43	10.7	2.54	17.0	1.60	29.0	0.94
Nurses, Licensed	117.8	247.5	0.48	127.1	0.93	164.3	0.72	97.8	1.20
Ancillary Nursing Personnel	13.2	40.3	0.33	20.5	0.64	24.6	0.54	11.5	1.14
All Other Personnel	403.7	496.2	0.81	291.6	1.38	297.6	1.36	338.1	1.19
Total FTEs	561.9	803.0	0.70	450.0	1.25	503.6	1.12	476.4	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	28.8	13.0	2.22	14.3	2.01	14.0	2.06	34.6	0.83
Nurses, Licensed	124.5	168.4	0.74	169.5	0.73	134.7	0.92	116.7	1.07
Ancillary Nursing Personnel	13.9	27.4	0.51	27.3	0.51	20.2	0.69	13.8	1.01
All Other Personnel	426.5	337.6	1.26	388.8	1.10	244.0	1.75	403.2	1.06
Total FTEs	593.7	546.4	1.09	599.9	0.99	412.8	1.44	568.3	1.04

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,288
 Inpatient Days 4,059

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 23
 Inpatient Days 171

Newborn Nursery:
 Bassinets 6
 Total Births 238
 Newborn Days 407

129 St Croix Regional Medical Center
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	1,074	3,383	48.8%	9.3	3.1
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	174	549	37.6%	1.5	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	1	2	40	127	17.4%	0.3	3.2
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	24	3	27.3	Surgical Personnel	6	2	7.8
Physicians & Dentists	33	1	33.7	Radiological Services Personnel	17	5	21.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.9
Dental Hygienists	1	0	1.0	Occupational Therapists	2	1	2.7
Registered Nurses	51	37	87.2	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	1	0	1.0	Physical Therapists	11	2	12.2
Licensed Practical Nurses	13	3	15.9	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	11	13.2	Recreational Therapists	0	0	0.0
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	13	1	13.8	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	8	61.7
Health Info Mgmt-Administrators/Technicians	10	4	13.6	All Other Personnel	119	25	143.7
Pharmacy Personnel	18	7	24.4				
Clinical Laboratory Personnel	24	8	31.1				
				Total	441	128	561.9

129 St Croix Regional Medical Center

St Croix Falls, WI 54024

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$105,095,567	50.4%	46.6%	1.08	50.7%	0.99	49.9%	1.01	50.5%	1.00
Medical Assistance	\$26,420,611	12.7%	14.4%	0.88	12.0%	1.05	15.6%	0.81	12.6%	1.00
Commercial	\$68,256,793	32.7%	33.9%	0.97	32.9%	1.00	30.3%	1.08	32.6%	1.00
All Other	\$8,889,776	4.3%	5.1%	0.84	4.5%	0.95	4.2%	1.01	4.3%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$58,384,685	28.0%	35.2%	0.79	33.4%	0.84	36.9%	0.76	27.5%	1.02
Medical Assistance	\$14,299,684	6.9%	11.1%	0.62	8.6%	0.79	11.4%	0.60	6.7%	1.02
Commercial	\$18,987,979	9.1%	14.9%	0.61	10.0%	0.91	11.8%	0.77	9.0%	1.01
Charity Care	\$536,570	0.3%	0.7%	0.36	0.6%	0.44	0.9%	0.27	0.4%	0.66
Bad Debt	\$2,456,723	1.2%	1.0%	1.16	1.1%	1.03	1.2%	1.00	1.2%	1.01
All Other	\$3,553,439	1.7%	2.8%	0.61	2.7%	0.64	2.5%	0.69	1.7%	1.02
Total Deductions	\$98,219,080	47.1%	65.8%	0.72	56.4%	0.83	64.7%	0.73	46.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	6.5%	0.76	5.6%	0.88	4.5%	1.10	5.0%	0.98
Net Gains/Losses as % of Net Income		44.8%	29.4%	1.53	37.6%	1.19	43.7%	1.02	71.4%	0.63
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,967,732	54.0%	42.4%	1.27	50.5%	1.07	38.8%	1.39	54.9%	0.98
Supplies & Services	\$46,318,914	41.7%	51.3%	0.81	44.3%	0.94	54.3%	0.77	40.6%	1.03
Capital Component	\$4,733,618	4.3%	6.2%	0.68	5.1%	0.83	6.9%	0.62	4.5%	0.94
Fiscal Statistics										
Operating Margin (%)		4.4%	10.4%	0.42	9.6%	0.46	9.6%	0.46	1.8%	2.51
Total Hospital Net Income (%)		7.7%	14.1%	0.55	14.5%	0.53	15.9%	0.49	5.9%	1.31
Return on Equity (%)		7.7%	6.3%	1.22	2.4%	3.20	11.2%	0.69	5.8%	1.33
Current Ratio		3.2	4.1	0.77	2.7	1.18	3.9	0.81	2.7	1.17
Days in Net Patient Accounts Receivable		44.5	87.5	0.51	250.3	0.18	51.2	0.87	44.2	1.01
Average Payment Period		86.6	89.9	0.96	256.1	0.34	62.2	1.39	97.2	0.89
Equity Financing (%)		72.4%	64.7%	1.12	51.4%	1.41	78.3%	0.92	72.5%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	0.04	0.7	0.02	0.1	0.13	0.0	17.18
Times Interest Earned		332.0	21.0	15.79	45.6	7.28	21.6	15.39	1,174.5	0.28
Total Asset Turnover		1.0	0.4	2.24	0.2	6.15	0.7	1.47	0.9	1.02
Average Age of Plant (Years)		10.5	17.1	0.62	51.5	0.20	10.5	1.00	10.7	0.98
Increase (Decrease) Total Net Patient Revenue		14.5%	12.7%	1.14	13.4%	1.08	8.7%	1.67	-7.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.3%	64.9%	1.36	75.1%	1.18	69.3%	1.27	87.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,966	\$18,658	0.53	\$16,496	0.60	\$13,373	0.75	\$11,416	0.87	
Inpatient Net Revenue per Day	\$3,087	\$3,656	0.84	\$3,511	0.88	\$3,024	1.02	\$3,473	0.89	
Outpatient Net Revenue per Visit	\$616	\$781	0.79	\$874	0.71	\$626	0.98	\$533	1.16	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$208,662,747	Cash & Cash Equivalents	\$49,553,698	Current Liabilities	\$25,384,538
Less Deductions	\$98,219,080	Net Patient Receivables	\$13,472,916	Long-Term Debt	\$1,095,923
Net Patient Revenue	\$110,443,667	Other Receivables	\$10,384,728	Other Liabilities	\$6,835,410
Plus Other Revenue	\$5,702,853			Subtotal	\$33,315,871
Total Revenue	\$116,146,520	Land, Buildings & Equipment (Net)	\$29,642,155	Unrestricted Fund Balance	\$87,421,309
Less Expenses	\$111,020,264	Other Assets	\$17,683,683	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,163,072			Total Liabilities & Fund Balance	\$120,737,180
Net Income	\$9,289,328	Total Assets	\$120,737,180		

130 Aspirus Stanley 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 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.4%	57.9%	0.66	49.7%	0.77	14.2%	2.70	108.5%	0.35
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	38.4%	58.7%	0.65	50.3%	0.76	18.3%	2.09	108.5%	0.35
Average Census (Patients)									
Adult Medical-Surgical	1.2	26.8	0.04	11.9	0.10	2.1	0.56	1.1	1.06
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	49.8	0.02	18.8	0.06	2.8	0.42	1.1	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.6	0.66	4.2	0.73	3.6	0.84	2.7	1.14
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.3	4.9	0.48	4.4	0.53	4.3	0.54	2.2	1.05
Surgical Operations									
Inpatient	0	1,037	N/A	390	N/A	54	N/A	1	0.00
Outpatient	376	3,865	0.10	2,637	0.14	1,655	0.23	296	1.27
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	12.9%	N/A	3.2%	N/A	0.3%	0.00
Outpatient Visits									
Non-Emergency Visits	38,892	145,246	0.27	85,077	0.46	27,310	1.42	33,750	1.15
Emergency Visits	2,124	16,058	0.13	8,132	0.26	3,184	0.67	2,192	0.97
Full-Time Equivalents (FTEs)									
Administrators	1.3	19.0	0.07	10.7	0.12	1.7	0.76	2.0	0.66
Nurses, Licensed	25.2	247.5	0.10	127.1	0.20	37.1	0.68	27.4	0.92
Ancillary Nursing Personnel	0.0	40.3	N/A	20.5	N/A	6.4	N/A	0.0	N/A
All Other Personnel	41.1	496.2	0.08	291.6	0.14	71.3	0.58	26.1	1.58
Total FTEs	67.6	803.0	0.08	450.0	0.15	116.6	0.58	55.5	1.22
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.0	13.0	1.00	14.3	0.91	11.4	1.14	22.1	0.59
Nurses, Licensed	249.0	168.4	1.48	169.5	1.47	246.5	1.01	303.0	0.82
Ancillary Nursing Personnel	0.0	27.4	N/A	27.3	N/A	42.3	N/A	0.0	N/A
All Other Personnel	406.0	337.6	1.20	388.8	1.04	473.5	0.86	288.1	1.41
Total FTEs	668.1	546.4	1.22	599.9	1.11	773.8	0.86	613.2	1.09

Total Hospital:

Beds Set Up & Staffed 3
 Discharges 180
 Inpatient Days 420

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 41
 Inpatient Days 567

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

130 Aspirus Stanley Hospital
Stanley, WI 54768

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	138	420	38.4%	1.2	3.0
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	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	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	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	0	2	1.3	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	2	0.0	Radiological Services Personnel	1	5	2.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.5
Registered Nurses	18	12	22.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	1	1.7
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	1	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	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	8	3	9.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	0	6.0
Pharmacy Personnel	1	3	1.3				
Clinical Laboratory Personnel	4	4	5.5				
				Total	56	36	67.6

130 Aspirus Stanley Hospital
Stanley, WI 54768

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,724,164	53.0%	46.6%	1.14	50.7%	1.05	46.0%	1.15	50.9%	1.04
Medical Assistance	\$5,647,392	17.9%	14.4%	1.24	12.0%	1.49	12.0%	1.49	18.6%	0.97
Commercial	\$7,528,638	23.9%	33.9%	0.71	32.9%	0.73	37.7%	0.63	23.5%	1.02
All Other	\$1,630,452	5.2%	5.1%	1.02	4.5%	1.16	4.2%	1.22	7.0%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,823,048	24.8%	35.2%	0.70	33.4%	0.74	24.4%	1.02	27.3%	0.91
Medical Assistance	\$4,045,685	12.8%	11.1%	1.16	8.6%	1.49	8.3%	1.54	12.1%	1.06
Commercial	\$1,402,445	4.4%	14.9%	0.30	10.0%	0.45	11.4%	0.39	3.7%	1.20
Charity Care	\$623,792	2.0%	0.7%	2.77	0.6%	3.39	0.7%	2.79	1.8%	1.12
Bad Debt	\$514,078	1.6%	1.0%	1.60	1.1%	1.43	1.4%	1.17	2.4%	0.69
All Other	\$1,236,945	3.9%	2.8%	1.40	2.7%	1.48	2.2%	1.76	5.6%	0.70
Total Deductions	\$15,645,993	49.6%	65.8%	0.75	56.4%	0.88	48.5%	1.02	52.8%	0.94
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.9%		6.5%	0.14	5.6%	0.16	5.2%	0.18	9.4%	0.10
Net Gains/Losses as % of Net Income	128.8%		29.4%	4.39	37.6%	3.42	16.4%	7.83	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,194,650	32.9%	42.4%	0.78	50.5%	0.65	49.0%	0.67	34.8%	0.95
Supplies & Services	\$9,608,804	60.9%	51.3%	1.19	44.3%	1.37	44.0%	1.38	58.3%	1.04
Capital Component	\$980,342	6.2%	6.2%	1.00	5.1%	1.21	7.0%	0.89	6.9%	0.90
Fiscal Statistics										
Operating Margin (%)	1.5%		10.4%	0.15	9.6%	0.16	12.2%	0.13	2.2%	0.70
Total Hospital Net Income (%)	-5.8%		14.1%	N/A	14.5%	N/A	14.2%	N/A	2.2%	N/A
Return on Equity (%)	-9.2%		6.3%	N/A	2.4%	N/A	21.6%	N/A	3.5%	N/A
Current Ratio	1.8		4.1	0.43	2.7	0.65	2.1	0.83	0.6	2.92
Days in Net Patient Accounts Receivable	44.0		87.5	0.50	250.3	0.18	53.3	0.83	46.1	0.96
Average Payment Period	42.5		89.9	0.47	256.1	0.17	54.9	0.77	110.8	0.38
Equity Financing (%)	16.6%		64.7%	0.26	51.4%	0.32	43.0%	0.39	41.0%	0.41
Long-Term Debt to Equity Ratio	0.0		0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Times Interest Earned	0.0		21.0	N/A	45.6	N/A	13.9	N/A	0.0	N/A
Total Asset Turnover	1.7		0.4	3.99	0.2	10.94	1.5	1.15	1.6	1.07
Average Age of Plant (Years)	7.0		17.1	0.41	51.5	0.14	8.5	0.82	5.9	1.17
Increase (Decrease) Total Net Patient Revenue	17.7%		12.7%	1.38	13.4%	1.31	15.6%	1.13	-5.8%	N/A
Outpatient Gross Revenue (% of Total GPR)	87.6%		64.9%	1.35	75.1%	1.17	82.0%	1.07	88.0%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,704		\$18,658	0.84	\$16,496	0.95	\$21,986	0.71	\$11,768	1.33
Inpatient Net Revenue per Day	\$3,330		\$3,656	0.91	\$3,511	0.95	\$3,295	1.01	\$2,846	1.17
Outpatient Net Revenue per Visit	\$315		\$781	0.40	\$874	0.36	\$696	0.45	\$327	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$31,530,647	Cash & Cash Equivalents	\$1,289	Current Liabilities	\$1,752,232
Less Deductions	\$15,645,993	Net Patient Receivables	\$1,915,218	Long-Term Debt	\$0
Net Patient Revenue	\$15,884,654	Other Receivables	\$90,628	Other Liabilities	\$6,056,422
Plus Other Revenue	\$146,277			Subtotal	\$7,808,654
Total Revenue	\$16,030,933	Land, Buildings & Equipment (Net)	\$6,056,907	Unrestricted Fund Balance	\$1,559,252
Less Expenses	\$15,783,796	Other Assets	\$1,303,865	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,105,417	Total Assets	\$9,367,907	Total Liabilities & Fund Balance	\$9,367,906
Net Income	-\$858,280				

324 Aspirus Plover Hospital
 5409 Vern Holmes Dr
 Stevens Point, WI 54482
 715-344-1600

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

County: Portage
 Analysis Area: North Central (6)
 Volume Group: 1

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2021 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.4%	57.9%	0.39	58.8%	0.38	14.2%	1.57	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	22.4%	58.7%	0.38	61.6%	0.36	18.3%	1.22	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	17.6	0.10	2.1	0.87	0.0	N/A
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.8	49.8	0.04	35.6	0.05	2.8	0.65	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.4	0.89	3.6	1.07	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.80	4.7	0.83	4.3	0.90	0.0	N/A
Surgical Operations									
Inpatient	17	1,037	0.02	1,116	0.02	54	0.31	0	N/A
Outpatient	1,127	3,865	0.29	3,513	0.32	1,655	0.68	0	N/A
Inpatient as % of All Surgeries	1.5%	21.2%	0.07	24.1%	0.06	3.2%	0.47	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	45,468	145,246	0.31	131,878	0.34	27,310	1.66	0	N/A
Emergency Visits	7,236	16,058	0.45	11,093	0.65	3,184	2.27	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.0	0.31	20.4	0.29	1.7	3.48	0.0	N/A
Nurses, Licensed	14.0	247.5	0.06	172.5	0.08	37.1	0.38	0.0	N/A
Ancillary Nursing Personnel	0.0	40.3	N/A	24.7	N/A	6.4	N/A	0.0	N/A
All Other Personnel	41.0	496.2	0.08	457.0	0.09	71.3	0.57	0.0	N/A
Total FTEs	61.0	803.0	0.08	674.6	0.09	116.6	0.52	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.0	13.0	2.24	17.1	1.70	11.4	2.54	0.0	N/A
Nurses, Licensed	67.7	168.4	0.40	144.1	0.47	246.5	0.27	0.0	N/A
Ancillary Nursing Personnel	0.0	27.4	N/A	20.6	N/A	42.3	N/A	0.0	N/A
All Other Personnel	198.3	337.6	0.59	381.6	0.52	473.5	0.42	0.0	N/A
Total FTEs	295.0	546.4	0.54	563.4	0.52	773.8	0.38	0.0	N/A

Total Hospital:
 Beds Set Up & Staffed 8
 Discharges 167
 Inpatient Days 653

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

324 Aspirus Plover Hospital
Stevens Point, WI 54482

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	168	653	22.4%	1.8	3.9
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	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	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	12	0	12.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	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	3	0	3.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	10	0	10.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	61	0	61.0

324 Aspirus Plover Hospital
Stevens Point, WI 54482

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$28,410,987	33.5%	46.6%	0.72	51.2%	0.65	46.0%	0.73	0.0%	N/A
Medical Assistance	\$10,256,630	12.1%	14.4%	0.84	13.3%	0.91	12.0%	1.01	0.0%	N/A
Commercial	\$40,453,739	47.7%	33.9%	1.41	29.9%	1.60	37.7%	1.26	0.0%	N/A
All Other	\$5,669,398	6.7%	5.1%	1.32	5.7%	1.18	4.2%	1.58	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,469,758	24.1%	35.2%	0.69	36.0%	0.67	24.4%	0.99	0.0%	N/A
Medical Assistance	\$8,979,800	10.6%	11.1%	0.96	10.1%	1.05	8.3%	1.27	0.0%	N/A
Commercial	\$14,342,862	16.9%	14.9%	1.13	9.2%	1.83	11.4%	1.49	0.0%	N/A
Charity Care	\$634,259	0.7%	0.7%	1.05	0.8%	0.98	0.7%	1.05	0.0%	N/A
Bad Debt	\$152,906	0.2%	1.0%	0.18	0.8%	0.22	1.4%	0.13	0.0%	N/A
All Other	\$3,372,375	4.0%	2.8%	1.42	3.5%	1.13	2.2%	1.79	0.0%	N/A
Total Deductions	\$47,951,960	56.6%	65.8%	0.86	60.4%	0.94	48.5%	1.17	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.9%	6.5%	0.13	4.2%	0.21	5.2%	0.17	0.0%	N/A	
Net Gains/Losses as % of Net Income	0.0%	29.4%	N/A	32.5%	N/A	16.4%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,863,674	41.2%	42.4%	0.97	42.4%	0.97	49.0%	0.84	0.0%	N/A
Supplies & Services	\$15,834,873	50.7%	51.3%	0.99	52.7%	0.96	44.0%	1.15	0.0%	N/A
Capital Component	\$2,511,888	8.0%	6.2%	1.29	4.9%	1.63	7.0%	1.15	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	16.0%	10.4%	1.54	9.6%	1.66	12.2%	1.32	0.0%	N/A	
Total Hospital Net Income (%)	16.0%	14.1%	1.13	13.6%	1.17	14.2%	1.13	0.0%	N/A	
Return on Equity (%)	0.0%	6.3%	N/A	3.3%	N/A	21.6%	N/A	0.0%	N/A	
Current Ratio	0.0	4.1	N/A	2.8	N/A	2.1	N/A	0.0	N/A	
Days in Net Patient Accounts Receivable	0.0	87.5	N/A	167.5	N/A	53.3	N/A	0.0	N/A	
Average Payment Period	0.0	89.9	N/A	165.5	N/A	54.9	N/A	0.0	N/A	
Equity Financing (%)	0.0%	64.7%	N/A	50.9%	N/A	43.0%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	48.7	N/A	13.9	N/A	0.0	N/A	
Total Asset Turnover	0.0	0.4	N/A	0.2	N/A	1.5	N/A	0.0	N/A	
Average Age of Plant (Years)	0.0	17.1	N/A	33.5	N/A	8.5	N/A	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	35.8%	12.7%	2.81	25.1%	1.43	15.6%	2.30	0.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	92.4%	64.9%	1.42	70.5%	1.31	82.0%	1.13	N/A	N/A	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,717	\$18,658	0.68	\$16,540	0.77	\$21,986	0.58	\$0	N/A	
Inpatient Net Revenue per Day	\$3,681	\$3,656	1.01	\$3,511	1.05	\$3,295	1.12	\$0	N/A	
Outpatient Net Revenue per Visit	\$662	\$781	0.85	\$799	0.83	\$696	0.95	\$0	N/A	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$84,790,754	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$47,951,960	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$36,838,794	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$322,348			Subtotal	\$0
Total Revenue	\$37,161,139	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$31,210,435	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$5,950,704	Total Assets	\$0		

131 Aspirus Stevens Point 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: 5

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	47.1%	57.9%	0.81	58.8%	0.80	54.3%	0.87	75.7%	0.62
Obstetrics	42.0%	36.8%	1.14	39.4%	0.06	31.5%	1.33	50.7%	0.83
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	68.0%	58.7%	1.16	61.6%	1.10	55.3%	1.23	71.0%	0.96
Average Census (Patients)									
Adult Medical-Surgical	8.9	26.8	0.33	17.6	0.51	18.1	0.50	10.6	0.84
Obstetrics	2.5	4.8	0.52	3.2	0.79	3.1	0.81	2.5	0.99
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	29.2	49.8	0.59	35.6	0.82	37.4	0.78	26.3	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	4.4	0.85	4.1	0.92	3.2	1.16
Obstetrics	2.1	2.4	0.84	2.2	0.94	2.3	0.90	2.1	0.99
Pediatrics	0.0	3.8	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.78	4.7	0.80	4.4	0.86	3.1	1.22
Surgical Operations									
Inpatient	494	1,037	0.48	1,116	0.44	612	0.81	568	0.87
Outpatient	3,067	3,865	0.79	3,513	0.87	2,709	1.13	2,699	1.14
Inpatient as % of All Surgeries	13.9%	21.2%	0.66	24.1%	0.58	18.4%	0.75	17.4%	0.80
Outpatient Visits									
Non-Emergency Visits	358,677	145,246	2.47	131,878	2.72	120,713	2.97	370,190	0.97
Emergency Visits	13,357	16,058	0.83	11,093	1.20	16,865	0.79	14,484	0.92
Full-Time Equivalents (FTEs)									
Administrators	13.6	19.0	0.71	20.4	0.66	17.0	0.80	20.3	0.67
Nurses, Licensed	174.6	247.5	0.71	172.5	1.01	164.3	1.06	126.3	1.38
Ancillary Nursing Personnel	1.8	40.3	0.04	24.7	0.07	24.6	0.07	15.1	0.12
All Other Personnel	355.1	496.2	0.72	457.0	0.78	297.6	1.19	208.1	1.71
Total FTEs	545.0	803.0	0.68	674.6	0.81	503.6	1.08	369.8	1.47
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.3	13.0	0.87	17.1	0.66	14.0	0.81	19.2	0.59
Nurses, Licensed	145.7	168.4	0.87	144.1	1.01	134.7	1.08	119.6	1.22
Ancillary Nursing Personnel	1.5	27.4	0.05	20.6	0.07	20.2	0.07	14.3	0.10
All Other Personnel	296.3	337.6	0.88	381.6	0.78	244.0	1.21	197.0	1.50
Total FTEs	454.9	546.4	0.83	563.4	0.81	412.8	1.10	350.1	1.30

Total Hospital:
 Beds Set Up & Staffed 43
 Discharges 2,817
 Inpatient Days 10,671

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 2
 Total Births 340
 Newborn Days 569

131 Aspirus Stevens Point Hospital
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	874	3,264	47.1%	8.9	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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	447	919	42.0%	2.5	2.1
Psychiatric	1	7	475	1,199	46.9%	3.3	2.5
Alcoholism/chemical dependency	2	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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	11	1,021	5,289	131.7%	14.5	5.2
Neonatal Intensive/Intermediate Care	2	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	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	12	8	13.6	Surgical Personnel	19	10	20.8
Physicians & Dentists	19	17	21.6	Radiological Services Personnel	19	14	21.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	6	17.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.8
Registered Nurses	125	84	146.8	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	16	6	18.5
Licensed Practical Nurses	5	3	5.6	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	1	1.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	3	1.3	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	21	13	22.2	Psychologists	5	3	5.5
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	89	52	99.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	38	32	45.7
Pharmacy Personnel	10	4	10.8				
Clinical Laboratory Personnel	38	22	42.9				
				Total	477	314	545.0

131 Aspirus Stevens Point Hospital

Stevens Point, WI 54481

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$144,482,677	48.1%	46.6%	1.03	51.2%	0.94	49.9%	0.97	47.0%	1.02
Medical Assistance	\$44,375,750	14.8%	14.4%	1.03	13.3%	1.11	15.6%	0.95	13.1%	1.13
Commercial	\$95,156,254	31.7%	33.9%	0.94	29.9%	1.06	30.3%	1.05	31.7%	1.00
All Other	\$16,091,644	5.4%	5.1%	1.06	5.7%	0.95	4.2%	1.27	8.3%	0.65
Deductions as % of Total Gross Patient Revenue										
Medicare	\$100,397,273	33.5%	35.2%	0.95	36.0%	0.93	36.9%	0.91	32.8%	1.02
Medical Assistance	\$32,840,622	10.9%	11.1%	0.99	10.1%	1.09	11.4%	0.96	9.2%	1.20
Commercial	\$20,559,571	6.9%	14.9%	0.46	9.2%	0.74	11.8%	0.58	5.3%	1.30
Charity Care	\$4,745,025	1.6%	0.7%	2.22	0.8%	2.07	0.9%	1.69	1.8%	0.90
Bad Debt	\$3,730,741	1.2%	1.0%	1.22	0.8%	1.53	1.2%	1.06	1.9%	0.66
All Other	\$12,451,574	4.1%	2.8%	1.48	3.5%	1.18	2.5%	1.68	6.1%	0.68
Total Deductions	\$174,724,806	58.2%	65.8%	0.89	60.4%	0.96	64.7%	0.90	56.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	6.5%	0.34	4.2%	0.52	4.5%	0.49	12.8%	0.17
Net Gains/Losses as % of Net Income		107.1%	29.4%	3.65	32.5%	3.30	43.7%	2.45	0.1%	875.18
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,369,456	26.0%	42.4%	0.61	42.4%	0.61	38.8%	0.67	28.2%	0.92
Supplies & Services	\$85,225,011	66.4%	51.3%	1.29	52.7%	1.26	54.3%	1.22	64.0%	1.04
Capital Component	\$9,727,262	7.6%	6.2%	1.22	4.9%	1.53	6.9%	1.10	7.8%	0.97
Fiscal Statistics										
Operating Margin (%)		-0.1%	10.4%	N/A	9.6%	N/A	9.6%	N/A	11.9%	N/A
Total Hospital Net Income (%)		1.3%	14.1%	0.09	13.6%	0.10	15.9%	0.08	11.9%	0.11
Return on Equity (%)		1.8%	6.3%	0.29	3.3%	0.55	11.2%	0.16	15.5%	0.12
Current Ratio		1.2	4.1	0.30	2.8	0.44	3.9	0.32	1.1	1.14
Days in Net Patient Accounts Receivable		45.2	87.5	0.52	167.5	0.27	51.2	0.88	48.4	0.93
Average Payment Period		60.3	89.9	0.67	165.5	0.36	62.2	0.97	67.6	0.89
Equity Financing (%)		60.0%	64.7%	0.93	50.9%	1.18	78.3%	0.77	63.0%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		26,426.2	21.0	1,256.8	48.7	542.15	21.6	1,225.2	0.0	N/A
Total Asset Turnover		1.3	0.4	3.10	0.2	5.77	0.7	2.03	1.3	1.02
Average Age of Plant (Years)		7.4	17.1	0.43	33.5	0.22	10.5	0.70	6.9	1.07
Increase (Decrease) Total Net Patient Revenue		9.3%	12.7%	0.73	25.1%	0.37	8.7%	1.07	-11.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.7%	64.9%	1.17	70.5%	1.07	69.3%	1.09	75.4%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,235	\$18,658	0.66	\$16,540	0.74	\$13,373	0.91	\$10,316	1.19
Inpatient Net Revenue per Day		\$3,237	\$3,656	0.89	\$3,511	0.92	\$3,024	1.07	\$3,354	0.97
Outpatient Net Revenue per Visit		\$254	\$781	0.33	\$799	0.32	\$626	0.41	\$228	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$300,106,325	Cash & Cash Equivalents	\$6,450	Current Liabilities	\$19,743,440
Less Deductions	\$174,724,806	Net Patient Receivables	\$15,525,478	Long-Term Debt	\$0
Net Patient Revenue	\$125,381,519	Other Receivables	\$41,155	Other Liabilities	\$18,768,217
Plus Other Revenue	\$2,816,767			Subtotal	\$38,511,657
Total Revenue	\$128,198,286	Land, Buildings & Equipment (Net)	\$70,481,130	Unrestricted Fund Balance	\$57,822,506
Less Expenses	\$128,321,729	Other Assets	\$10,279,950	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,867,504			Total Liabilities & Fund Balance	\$96,334,163
Net Income	\$1,744,061	Total Assets	\$96,334,163		

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: 3

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.3%	57.9%	0.45	58.2%	0.45	36.8%	0.72	34.5%	0.76
Obstetrics	0.0%	36.8%	N/A	41.0%	N/A	23.3%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.1%	58.7%	0.60	62.3%	0.56	42.9%	0.82	41.0%	0.85
Average Census (Patients)									
Adult Medical-Surgical	4.7	26.8	0.18	25.0	0.19	7.2	0.66	6.2	0.76
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.5	49.8	0.19	53.8	0.18	10.9	0.87	11.1	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.6	0.66	4.5	0.66	3.5	0.87	3.4	0.88
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.5	0.90	3.8	1.08	5.3	0.76
Surgical Operations									
Inpatient	99	1,037	0.10	947	0.10	234	0.42	215	0.46
Outpatient	904	3,865	0.23	3,798	0.24	1,718	0.53	757	1.19
Inpatient as % of All Surgeries	9.9%	21.2%	0.47	20.0%	0.49	12.0%	0.82	22.1%	0.45
Outpatient Visits									
Non-Emergency Visits	59,217	145,246	0.41	172,458	0.34	77,301	0.77	48,982	1.21
Emergency Visits	5,319	16,058	0.33	16,037	0.33	9,586	0.55	4,891	1.09
Full-Time Equivalents (FTEs)									
Administrators	20.0	19.0	1.05	20.3	0.99	11.2	1.78	19.0	1.05
Nurses, Licensed	60.3	247.5	0.24	270.6	0.22	81.2	0.74	56.5	1.07
Ancillary Nursing Personnel	7.8	40.3	0.19	38.3	0.20	13.2	0.59	11.1	0.71
All Other Personnel	148.6	496.2	0.30	620.2	0.24	206.7	0.72	151.0	0.98
Total FTEs	236.7	803.0	0.29	949.5	0.25	312.3	0.76	237.5	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.4	13.0	1.73	12.6	1.77	20.5	1.09	37.8	0.59
Nurses, Licensed	67.5	168.4	0.40	168.2	0.40	148.3	0.46	112.5	0.60
Ancillary Nursing Personnel	8.8	27.4	0.32	23.8	0.37	24.2	0.36	22.1	0.40
All Other Personnel	166.4	337.6	0.49	385.4	0.43	377.6	0.44	300.6	0.55
Total FTEs	265.1	546.4	0.49	590.0	0.45	570.6	0.46	473.0	0.56

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	27	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	855	Preferred Provider Organization (PPO)	Yes	Discharges	17	Total Births	0
Inpatient Days	3,455			Inpatient Days	158	Newborn Days	0

132 Stoughton Hospital Association
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	574	1,731	26.3%	4.7	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	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	5	102	1,558	85.4%	4.3	15.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	14	166	11.4%	0.5	11.9
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	20	0	20.0	Surgical Personnel	0	5	4.7
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	16	9.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	6	2.0
Registered Nurses	23	55	55.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	11	9.3
Licensed Practical Nurses	1	1	1.0	Physical Therapy Assistants/Aides	2	2	2.9
Ancillary Nursing Personnel	4	8	7.8	Recreational Therapists	1	0	1.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	3	1.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	4	3.5	Social Workers	1	2	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	23	32.9
Health Info Mgmt-Administrators/Technicians	5	3	6.8	All Other Personnel	35	42	59.0
Pharmacy Personnel	4	1	4.2				
Clinical Laboratory Personnel	2	6	5.7				
				Total	131	192	236.7

132 Stoughton Hospital Association

Stoughton, WI 53589

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$62,475,054	50.7%	46.6%	1.09	42.1%	1.20	47.0%	1.08	52.3%	0.97
Medical Assistance	\$12,536,062	10.2%	14.4%	0.71	12.0%	0.85	13.0%	0.78	9.1%	1.12
Commercial	\$45,610,397	37.0%	33.9%	1.09	37.4%	0.99	36.1%	1.03	36.4%	1.02
All Other	\$2,624,914	2.1%	5.1%	0.42	8.4%	0.25	3.8%	0.56	2.3%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$43,120,891	35.0%	35.2%	0.99	31.8%	1.10	32.5%	1.08	33.8%	1.03
Medical Assistance	\$10,520,862	8.5%	11.1%	0.77	9.3%	0.92	9.9%	0.87	7.6%	1.12
Commercial	\$19,900,541	16.1%	14.9%	1.08	19.0%	0.85	14.1%	1.14	15.2%	1.06
Charity Care	\$375,902	0.3%	0.7%	0.43	0.5%	0.57	0.7%	0.46	0.4%	0.69
Bad Debt	\$1,356,000	1.1%	1.0%	1.08	1.0%	1.07	1.5%	0.73	1.6%	0.71
All Other	\$1,185,152	1.0%	2.8%	0.34	4.5%	0.21	1.8%	0.54	1.3%	0.75
Total Deductions	\$76,459,348	62.0%	65.8%	0.94	66.2%	0.94	60.4%	1.03	60.0%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.5%	6.5%	0.70	6.8%	0.67	7.5%	0.60	4.5%	1.01
Net Gains/Losses as % of Net Income		81.4%	29.4%	2.77	49.6%	1.64	42.4%	1.92	38.5%	2.11
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,758,231	48.9%	42.4%	1.15	44.5%	1.10	50.4%	0.97	50.9%	0.96
Supplies & Services	\$19,367,848	41.6%	51.3%	0.81	48.9%	0.85	42.2%	0.99	38.6%	1.08
Capital Component	\$4,380,149	9.4%	6.2%	1.51	6.6%	1.42	7.5%	1.26	10.5%	0.90
Fiscal Statistics										
Operating Margin (%)		5.1%	10.4%	0.49	8.0%	0.63	8.9%	0.57	2.3%	2.22
Total Hospital Net Income (%)		22.4%	14.1%	1.58	14.8%	1.51	14.5%	1.55	3.7%	6.08
Return on Equity (%)		15.2%	6.3%	2.41	10.2%	1.50	11.3%	1.35	1.9%	7.84
Current Ratio		3.9	4.1	0.94	2.7	1.45	5.3	0.73	3.2	1.22
Days in Net Patient Accounts Receivable		52.7	87.5	0.60	50.7	1.04	49.1	1.07	40.3	1.31
Average Payment Period		91.4	89.9	1.02	78.2	1.17	43.7	2.09	109.1	0.84
Equity Financing (%)		74.6%	64.7%	1.15	59.6%	1.25	76.8%	0.97	61.7%	1.21
Long-Term Debt to Equity Ratio		0.2	0.3	0.51	0.3	0.66	0.2	0.89	0.3	0.56
Times Interest Earned		27.4	21.0	1.30	18.0	1.52	19.8	1.39	4.0	6.84
Total Asset Turnover		0.6	0.4	1.30	0.6	0.88	0.7	0.76	0.5	1.07
Average Age of Plant (Years)		11.3	17.1	0.66	12.6	0.90	10.5	1.07	10.5	1.08
Increase (Decrease) Total Net Patient Revenue		11.6%	12.7%	0.91	11.3%	1.03	11.8%	0.98	-8.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.9%	64.9%	1.31	61.9%	1.37	79.7%	1.06	77.6%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,175		\$18,658	0.55	\$18,949	0.54	\$14,182	0.72	\$14,297	0.71
Inpatient Net Revenue per Day	\$1,689		\$3,656	0.46	\$3,664	0.46	\$3,541	0.48	\$2,604	0.65
Outpatient Net Revenue per Visit	\$604		\$781	0.77	\$753	0.80	\$602	1.00	\$598	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$123,246,427	Cash & Cash Equivalents	\$33,873,549	Current Liabilities	\$10,858,317
Less Deductions	\$76,459,348	Net Patient Receivables	\$6,759,089	Long-Term Debt	\$10,923,308
Net Patient Revenue	\$46,787,079	Other Receivables	\$104,233	Other Liabilities	\$584,543
Plus Other Revenue	\$2,218,045			Subtotal	\$22,366,168
Total Revenue	\$49,005,124	Land, Buildings & Equipment (Net)	\$27,237,551	Unrestricted Fund Balance	\$65,621,345
Less Expenses	\$46,506,228	Other Assets	\$20,013,091	Restricted Fund Balance	\$1,527,612
Non-Operating Gains/Losses	\$10,907,285			Total Liabilities & Fund Balance	\$87,987,513
Net Income	\$13,406,181	Total Assets	\$87,987,513		

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.0%	57.9%	0.72	57.7%	0.73	54.3%	0.77	40.8%	1.03
Obstetrics	15.3%	36.8%	0.42	33.1%	0.02	31.5%	0.49	15.0%	1.02
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.5%	58.7%	0.72	51.8%	0.82	55.3%	0.77	38.7%	1.10
Average Census (Patients)									
Adult Medical-Surgical	6.7	26.8	0.25	25.0	0.27	18.1	0.37	6.5	1.03
Obstetrics	0.8	4.8	0.16	3.9	0.20	3.1	0.25	0.8	1.02
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.6	49.8	0.21	44.3	0.24	37.4	0.28	9.7	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.73	4.2	0.79	4.1	0.82	3.1	1.08
Obstetrics	2.0	2.4	0.80	2.3	0.86	2.3	0.85	2.2	0.89
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	4.9	0.43	4.4	0.47	4.4	0.48	1.9	1.09
Surgical Operations									
Inpatient	277	1,037	0.27	879	0.32	612	0.45	42	6.60
Outpatient	3,180	3,865	0.82	5,410	0.59	2,709	1.17	2,992	1.06
Inpatient as % of All Surgeries	8.0%	21.2%	0.38	14.0%	0.57	18.4%	0.43	1.4%	5.79
Outpatient Visits									
Non-Emergency Visits	167,489	145,246	1.15	191,881	0.87	120,713	1.39	127,276	1.32
Emergency Visits	10,087	16,058	0.63	17,038	0.59	16,865	0.60	9,585	1.05
Full-Time Equivalents (FTEs)									
Administrators	33.2	19.0	1.74	15.5	2.14	17.0	1.95	29.0	1.14
Nurses, Licensed	120.8	247.5	0.49	286.5	0.42	164.3	0.74	120.9	1.00
Ancillary Nursing Personnel	8.3	40.3	0.21	43.7	0.19	24.6	0.34	8.6	0.97
All Other Personnel	357.8	496.2	0.72	497.2	0.72	297.6	1.20	371.3	0.96
Total FTEs	520.1	803.0	0.65	842.9	0.62	503.6	1.03	529.7	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.5	13.0	2.82	8.7	4.18	14.0	2.61	37.3	0.98
Nurses, Licensed	132.8	168.4	0.79	160.8	0.83	134.7	0.99	155.5	0.85
Ancillary Nursing Personnel	9.1	27.4	0.33	24.5	0.37	20.2	0.45	11.0	0.83
All Other Personnel	393.3	337.6	1.16	279.1	1.41	244.0	1.61	477.4	0.82
Total FTEs	571.7	546.4	1.05	473.2	1.21	412.8	1.38	681.2	0.84

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,854
 Inpatient Days 3,875

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

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 48
 Inpatient Days 503

Newborn Nursery:
 Bassinets 6
 Total Births 120
 Newborn Days 223

133 Door County Medical Center
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	737	2,453	42.0%	6.7	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	5	143	280	15.3%	0.8	2.0
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	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	356	1,142	78.2%	3.1	3.2
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	31	3	33.2	Surgical Personnel	2	5	5.7
Physicians & Dentists	25	9	28.5	Radiological Services Personnel	12	13	17.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	9	9.0
Dental Hygienists	0	4	2.0	Occupational Therapists	3	8	7.6
Registered Nurses	42	87	92.2	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	10	19.2
Licensed Practical Nurses	14	12	20.1	Physical Therapy Assistants/Aides	2	6	4.9
Ancillary Nursing Personnel	6	9	8.3	Recreational Therapists	3	1	3.8
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	4	2.7
Nurse Practitioners	6	4	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	46	36	62.8
Health Info Mgmt-Administrators/Technicians	15	6	19.0	All Other Personnel	81	76	120.4
Pharmacy Personnel	8	4	9.3				
Clinical Laboratory Personnel	14	8	16.2				
				Total	347	327	520.1

133 Door County Medical Center
Sturgeon Bay, WI 54235

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$113,913,726	56.2%	46.6%	1.21	47.1%	1.19	49.9%	1.13	59.0%	0.95
Medical Assistance	\$19,512,231	9.6%	14.4%	0.67	12.3%	0.78	15.6%	0.62	8.1%	1.19
Commercial	\$60,125,816	29.7%	33.9%	0.88	36.3%	0.82	30.3%	0.98	27.8%	1.07
All Other	\$9,072,458	4.5%	5.1%	0.88	4.2%	1.06	4.2%	1.06	5.1%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$70,075,946	34.6%	35.2%	0.98	35.4%	0.98	36.9%	0.94	34.7%	1.00
Medical Assistance	\$14,746,903	7.3%	11.1%	0.66	9.8%	0.74	11.4%	0.64	5.8%	1.26
Commercial	\$16,873,629	8.3%	14.9%	0.56	16.0%	0.52	11.8%	0.71	7.7%	1.08
Charity Care	\$2,544,888	1.3%	0.7%	1.76	0.7%	1.83	0.9%	1.34	1.8%	0.69
Bad Debt	\$1,636,269	0.8%	1.0%	0.79	1.1%	0.75	1.2%	0.69	0.6%	1.34
All Other	\$4,451,754	2.2%	2.8%	0.79	2.9%	0.75	2.5%	0.89	2.3%	0.96
Total Deductions	\$110,329,389	54.5%	65.8%	0.83	65.9%	0.83	64.7%	0.84	52.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	6.5%	0.60	6.1%	0.64	4.5%	0.87	11.4%	0.34
Net Gains/Losses as % of Net Income		66.1%	29.4%	2.25	31.1%	2.13	43.7%	1.51	65.9%	1.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$58,283,431	64.4%	42.4%	1.52	42.5%	1.51	38.8%	1.66	65.0%	0.99
Supplies & Services	\$26,938,638	29.8%	51.3%	0.58	50.9%	0.59	54.3%	0.55	29.1%	1.02
Capital Component	\$5,281,583	5.8%	6.2%	0.94	6.6%	0.88	6.9%	0.85	5.9%	0.99
Fiscal Statistics										
Operating Margin (%)		5.8%	10.4%	0.55	15.9%	0.36	9.6%	0.60	2.2%	2.58
Total Hospital Net Income (%)		15.3%	14.1%	1.08	21.5%	0.71	15.9%	0.96	6.3%	2.43
Return on Equity (%)		11.5%	6.3%	1.83	15.0%	0.77	11.2%	1.03	5.0%	2.33
Current Ratio		1.8	4.1	0.44	3.7	0.50	3.9	0.47	1.9	0.94
Days in Net Patient Accounts Receivable		51.3	87.5	0.59	56.7	0.91	51.2	1.00	48.0	1.07
Average Payment Period		101.6	89.9	1.13	76.1	1.33	62.2	1.63	70.0	1.45
Equity Financing (%)		76.2%	64.7%	1.18	75.3%	1.01	78.3%	0.97	77.6%	0.98
Long-Term Debt to Equity Ratio		0.1	0.3	0.23	0.2	0.49	0.1	0.75	0.1	0.81
Times Interest Earned		46.5	21.0	2.21	32.4	1.43	21.6	2.16	16.9	2.76
Total Asset Turnover		0.7	0.4	1.58	0.7	1.04	0.7	1.04	0.8	0.90
Average Age of Plant (Years)		15.9	17.1	0.93	10.6	1.50	10.5	1.51	15.1	1.05
Increase (Decrease) Total Net Patient Revenue		17.2%	12.7%	1.35	10.0%	1.72	8.7%	1.99	-6.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		85.6%	64.9%	1.32	74.4%	1.15	69.3%	1.24	84.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,933		\$18,658	0.37	\$15,148	0.46	\$13,373	0.52	\$6,423	1.08
Inpatient Net Revenue per Day	\$2,496		\$3,656	0.68	\$3,286	0.76	\$3,024	0.83	\$2,457	1.02
Outpatient Net Revenue per Visit	\$455		\$781	0.58	\$699	0.65	\$626	0.73	\$493	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$202,624,231	Cash & Cash Equivalents	\$25,132,133	Current Liabilities	\$24,129,941
Less Deductions	\$110,329,389	Net Patient Receivables	\$12,980,613	Long-Term Debt	\$8,017,219
Net Patient Revenue	\$92,294,842	Other Receivables	\$592,505	Other Liabilities	\$1,539,604
Plus Other Revenue	\$3,744,387			Subtotal	\$33,686,764
Total Revenue	\$96,039,229	Land, Buildings & Equipment (Net)	\$30,484,693	Unrestricted Fund Balance	\$107,840,684
Less Expenses	\$90,503,652	Other Assets	\$72,337,504	Restricted Fund Balance	\$238,486
Non-Operating Gains/Losses	\$10,785,021			Total Liabilities & Fund Balance	\$141,527,448
Net Income	\$16,320,597	Total Assets	\$141,527,448		

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.5%	57.9%	1.22	61.6%	1.14	54.3%	1.30	55.5%	1.27
Obstetrics	31.2%	36.8%	0.85	32.8%	0.11	31.5%	0.99	27.5%	1.14
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	61.5%	58.7%	1.05	56.8%	1.08	55.3%	1.11	53.3%	1.15
Average Census (Patients)									
Adult Medical-Surgical	40.9	26.8	1.52	34.1	1.20	18.1	2.26	32.2	1.27
Obstetrics	3.7	4.8	0.77	5.4	0.69	3.1	1.21	3.3	1.14
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	60.8	49.8	1.22	64.9	0.94	37.4	1.63	52.8	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.92	4.3	0.98	4.1	1.04	3.7	1.14
Obstetrics	2.1	2.4	0.87	2.3	0.92	2.3	0.92	2.1	1.01
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.94	4.5	1.01	4.4	1.05	4.2	1.10
Surgical Operations									
Inpatient	1,275	1,037	1.23	1,167	1.09	612	2.08	1,405	0.91
Outpatient	4,863	3,865	1.26	4,137	1.18	2,709	1.80	3,984	1.22
Inpatient as % of All Surgeries	20.8%	21.2%	0.98	22.0%	0.94	18.4%	1.13	26.1%	0.80
Outpatient Visits									
Non-Emergency Visits	100,277	145,246	0.69	170,630	0.59	120,713	0.83	82,792	1.21
Emergency Visits	17,735	16,058	1.10	21,970	0.81	16,865	1.05	14,924	1.19
Full-Time Equivalents (FTEs)									
Administrators	14.0	19.0	0.73	22.0	0.64	17.0	0.82	14.0	1.00
Nurses, Licensed	325.1	247.5	1.31	286.1	1.14	164.3	1.98	312.7	1.04
Ancillary Nursing Personnel	73.8	40.3	1.83	52.9	1.39	24.6	3.00	61.5	1.20
All Other Personnel	758.1	496.2	1.53	515.7	1.47	297.6	2.55	748.1	1.01
Total FTEs	1,171.1	803.0	1.46	876.8	1.34	503.6	2.33	1,136.3	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.4	13.0	0.65	11.5	0.73	14.0	0.60	10.3	0.82
Nurses, Licensed	194.5	168.4	1.16	148.8	1.31	134.7	1.44	229.0	0.85
Ancillary Nursing Personnel	44.2	27.4	1.61	27.5	1.60	20.2	2.19	45.1	0.98
All Other Personnel	453.7	337.6	1.34	268.3	1.69	244.0	1.86	547.7	0.83
Total FTEs	700.7	546.4	1.28	456.1	1.54	412.8	1.70	832.0	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	99	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,839	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	517
Inpatient Days	22,208			Inpatient Days	0	Newborn Days	863

314 Aurora Medical Center in Summit
Summit, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	58	3,534	14,924	70.5%	40.9	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	4	134	1,322	90.5%	3.6	9.9
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	1	4	59	189	0.0%	0.5	3.2
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	646	1,367	31.2%	3.7	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	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	289	3,678	72.0%	10.1	12.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	55	728	28.5%	2.0	13.2
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	14	0	14.0	Surgical Personnel	25	13	31.7
Physicians & Dentists	84	35	100.2	Radiological Services Personnel	37	31	57.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	9	15.7
Dental Hygienists	0	0	0.0	Occupational Therapists	6	10	11.1
Registered Nurses	199	142	282.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	19	25.6
Licensed Practical Nurses	18	8	22.6	Physical Therapy Assistants/Aides	3	4	4.4
Ancillary Nursing Personnel	33	83	73.8	Recreational Therapists	0	0	0.0
Physician Assistants	14	4	16.7	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	17	7	19.5	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	3	6.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	67	29	83.7
Health Info Mgmt-Administrators/Technicians	33	7	38.1	All Other Personnel	190	81	235.4
Pharmacy Personnel	20	8	23.7				
Clinical Laboratory Personnel	29	12	36.7				
				Total	878	527	1,171.1

314 Aurora Medical Center in Summit
Summit, WI 53066

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$265,958,437	47.3%	46.6%	1.01	51.5%	0.92	49.9%	0.95	46.9%	1.01
Medical Assistance	\$45,281,188	8.0%	14.4%	0.56	11.3%	0.71	15.6%	0.52	8.0%	1.01
Commercial	\$234,163,108	41.6%	33.9%	1.23	34.7%	1.20	30.3%	1.37	42.2%	0.99
All Other	\$17,280,195	3.1%	5.1%	0.61	2.5%	1.25	4.2%	0.73	2.9%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$210,555,614	37.4%	35.2%	1.06	41.5%	0.90	36.9%	1.01	36.9%	1.01
Medical Assistance	\$36,655,825	6.5%	11.1%	0.59	9.1%	0.71	11.4%	0.57	6.4%	1.02
Commercial	\$99,443,263	17.7%	14.9%	1.18	16.0%	1.10	11.8%	1.50	17.7%	1.00
Charity Care	\$3,195,954	0.6%	0.7%	0.80	0.9%	0.64	0.9%	0.61	0.7%	0.84
Bad Debt	\$5,903,112	1.0%	1.0%	1.03	1.0%	1.03	1.2%	0.89	0.9%	1.22
All Other	\$9,315,545	1.7%	2.8%	0.59	1.2%	1.36	2.5%	0.67	1.6%	1.07
Total Deductions	\$365,069,313	64.9%	65.8%	0.99	69.8%	0.93	64.7%	1.00	64.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%	6.5%	0.08		5.3%	0.10	4.5%	0.12	0.9%	0.60
Net Gains/Losses as % of Net Income	0.1%	29.4%	0.00		13.2%	0.01	43.7%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,855,428	34.6%	42.4%	0.82	38.6%	0.90	38.8%	0.89	36.0%	0.96
Supplies & Services	\$84,010,237	52.1%	51.3%	1.01	53.1%	0.98	54.3%	0.96	49.1%	1.06
Capital Component	\$21,407,592	13.3%	6.2%	2.13	8.4%	1.59	6.9%	1.93	14.8%	0.89
Fiscal Statistics										
Operating Margin (%)	18.8%	10.4%	1.81		13.6%	1.38	9.6%	1.96	15.5%	1.21
Total Hospital Net Income (%)	18.8%	14.1%	1.33		15.4%	1.22	15.9%	1.19	15.5%	1.21
Return on Equity (%)	7.9%	6.3%	1.25		9.8%	0.81	11.2%	0.70	6.0%	1.31
Current Ratio	10.4	4.1	2.53		7.4	1.41	3.9	2.66	11.5	0.91
Days in Net Patient Accounts Receivable	64.4	87.5	0.74		51.6	1.25	51.2	1.26	56.9	1.13
Average Payment Period	45.2	89.9	0.50		51.5	0.88	62.2	0.73	35.2	1.28
Equity Financing (%)	96.2%	64.7%	1.49		80.1%	1.20	78.3%	1.23	95.4%	1.01
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	6.1	21.0	0.29		14.8	0.41	21.6	0.28	4.9	1.24
Total Asset Turnover	0.4	0.4	0.98		0.6	0.67	0.7	0.64	0.4	1.08
Average Age of Plant (Years)	9.5	17.1	0.55		11.1	0.85	10.5	0.90	8.3	1.14
Increase (Decrease) Total Net Patient Revenue	16.5%	12.7%	1.29		7.7%	2.13	8.7%	1.90	3.4%	4.85
Outpatient Gross Revenue (% of Total GPR)	63.3%	64.9%	0.97		65.6%	0.96	69.3%	0.91	59.7%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,990	\$18,658	0.91		\$14,982	1.13	\$13,373	1.27	\$16,290	1.04
Inpatient Net Revenue per Day	\$3,668	\$3,656	1.00		\$3,228	1.14	\$3,024	1.21	\$3,743	0.98
Outpatient Net Revenue per Visit	\$1,028	\$781	1.32		\$697	1.47	\$626	1.64	\$1,006	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$562,682,928	Cash & Cash Equivalents	\$150,535,470	Current Liabilities	\$18,281,784
Less Deductions	\$365,069,313	Net Patient Receivables	\$34,875,534	Long-Term Debt	\$0
Net Patient Revenue	\$197,613,615	Other Receivables	\$414,277	Other Liabilities	\$0
Plus Other Revenue	\$1,068,760			Subtotal	\$18,281,784
Total Revenue	\$198,682,377	Land, Buildings & Equipment (Net)	\$284,158,012	Unrestricted Fund Balance	\$456,700,185
Less Expenses	\$161,273,257	Other Assets	\$4,998,675	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$30,462			Total Liabilities & Fund Balance	\$474,981,969
Net Income	\$37,439,582	Total Assets	\$474,981,968		

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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.8%	57.9%	0.29	25.1%	0.67	42.2%	0.40	13.5%	1.25
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	19.9%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.8%	58.7%	0.29	28.2%	0.60	42.0%	0.40	13.5%	1.25
Average Census (Patients)									
Adult Medical-Surgical	4.2	26.8	0.16	5.0	0.85	12.3	0.34	3.4	1.25
Obstetrics	0.0	4.8	N/A	1.1	N/A	1.4	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	49.8	0.08	6.5	0.65	19.1	0.22	3.4	1.25
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	3.6	1.04	3.8	0.99	2.7	1.36
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	3.9	0.96	4.0	0.92	2.7	1.36
Surgical Operations									
Inpatient	8	1,037	0.01	70	0.11	334	0.02	3	2.67
Outpatient	2,558	3,865	0.66	1,013	2.53	2,451	1.04	1,794	1.43
Inpatient as % of All Surgeries	0.3%	21.2%	0.01	6.4%	0.05	12.0%	0.03	0.2%	1.87
Outpatient Visits									
Non-Emergency Visits	52,397	145,246	0.36	40,762	1.29	76,359	0.69	38,309	1.37
Emergency Visits	11,225	16,058	0.70	6,148	1.83	11,733	0.96	12,621	0.89
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	2.8	0.36	12.6	0.08	1.0	1.00
Nurses, Licensed	119.1	247.5	0.48	61.3	1.94	121.7	0.98	153.1	0.78
Ancillary Nursing Personnel	11.4	40.3	0.28	8.9	1.28	21.5	0.53	15.8	0.72
All Other Personnel	203.6	496.2	0.41	146.9	1.39	244.0	0.83	256.5	0.79
Total FTEs	335.1	803.0	0.42	219.9	1.52	399.8	0.84	426.3	0.79
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.1	13.0	0.08	5.7	0.19	14.8	0.07	1.2	0.88
Nurses, Licensed	127.9	168.4	0.76	125.8	1.02	143.7	0.89	187.6	0.68
Ancillary Nursing Personnel	12.2	27.4	0.45	18.3	0.67	25.4	0.48	19.3	0.63
All Other Personnel	218.6	337.6	0.65	301.1	0.73	288.0	0.76	314.5	0.70
Total FTEs	359.8	546.4	0.66	450.8	0.80	471.8	0.76	522.6	0.69

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 411
 Inpatient Days 1,531

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

Medicare-certified Swing Beds:
 Average Beds Used 10
 Discharges 94
 Inpatient Days 1,351

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 06/30/2021	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	411	1,531	16.8%	4.2	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	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.

* 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	4	6	6.1
Physicians & Dentists	22	21	35.3	Radiological Services Personnel	4	14	12.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	5	3.9
Registered Nurses	12	81	68.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	8	11.6
Licensed Practical Nurses	21	29	37.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	11	11.4	Recreational Therapists	0	0	0.0
Physician Assistants	10	4	11.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	10	7	13.0	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	30	19	40.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	36	32	54.3
Pharmacy Personnel	7	5	8.3				
Clinical Laboratory Personnel	8	11	15.0				
				Total	174	260	335.1

134 St Mary's Hospital of Superior
Superior, WI 54880

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$79,723,267	47.6%	46.6%	1.02	50.8%	0.94	49.5%	0.96	46.2%	1.03
Medical Assistance	\$26,353,189	15.7%	14.4%	1.09	16.7%	0.94	13.2%	1.20	16.7%	0.94
Commercial	\$57,516,417	34.3%	33.9%	1.01	26.9%	1.28	33.6%	1.02	33.6%	1.02
All Other	\$3,944,412	2.4%	5.1%	0.46	5.6%	0.42	3.7%	0.63	3.5%	0.67
Deductions as % of Total Gross Patient Revenue										
Medicare	\$45,063,232	26.9%	35.2%	0.76	27.0%	1.00	35.9%	0.75	25.2%	1.07
Medical Assistance	\$19,559,009	11.7%	11.1%	1.05	11.1%	1.05	10.4%	1.13	11.7%	1.00
Commercial	\$15,514,345	9.3%	14.9%	0.62	5.5%	1.69	13.9%	0.67	9.2%	1.00
Charity Care	\$1,569,568	0.9%	0.7%	1.31	0.7%	1.39	0.8%	1.24	3.4%	0.28
Bad Debt	\$3,873,235	2.3%	1.0%	2.27	1.5%	1.55	1.3%	1.79	0.7%	3.48
All Other	\$989,402	0.6%	2.8%	0.21	2.7%	0.22	2.3%	0.26	0.8%	0.71
Total Deductions	\$86,568,791	51.7%	65.8%	0.79	48.5%	1.06	64.5%	0.80	50.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	-0.3%	6.5%	N/A		3.4%	N/A	7.3%	N/A	9.8%	N/A
Net Gains/Losses as % of Net Income	30.7%	29.4%	1.05		46.4%	0.66	21.5%	1.43	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,885,674	60.2%	42.4%	1.42	52.8%	1.14	44.5%	1.35	59.9%	1.01
Supplies & Services	\$23,607,770	35.6%	51.3%	0.69	40.1%	0.89	48.6%	0.73	35.8%	0.99
Capital Component	\$2,769,301	4.2%	6.2%	0.67	7.1%	0.59	6.9%	0.61	4.3%	0.97
Fiscal Statistics										
Operating Margin (%)	17.9%	10.4%	1.72		12.3%	1.45	13.9%	1.29	17.7%	1.01
Total Hospital Net Income (%)	23.9%	14.1%	1.70		20.8%	1.15	17.0%	1.41	17.3%	1.39
Return on Equity (%)	13.5%	6.3%	2.13		2.3%	5.95	13.1%	1.03	9.9%	1.37
Current Ratio	9.8	4.1	2.39		3.1	3.13	4.4	2.21	5.3	1.84
Days in Net Patient Accounts Receivable	41.4	87.5	0.47		372.2	0.11	43.9	0.94	35.2	1.17
Average Payment Period	56.7	89.9	0.63		407.2	0.14	61.1	0.93	70.6	0.80
Equity Financing (%)	90.7%	64.7%	1.40		51.8%	1.75	78.9%	1.15	90.6%	1.00
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.7	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	17,875.6	21.0	850.12		56.7	315.26	25.9	689.51	5,349.9	3.34
Total Asset Turnover	0.5	0.4	1.22		0.1	5.30	0.7	0.70	0.6	0.91
Average Age of Plant (Years)	11.6	17.1	0.68		55.6	0.21	10.3	1.12	11.3	1.03
Increase (Decrease) Total Net Patient Revenue	17.9%	12.7%	1.41		17.4%	1.03	14.2%	1.26	1.6%	11.02
Outpatient Gross Revenue (% of Total GPR)	95.1%	64.9%	1.46		86.8%	1.10	76.7%	1.24	95.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,973	\$18,658	1.02		\$14,908	1.27	\$12,297	1.54	\$10,416	1.82
Inpatient Net Revenue per Day	\$3,013	\$3,656	0.82		\$3,393	0.89	\$2,830	1.06	\$2,277	1.32
Outpatient Net Revenue per Visit	\$1,174	\$781	1.50		\$924	1.27	\$806	1.46	\$1,263	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$167,537,285	Cash & Cash Equivalents	\$83,618,124	Current Liabilities	\$9,952,776
Less Deductions	\$86,568,791	Net Patient Receivables	\$9,186,975	Long-Term Debt	\$0
Net Patient Revenue	\$80,968,494	Other Receivables	\$4,343,771	Other Liabilities	\$4,441,613
Plus Other Revenue	-\$259,441			Subtotal	\$14,394,389
Total Revenue	\$80,709,052	Land, Buildings & Equipment (Net)	\$21,060,107	Unrestricted Fund Balance	\$140,387,173
Less Expenses	\$66,262,745	Other Assets	\$36,572,585	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,413,357			Total Liabilities & Fund Balance	\$154,781,562
Net Income	\$20,859,664	Total Assets	\$154,781,562		

135 Tomah Health
 501 Gopher Drive
 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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.7%	57.9%	0.70	44.6%	0.91	36.8%	1.11	40.3%	1.01
Obstetrics	29.2%	36.8%	0.79	52.1%	0.03	23.3%	1.25	32.3%	0.90
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.8%	58.7%	0.64	48.8%	0.77	42.9%	0.88	38.3%	0.99
Average Census (Patients)									
Adult Medical-Surgical	6.1	26.8	0.23	17.0	0.36	7.2	0.85	6.0	1.01
Obstetrics	1.5	4.8	0.30	4.5	0.32	0.9	1.58	1.6	0.90
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.6	49.8	0.15	28.6	0.26	10.9	0.69	7.7	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.79	4.1	0.89	3.5	1.04	3.1	1.16
Obstetrics	2.2	2.4	0.91	3.2	0.70	2.1	1.08	2.3	0.99
Pediatrics	0.0	3.8	N/A	2.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.67	4.9	0.66	3.8	0.86	2.9	1.12
Surgical Operations									
Inpatient	214	1,037	0.21	828	0.26	234	0.92	254	0.84
Outpatient	945	3,865	0.24	2,810	0.34	1,718	0.55	776	1.22
Inpatient as % of All Surgeries	18.5%	21.2%	0.87	22.8%	0.81	12.0%	1.54	24.7%	0.75
Outpatient Visits									
Non-Emergency Visits	32,693	145,246	0.23	141,645	0.23	77,301	0.42	24,603	1.33
Emergency Visits	18,185	16,058	1.13	14,182	1.28	9,586	1.90	17,358	1.05
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	11.3	N/A	11.2	N/A	0.0	N/A
Nurses, Licensed	146.8	247.5	0.59	150.4	0.98	81.2	1.81	150.4	0.98
Ancillary Nursing Personnel	29.3	40.3	0.73	22.0	1.33	13.2	2.22	35.4	0.83
All Other Personnel	260.1	496.2	0.52	396.9	0.66	206.7	1.26	257.9	1.01
Total FTEs	436.2	803.0	0.54	580.7	0.75	312.3	1.40	443.8	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	8.5	N/A	20.5	N/A	0.0	N/A
Nurses, Licensed	312.7	168.4	1.86	113.4	2.76	148.3	2.11	381.2	0.82
Ancillary Nursing Personnel	62.5	27.4	2.28	16.6	3.76	24.2	2.59	89.8	0.70
All Other Personnel	554.3	337.6	1.64	299.2	1.85	377.6	1.47	653.3	0.85
Total FTEs	929.4	546.4	1.70	437.7	2.12	570.6	1.63	1,124.3	0.83

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 851
 Inpatient Days 2,758

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 27
 Inpatient Days 245

Newborn Nursery:
 Bassinets 5
 Total Births 241
 Newborn Days 428

135 Tomah Health
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	614	2,226	40.7%	6.1	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	238	532	29.2%	1.5	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	4	4	9.6
Physicians & Dentists	2	1	2.2	Radiological Services Personnel	6	8	15.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	1	7.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	3.7
Registered Nurses	50	58	125.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	2	10.7
Licensed Practical Nurses	3	6	7.7	Physical Therapy Assistants/Aides	1	1	2.3
Ancillary Nursing Personnel	10	22	29.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	9	12.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	3	2	6.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	13	36.3
Health Info Mgmt-Administrators/Technicians	7	0	7.0	All Other Personnel	83	29	120.9
Pharmacy Personnel	7	2	9.7				
Clinical Laboratory Personnel	13	4	16.8				
				Total	235	170	436.2

135 Tomah Health

Tomah, WI 54660

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$54,688,789	40.2%	46.6%	0.86	45.7%	0.88	47.0%	0.85	40.1%	1.00
Medical Assistance	\$21,659,437	15.9%	14.4%	1.10	10.5%	1.51	13.0%	1.22	14.5%	1.10
Commercial	\$51,581,802	37.9%	33.9%	1.12	35.7%	1.06	36.1%	1.05	39.8%	0.95
All Other	\$8,211,933	6.0%	5.1%	1.19	8.1%	0.75	3.8%	1.58	5.5%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,507,221	22.4%	35.2%	0.64	32.9%	0.68	32.5%	0.69	22.5%	0.99
Medical Assistance	\$14,021,690	10.3%	11.1%	0.93	8.2%	1.26	9.9%	1.05	8.8%	1.17
Commercial	\$14,554,490	10.7%	14.9%	0.72	16.1%	0.66	14.1%	0.76	9.8%	1.09
Charity Care	\$549,549	0.4%	0.7%	0.57	0.4%	0.92	0.7%	0.61	0.6%	0.72
Bad Debt	\$2,458,711	1.8%	1.0%	1.77	0.9%	1.99	1.5%	1.20	2.1%	0.85
All Other	\$5,126,353	3.8%	2.8%	1.35	5.9%	0.64	1.8%	2.12	3.8%	1.00
Total Deductions	\$67,218,014	49.4%	65.8%	0.75	64.5%	0.77	60.4%	0.82	47.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.8%		6.5%	1.20	19.4%	0.40	7.5%	1.04	1.9%	4.19
Net Gains/Losses as % of Net Income	55.2%		29.4%	1.88	94.5%	0.58	42.4%	1.30	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,889,386	48.0%	42.4%	1.13	55.8%	0.86	50.4%	0.95	48.7%	0.99
Supplies & Services	\$28,126,276	41.0%	51.3%	0.80	39.5%	1.04	42.2%	0.97	39.6%	1.04
Capital Component	\$7,560,948	11.0%	6.2%	1.77	4.7%	2.33	7.5%	1.48	11.8%	0.94
Fiscal Statistics										
Operating Margin (%)		8.3%	10.4%	0.79	0.2%	33.45	8.9%	0.93	-3.6%	N/A
Total Hospital Net Income (%)		16.7%	14.1%	1.19	4.3%	3.92	14.5%	1.16	-1.2%	N/A
Return on Equity (%)		11.4%	6.3%	1.81	3.3%	3.49	11.3%	1.01	-0.7%	N/A
Current Ratio		6.5	4.1	1.59	21.9	0.30	5.3	1.23	3.0	2.15
Days in Net Patient Accounts Receivable		55.8	87.5	0.64	56.7	0.98	49.1	1.14	52.0	1.07
Average Payment Period		30.9	89.9	0.34	17.0	1.82	43.7	0.71	58.4	0.53
Equity Financing (%)		61.5%	64.7%	0.95	87.4%	0.70	76.8%	0.80	51.5%	1.19
Long-Term Debt to Equity Ratio		0.6	0.3	1.69	0.1	10.37	0.2	2.98	0.8	0.71
Times Interest Earned		12.3	21.0	0.59	10.7	1.15	19.8	0.62	0.4	34.09
Total Asset Turnover		0.6	0.4	1.44	0.7	0.84	0.7	0.85	0.5	1.13
Average Age of Plant (Years)		2.8	17.1	0.17	9.0	0.31	10.5	0.27	1.8	1.59
Increase (Decrease) Total Net Patient Revenue		9.3%	12.7%	0.73	15.9%	0.59	11.8%	0.79	9.3%	1.00
Outpatient Gross Revenue (% of Total GPR)		83.9%	64.9%	1.29	80.2%	1.05	79.7%	1.05	80.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,501		\$18,658	0.88	\$17,806	0.93	\$14,182	1.16	\$14,979	1.10
Inpatient Net Revenue per Day	\$4,828		\$3,656	1.32	\$3,646	1.32	\$3,541	1.36	\$4,948	0.98
Outpatient Net Revenue per Visit	\$1,118		\$781	1.43	\$806	1.39	\$602	1.86	\$1,209	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$136,141,961	Cash & Cash Equivalents	\$22,119,484	Current Liabilities	\$5,308,316
Less Deductions	\$67,218,014	Net Patient Receivables	\$10,537,419	Long-Term Debt	\$41,243,842
Net Patient Revenue	\$68,923,947	Other Receivables	\$251,000	Other Liabilities	\$0
Plus Other Revenue	\$5,820,224			Subtotal	\$46,552,158
Total Revenue	\$74,744,171	Land, Buildings & Equipment (Net)	\$61,808,563	Unrestricted Fund Balance	\$74,300,427
Less Expenses	\$68,576,610	Other Assets	\$26,136,119	Restricted Fund Balance	\$1,931,471
Non-Operating Gains/Losses	\$7,612,559			Total Liabilities & Fund Balance	\$120,852,585
Net Income	\$13,780,120	Total Assets	\$120,852,585		

136 Aspirus Tomahawk 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: 1

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.5%	57.9%	0.25	58.8%	0.25	14.2%	1.02	22.0%	0.66
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	14.5%	58.7%	0.25	61.6%	0.24	18.3%	0.79	22.0%	0.66
Average Census (Patients)									
Adult Medical-Surgical	1.6	26.8	0.06	17.6	0.09	2.1	0.78	1.8	0.91
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.6	49.8	0.03	35.6	0.04	2.8	0.58	1.8	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.73	4.4	0.77	3.6	0.92	2.9	1.15
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.58	4.7	0.60	4.3	0.65	2.8	1.00
Surgical Operations									
Inpatient	0	1,037	N/A	1,116	N/A	54	N/A	0	N/A
Outpatient	0	3,865	N/A	3,513	N/A	1,655	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	24.1%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	41,146	145,246	0.28	131,878	0.31	27,310	1.51	18,579	2.21
Emergency Visits	3,702	16,058	0.23	11,093	0.33	3,184	1.16	4,182	0.89
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	20.4	0.05	1.7	0.58	1.0	1.00
Nurses, Licensed	20.9	247.5	0.08	172.5	0.12	37.1	0.56	17.4	1.20
Ancillary Nursing Personnel	0.0	40.3	N/A	24.7	N/A	6.4	N/A	0.0	N/A
All Other Personnel	33.0	496.2	0.07	457.0	0.07	71.3	0.46	31.0	1.06
Total FTEs	54.9	803.0	0.07	674.6	0.08	116.6	0.47	49.4	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	13.0	0.53	17.1	0.41	11.4	0.61	5.8	1.20
Nurses, Licensed	144.7	168.4	0.86	144.1	1.00	246.5	0.59	100.0	1.45
Ancillary Nursing Personnel	0.0	27.4	N/A	20.6	N/A	42.3	N/A	0.0	N/A
All Other Personnel	228.5	337.6	0.68	381.6	0.60	473.5	0.48	178.8	1.28
Total FTEs	380.2	546.4	0.70	563.4	0.67	773.8	0.49	284.5	1.34

Total Hospital:

Beds Set Up & Staffed 11
 Discharges 206
 Inpatient Days 582

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 31
 Inpatient Days 322

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

136 Aspirus Tomahawk Hospital
Tomahawk, WI 54487

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	173	582	14.5%	1.6	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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
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.
** 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	0	0	0.0	Radiological Services Personnel	1	5	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	16	5	17.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	3	3.5	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	18	5	18.0
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	5	3	6.7				
				Total	49	21	54.9

136 Aspirus Tomahawk Hospital

Tomahawk, WI 54487

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$17,520,223	55.5%	46.6%	1.19	51.2%	1.08	46.0%	1.20	54.7%	1.01
Medical Assistance	\$3,647,542	11.5%	14.4%	0.80	13.3%	0.87	12.0%	0.96	11.6%	1.00
Commercial	\$8,399,024	26.6%	33.9%	0.79	29.9%	0.89	37.7%	0.70	26.3%	1.01
All Other	\$2,022,757	6.4%	5.1%	1.26	5.7%	1.13	4.2%	1.52	7.4%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,298,083	29.4%	35.2%	0.84	36.0%	0.82	24.4%	1.20	30.7%	0.96
Medical Assistance	\$2,413,940	7.6%	11.1%	0.69	10.1%	0.76	8.3%	0.92	7.7%	0.99
Commercial	\$2,156,394	6.8%	14.9%	0.46	9.2%	0.74	11.4%	0.60	5.8%	1.18
Charity Care	\$502,446	1.6%	0.7%	2.23	0.8%	2.08	0.7%	2.24	1.9%	0.83
Bad Debt	\$629,876	2.0%	1.0%	1.96	0.8%	2.46	1.4%	1.43	3.0%	0.67
All Other	\$1,515,067	4.8%	2.8%	1.72	3.5%	1.36	2.2%	2.16	4.5%	1.06
Total Deductions	\$16,515,806	52.3%	65.8%	0.80	60.4%	0.87	48.5%	1.08	53.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.3%	6.5%	0.82	4.2%	1.26	5.2%	1.02	13.6%	0.39
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	32.5%	N/A	16.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,026,754	35.9%	42.4%	0.85	42.4%	0.85	49.0%	0.73	36.6%	0.98
Supplies & Services	\$8,344,784	59.6%	51.3%	1.16	52.7%	1.13	44.0%	1.35	58.7%	1.01
Capital Component	\$624,206	4.5%	6.2%	0.72	4.9%	0.90	7.0%	0.64	4.7%	0.95
Fiscal Statistics										
Operating Margin (%)		12.1%	10.4%	1.16	9.6%	1.25	12.2%	0.99	19.4%	0.62
Total Hospital Net Income (%)		4.2%	14.1%	0.30	13.6%	0.31	14.2%	0.30	19.4%	0.22
Return on Equity (%)		7.3%	6.3%	1.16	3.3%	2.22	21.6%	0.34	31.1%	0.24
Current Ratio		1.9	4.1	0.47	2.8	0.69	2.1	0.91	3.9	0.49
Days in Net Patient Accounts Receivable		54.3	87.5	0.62	167.5	0.32	53.3	1.02	57.2	0.95
Average Payment Period		51.9	89.9	0.58	165.5	0.31	54.9	0.94	39.3	1.32
Equity Financing (%)		42.5%	64.7%	0.66	50.9%	0.84	43.0%	0.99	73.0%	0.58
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	48.7	N/A	13.9	N/A	0.0	N/A
Total Asset Turnover		1.9	0.4	4.42	0.2	8.21	1.5	1.28	1.6	1.18
Average Age of Plant (Years)		7.3	17.1	0.43	33.5	0.22	8.5	0.87	7.0	1.05
Increase (Decrease) Total Net Patient Revenue		12.9%	12.7%	1.01	25.1%	0.51	15.6%	0.83	-10.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.6%	64.9%	1.40	70.5%	1.28	82.0%	1.11	89.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,899	\$18,658	0.64	\$16,540	0.72	\$21,986	0.54	\$9,280	1.28
Inpatient Net Revenue per Day		\$3,390	\$3,656	0.93	\$3,511	0.97	\$3,295	1.03	\$3,133	1.08
Outpatient Net Revenue per Visit		\$287	\$781	0.37	\$799	0.36	\$696	0.41	\$528	0.54

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$31,589,546	Cash & Cash Equivalents	\$440	Current Liabilities	\$1,910,458
Less Deductions	\$16,515,806	Net Patient Receivables	\$2,242,690	Long-Term Debt	\$0
Net Patient Revenue	\$15,073,740	Other Receivables	\$87,972	Other Liabilities	\$2,917,027
Plus Other Revenue	\$841,609			Subtotal	\$4,827,485
Total Revenue	\$15,915,349	Land, Buildings & Equipment (Net)	\$4,662,231	Unrestricted Fund Balance	\$3,575,234
Less Expenses	\$13,995,744	Other Assets	\$1,409,386	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,304,406			Total Liabilities & Fund Balance	\$8,402,719
Net Income	\$615,199	Total Assets	\$8,402,719		

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.1%	57.9%	0.38	57.7%	0.38	54.3%	0.41	17.8%	1.24
Obstetrics	34.5%	36.8%	0.94	33.1%	0.06	31.5%	1.10	32.0%	1.08
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.4%	58.7%	0.55	51.8%	0.63	55.3%	0.59	26.9%	1.20
Average Census (Patients)									
Adult Medical-Surgical	8.4	26.8	0.31	25.0	0.34	18.1	0.46	6.8	1.24
Obstetrics	2.1	4.8	0.43	3.9	0.54	3.1	0.67	1.9	1.08
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	20.1	49.8	0.40	44.3	0.45	37.4	0.54	16.7	1.20
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.77	4.2	0.84	4.1	0.87	3.1	1.13
Obstetrics	1.9	2.4	0.77	2.3	0.83	2.3	0.82	1.8	1.07
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.64	4.4	0.70	4.4	0.71	2.8	1.13
Surgical Operations									
Inpatient	438	1,037	0.42	879	0.50	612	0.72	492	0.89
Outpatient	3,125	3,865	0.81	5,410	0.58	2,709	1.15	2,486	1.26
Inpatient as % of All Surgeries	12.3%	21.2%	0.58	14.0%	0.88	18.4%	0.67	16.5%	0.74
Outpatient Visits									
Non-Emergency Visits	77,085	145,246	0.53	191,881	0.40	120,713	0.64	64,807	1.19
Emergency Visits	14,308	16,058	0.89	17,038	0.84	16,865	0.85	12,757	1.12
Full-Time Equivalents (FTEs)									
Administrators	9.0	19.0	0.47	15.5	0.58	17.0	0.53	9.0	1.00
Nurses, Licensed	112.9	247.5	0.46	286.5	0.39	164.3	0.69	108.1	1.04
Ancillary Nursing Personnel	35.2	40.3	0.87	43.7	0.81	24.6	1.43	22.4	1.57
All Other Personnel	226.1	496.2	0.46	497.2	0.45	297.6	0.76	227.3	0.99
Total FTEs	383.2	803.0	0.48	842.9	0.45	503.6	0.76	366.8	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	13.0	0.71	8.7	1.06	14.0	0.66	11.3	0.82
Nurses, Licensed	115.6	168.4	0.69	160.8	0.72	134.7	0.86	135.5	0.85
Ancillary Nursing Personnel	36.0	27.4	1.31	24.5	1.47	20.2	1.79	28.0	1.29
All Other Personnel	231.4	337.6	0.69	279.1	0.83	244.0	0.95	284.9	0.81
Total FTEs	392.2	546.4	0.72	473.2	0.83	412.8	0.95	459.7	0.85

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	62	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	2,368	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	414
Inpatient Days	7,332			Inpatient Days	0	Newborn Days	710

137 Aurora Medical Center of Manitowoc County
Two Rivers, WI 54241

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	865	3,064	22.1%	8.4	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	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	6	402	756	34.5%	2.1	1.9
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	6	611	611	27.9%	1.7	1.0
Step-Down (Special Care)	1	12	301	2,901	66.2%	7.9	9.6
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	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	9	0	9.0	Surgical Personnel	11	1	11.8
Physicians & Dentists	2	17	3.8	Radiological Services Personnel	14	3	17.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	1	8.1
Dental Hygienists	0	0	0.0	Occupational Therapists	5	4	7.2
Registered Nurses	82	37	105.7	Occupational Therapy Assistants/Aides	1	1	1.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	3	14.8
Licensed Practical Nurses	2	2	2.5	Physical Therapy Assistants/Aides	4	7	8.5
Ancillary Nursing Personnel	25	25	35.2	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	4	2	4.7	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	14	29.3
Health Info Mgmt-Administrators/Technicians	5	1	5.6	All Other Personnel	65	44	87.8
Pharmacy Personnel	6	1	6.4				
Clinical Laboratory Personnel	15	3	16.1				
				Total	297	167	383.2

137 Aurora Medical Center of Manitowoc County

Two Rivers, WI 54241

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$129,357,340	44.1%	46.6%	0.95	47.1%	0.94	49.9%	0.88	43.3%	1.02
Medical Assistance	\$37,710,057	12.9%	14.4%	0.89	12.3%	1.04	15.6%	0.83	12.9%	0.99
Commercial	\$112,260,877	38.3%	33.9%	1.13	36.3%	1.05	30.3%	1.26	39.4%	0.97
All Other	\$13,765,886	4.7%	5.1%	0.93	4.2%	1.11	4.2%	1.11	4.3%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$101,439,228	34.6%	35.2%	0.98	35.4%	0.98	36.9%	0.94	33.5%	1.03
Medical Assistance	\$30,112,087	10.3%	11.1%	0.93	9.8%	1.05	11.4%	0.90	9.5%	1.08
Commercial	\$51,062,825	17.4%	14.9%	1.17	16.0%	1.09	11.8%	1.48	16.7%	1.04
Charity Care	\$2,670,176	0.9%	0.7%	1.28	0.7%	1.33	0.9%	0.97	1.0%	0.93
Bad Debt	\$4,086,556	1.4%	1.0%	1.37	1.1%	1.30	1.2%	1.19	1.4%	0.98
All Other	\$7,886,511	2.7%	2.8%	0.96	2.9%	0.92	2.5%	1.09	2.3%	1.15
Total Deductions	\$197,257,383	67.3%	65.8%	1.02	65.9%	1.02	64.7%	1.04	64.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	6.5%	0.12		6.1%	0.13	4.5%	0.18	7.8%	0.10
Net Gains/Losses as % of Net Income	0.1%	29.4%	0.00		31.1%	0.00	43.7%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,383,147	35.4%	42.4%	0.83	42.5%	0.83	38.8%	0.91	34.4%	1.03
Supplies & Services	\$41,231,727	57.5%	51.3%	1.12	50.9%	1.13	54.3%	1.06	58.1%	0.99
Capital Component	\$5,060,562	7.1%	6.2%	1.13	6.6%	1.07	6.9%	1.03	7.5%	0.94
Fiscal Statistics										
Operating Margin (%)	25.8%	10.4%	2.48		15.9%	1.63	9.6%	2.68	25.9%	1.00
Total Hospital Net Income (%)	25.8%	14.1%	1.83		21.5%	1.20	15.9%	1.62	25.9%	1.00
Return on Equity (%)	8.8%	6.3%	1.39		15.0%	0.58	11.2%	0.79	9.0%	0.97
Current Ratio	27.6	4.1	6.69		3.7	7.47	3.9	7.04	34.3	0.80
Days in Net Patient Accounts Receivable	56.6	87.5	0.65		56.7	1.00	51.2	1.11	59.7	0.95
Average Payment Period	49.7	89.9	0.55		76.1	0.65	62.2	0.80	38.7	1.28
Equity Financing (%)	95.9%	64.7%	1.48		75.3%	1.27	78.3%	1.22	95.9%	1.00
Long-Term Debt to Equity Ratio	0.0	0.3	0.00		0.2	0.00	0.1	0.00	0.0	0.74
Times Interest Earned	36.5	21.0	1.73		32.4	1.12	21.6	1.69	35.6	1.02
Total Asset Turnover	0.3	0.4	0.79		0.7	0.52	0.7	0.52	0.3	0.97
Average Age of Plant (Years)	11.5	17.1	0.68		10.6	1.09	10.5	1.09	10.7	1.08
Increase (Decrease) Total Net Patient Revenue	14.7%	12.7%	1.15		10.0%	1.47	8.7%	1.69	-5.1%	N/A
Outpatient Gross Revenue (% of Total GPR)	78.1%	64.9%	1.20		74.4%	1.05	69.3%	1.13	77.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,409	\$18,658	0.67		\$15,148	0.82	\$13,373	0.93	\$12,575	0.99
Inpatient Net Revenue per Day	\$3,769	\$3,656	1.03		\$3,286	1.15	\$3,024	1.25	\$4,172	0.90
Outpatient Net Revenue per Visit	\$772	\$781	0.99		\$699	1.10	\$626	1.23	\$760	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$293,094,160	Cash & Cash Equivalents	\$238,055,132	Current Liabilities	\$9,249,139
Less Deductions	\$197,257,383	Net Patient Receivables	\$14,866,567	Long-Term Debt	\$112,955
Net Patient Revenue	\$95,836,777	Other Receivables	\$207,020	Other Liabilities	\$2,380,138
Plus Other Revenue	\$760,949			Subtotal	\$11,742,232
Total Revenue	\$96,597,725	Land, Buildings & Equipment (Net)	\$24,838,969	Unrestricted Fund Balance	\$272,128,483
Less Expenses	\$71,675,436	Other Assets	\$5,903,025	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$18,175			Total Liabilities & Fund Balance	\$283,870,715
Net Income	\$24,940,464	Total Assets	\$283,870,713		

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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.3%	57.9%	0.71	44.6%	0.93	36.8%	1.12	38.0%	1.09
Obstetrics	14.3%	36.8%	0.39	52.1%	0.01	23.3%	0.61	14.5%	0.98
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.9%	58.7%	0.61	48.8%	0.74	42.9%	0.84	33.8%	1.06
Average Census (Patients)									
Adult Medical-Surgical	8.3	26.8	0.31	17.0	0.49	7.2	1.15	7.6	1.09
Obstetrics	0.7	4.8	0.15	4.5	0.16	0.9	0.78	0.7	0.98
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.0	49.8	0.18	28.6	0.31	10.9	0.82	8.5	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.6	0.55	4.1	0.62	3.5	0.73	2.3	1.09
Obstetrics	2.0	2.4	0.81	3.2	0.62	2.1	0.96	2.0	0.97
Pediatrics	0.0	3.8	N/A	2.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.5	4.9	0.51	4.9	0.50	3.8	0.66	2.3	1.07
Surgical Operations									
Inpatient	596	1,037	0.57	828	0.72	234	2.55	626	0.95
Outpatient	718	3,865	0.19	2,810	0.26	1,718	0.42	618	1.16
Inpatient as % of All Surgeries	45.4%	21.2%	2.14	22.8%	1.99	12.0%	3.79	50.3%	0.90
Outpatient Visits									
Non-Emergency Visits	120,552	145,246	0.83	141,645	0.85	77,301	1.56	114,682	1.05
Emergency Visits	6,840	16,058	0.43	14,182	0.48	9,586	0.71	6,302	1.09
Full-Time Equivalents (FTEs)									
Administrators	18.8	19.0	0.99	11.3	1.66	11.2	1.67	12.7	1.48
Nurses, Licensed	79.1	247.5	0.32	150.4	0.53	81.2	0.97	83.8	0.94
Ancillary Nursing Personnel	12.9	40.3	0.32	22.0	0.59	13.2	0.98	17.0	0.76
All Other Personnel	231.8	496.2	0.47	396.9	0.58	206.7	1.12	238.3	0.97
Total FTEs	342.6	803.0	0.43	580.7	0.59	312.3	1.10	351.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	51.3	13.0	3.96	8.5	6.02	20.5	2.50	41.9	1.22
Nurses, Licensed	215.9	168.4	1.28	113.4	1.90	148.3	1.46	275.9	0.78
Ancillary Nursing Personnel	35.3	27.4	1.29	16.6	2.13	24.2	1.46	56.0	0.63
All Other Personnel	632.8	337.6	1.87	299.2	2.12	377.6	1.68	784.7	0.81
Total FTEs	935.4	546.4	1.71	437.7	2.14	570.6	1.64	1,158.5	0.81

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,326
 Inpatient Days 3,277

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

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 25
 Inpatient Days 228

Newborn Nursery:
 Bassinets 5
 Total Births 135
 Newborn Days 239

138 Vernon Memorial Healthcare
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	1,194	3,016	41.3%	8.3	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	5	132	261	14.3%	0.7	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.

* 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	18	1	18.8	Surgical Personnel	5	0	5.0
Physicians & Dentists	12	6	16.7	Radiological Services Personnel	12	1	12.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.5
Dental Hygienists	0	0	0.0	Occupational Therapists	4	6	6.0
Registered Nurses	24	68	68.5	Occupational Therapy Assistants/Aides	3	1	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	1	10.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	6	1	6.9
Ancillary Nursing Personnel	4	15	12.9	Recreational Therapists	0	0	0.0
Physician Assistants	3	3	5.4	Dietitians & Nutritionists	5	8	11.0
Nurse Practitioners	4	4	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	2	3.8	Social Workers	2	3	4.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	18	49.6
Health Info Mgmt-Administrators/Technicians	13	1	13.6	All Other Personnel	37	25	51.8
Pharmacy Personnel	7	4	8.5				
Clinical Laboratory Personnel	8	7	13.2				
				Total	229	178	342.6

138 Vernon Memorial Healthcare

Viroqua, WI 54665

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$82,790,835	53.1%	46.6%	1.14	45.7%	1.16	47.0%	1.13	52.3%	1.01
Medical Assistance	\$18,484,372	11.8%	14.4%	0.82	10.5%	1.13	13.0%	0.91	11.4%	1.04
Commercial	\$51,099,284	32.8%	33.9%	0.97	35.7%	0.92	36.1%	0.91	32.9%	0.99
All Other	\$3,623,614	2.3%	5.1%	0.46	8.1%	0.29	3.8%	0.61	3.3%	0.70
Deductions as % of Total Gross Patient Revenue										
Medicare	\$53,296,532	34.2%	35.2%	0.97	32.9%	1.04	32.5%	1.05	30.7%	1.11
Medical Assistance	\$11,229,989	7.2%	11.1%	0.65	8.2%	0.88	9.9%	0.73	6.9%	1.04
Commercial	\$19,935,529	12.8%	14.9%	0.86	16.1%	0.79	14.1%	0.90	12.7%	1.01
Charity Care	\$1,523,074	1.0%	0.7%	1.37	0.4%	2.21	0.7%	1.48	1.6%	0.61
Bad Debt	\$1,081,158	0.7%	1.0%	0.68	0.9%	0.76	1.5%	0.46	1.0%	0.66
All Other	\$877,934	0.6%	2.8%	0.20	5.9%	0.10	1.8%	0.32	0.5%	1.05
Total Deductions	\$87,944,216	56.4%	65.8%	0.86	64.5%	0.87	60.4%	0.93	53.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	15.8%	6.5%	2.44	19.4%	0.81	7.5%	2.10	15.5%	1.02	
Net Gains/Losses as % of Net Income	23.2%	29.4%	0.79	94.5%	0.25	42.4%	0.55	22.4%	1.04	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,646,913	51.9%	42.4%	1.22	55.8%	0.93	50.4%	1.03	54.7%	0.95
Supplies & Services	\$27,966,783	39.6%	51.3%	0.77	39.5%	1.00	42.2%	0.94	34.2%	1.16
Capital Component	\$5,967,637	8.5%	6.2%	1.36	4.7%	1.78	7.5%	1.13	11.1%	0.76
Fiscal Statistics										
Operating Margin (%)	12.7%	10.4%	1.22	0.2%	51.34	8.9%	1.42	5.7%	2.22	
Total Hospital Net Income (%)	15.9%	14.1%	1.12	4.3%	3.72	14.5%	1.10	7.2%	2.20	
Return on Equity (%)	10.9%	6.3%	1.73	3.3%	3.35	11.3%	0.97	4.9%	2.22	
Current Ratio	3.7	4.1	0.89	21.9	0.17	5.3	0.69	3.3	1.10	
Days in Net Patient Accounts Receivable	40.9	87.5	0.47	56.7	0.72	49.1	0.83	42.3	0.97	
Average Payment Period	82.6	89.9	0.92	17.0	4.87	43.7	1.89	72.7	1.14	
Equity Financing (%)	73.9%	64.7%	1.14	87.4%	0.85	76.8%	0.96	71.1%	1.04	
Long-Term Debt to Equity Ratio	0.2	0.3	0.49	0.1	3.00	0.2	0.86	0.2	0.73	
Times Interest Earned	14.5	21.0	0.69	10.7	1.35	19.8	0.74	7.3	1.99	
Total Asset Turnover	0.7	0.4	1.55	0.7	0.90	0.7	0.91	0.7	0.99	
Average Age of Plant (Years)	12.3	17.1	0.72	9.0	1.37	10.5	1.17	8.9	1.38	
Increase (Decrease) Total Net Patient Revenue	10.2%	12.7%	0.80	15.9%	0.64	11.8%	0.86	-8.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	75.5%	64.9%	1.16	80.2%	0.94	79.7%	0.95	72.8%	1.04	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,924	\$18,658	0.85	\$17,806	0.89	\$14,182	1.12	\$15,092	1.06	
Inpatient Net Revenue per Day	\$6,062	\$3,656	1.66	\$3,646	1.66	\$3,541	1.71	\$6,409	0.95	
Outpatient Net Revenue per Visit	\$373	\$781	0.48	\$806	0.46	\$602	0.62	\$351	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$155,998,105	Cash & Cash Equivalents	\$42,987,905	Current Liabilities	\$15,029,869
Less Deductions	\$87,944,216	Net Patient Receivables	\$7,629,455	Long-Term Debt	\$14,460,067
Net Patient Revenue	\$68,053,889	Other Receivables	\$328,689	Other Liabilities	\$2,338,019
Plus Other Revenue	\$12,762,028			Subtotal	\$31,827,955
Total Revenue	\$80,815,916	Land, Buildings & Equipment (Net)	\$38,195,058	Unrestricted Fund Balance	\$90,111,215
Less Expenses	\$70,581,333	Other Assets	\$32,798,063	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,088,235			Total Liabilities & Fund Balance	\$121,939,170
Net Income	\$13,322,818	Total Assets	\$121,939,170		

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.2%	57.9%	0.76	58.2%	0.76	42.2%	1.05	38.5%	1.15
Obstetrics	12.6%	36.8%	0.34	41.0%	0.03	19.9%	0.63	11.8%	1.07
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.2%	58.7%	0.75	62.3%	0.71	42.0%	1.05	37.9%	1.17
Average Census (Patients)									
Adult Medical-Surgical	15.5	26.8	0.58	25.0	0.62	12.3	1.26	13.5	1.15
Obstetrics	1.3	4.8	0.26	4.5	0.28	1.4	0.90	1.2	1.07
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	28.3	49.8	0.57	53.8	0.53	19.1	1.48	24.3	1.17
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.5	0.73	3.8	0.87	3.0	1.10
Obstetrics	2.6	2.4	1.05	2.5	1.01	2.1	1.25	3.1	0.84
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.86	4.5	0.93	4.0	1.04	3.6	1.15
Surgical Operations									
Inpatient	477	1,037	0.46	947	0.50	334	1.43	410	1.16
Outpatient	3,529	3,865	0.91	3,798	0.93	2,451	1.44	2,851	1.24
Inpatient as % of All Surgeries	11.9%	21.2%	0.56	20.0%	0.60	12.0%	0.99	12.6%	0.95
Outpatient Visits									
Non-Emergency Visits	66,068	145,246	0.45	172,458	0.38	76,359	0.87	64,223	1.03
Emergency Visits	12,058	16,058	0.75	16,037	0.75	11,733	1.03	10,115	1.19
Full-Time Equivalents (FTEs)									
Administrators	38.0	19.0	1.99	20.3	1.87	12.6	3.03	46.0	0.83
Nurses, Licensed	117.4	247.5	0.47	270.6	0.43	121.7	0.96	130.0	0.90
Ancillary Nursing Personnel	43.0	40.3	1.07	38.3	1.12	21.5	2.00	43.0	1.00
All Other Personnel	272.3	496.2	0.55	620.2	0.44	244.0	1.12	307.4	0.89
Total FTEs	470.8	803.0	0.59	949.5	0.50	399.8	1.18	526.4	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.4	13.0	2.73	12.6	2.81	14.8	2.39	48.2	0.73
Nurses, Licensed	109.5	168.4	0.65	168.2	0.65	143.7	0.76	136.3	0.80
Ancillary Nursing Personnel	40.1	27.4	1.46	23.8	1.68	25.4	1.58	45.1	0.89
All Other Personnel	254.0	337.6	0.75	385.4	0.66	288.0	0.88	322.2	0.79
Total FTEs	439.1	546.4	0.80	590.0	0.74	471.8	0.93	551.8	0.80

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 2,457
 Inpatient Days 10,325

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 31
 Inpatient Days 158

Newborn Nursery:
 Bassinets 10
 Total Births 166
 Newborn Days 351

139 Watertown Regional Medical Center
 Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,710	5,644	44.2%	15.5	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	6	8	0.0%	0.0	1.3
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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	179	460	12.6%	1.3	2.6
Psychiatric	1	15	256	3,437	62.8%	9.4	13.4
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	109	776	53.2%	2.1	7.1
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.

* 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	35	4	38.0	Surgical Personnel	5	1	5.0
Physicians & Dentists	16	4	17.7	Radiological Services Personnel	17	14	22.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	6.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.3
Registered Nurses	66	53	101.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	12.1
Licensed Practical Nurses	5	4	8.2	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	38	15	43.0	Recreational Therapists	1	0	1.0
Physician Assistants	5	4	6.6	Dietitians & Nutritionists	0	2	0.8
Nurse Practitioners	6	3	7.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	36	18	42.7
Health Info Mgmt-Administrators/Technicians	3	1	3.0	All Other Personnel	88	24	104.4
Pharmacy Personnel	4	4	6.6				
Clinical Laboratory Personnel	5	6	6.6				
				Total	370	188	470.8

139 Watertown Regional Medical Center

Watertown, WI 53098

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$149,671,981	49.1%	46.6%	1.05	42.1%	1.17	49.5%	0.99	47.9%	1.02
Medical Assistance	\$35,806,905	11.7%	14.4%	0.81	12.0%	0.98	13.2%	0.89	11.4%	1.03
Commercial	\$107,276,607	35.2%	33.9%	1.04	37.4%	0.94	33.6%	1.05	36.3%	0.97
All Other	\$12,340,419	4.0%	5.1%	0.80	8.4%	0.48	3.7%	1.08	4.5%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$114,794,309	37.6%	35.2%	1.07	31.8%	1.18	35.9%	1.05	36.0%	1.05
Medical Assistance	\$30,043,657	9.8%	11.1%	0.89	9.3%	1.06	10.4%	0.95	9.1%	1.08
Commercial	\$40,311,013	13.2%	14.9%	0.88	19.0%	0.70	13.9%	0.95	13.2%	1.00
Charity Care	\$554,942	0.2%	0.7%	0.25	0.5%	0.34	0.8%	0.24	0.1%	1.68
Bad Debt	\$3,232,147	1.1%	1.0%	1.04	1.0%	1.03	1.3%	0.82	0.7%	1.50
All Other	\$8,758,981	2.9%	2.8%	1.03	4.5%	0.63	2.3%	1.25	2.7%	1.05
Total Deductions	\$197,695,049	64.8%	65.8%	0.99	66.2%	0.98	64.5%	1.00	61.9%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.1%	6.5%	0.48	6.8%	0.46	7.3%	0.43	3.9%	0.80
Net Gains/Losses as % of Net Income		0.5%	29.4%	0.02	49.6%	0.01	21.5%	0.02	47.9%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,895,779	51.8%	42.4%	1.22	44.5%	1.16	44.5%	1.16	52.9%	0.98
Supplies & Services	\$42,033,252	42.7%	51.3%	0.83	48.9%	0.87	48.6%	0.88	40.9%	1.04
Capital Component	\$5,411,811	5.5%	6.2%	0.88	6.6%	0.83	6.9%	0.80	6.2%	0.89
Fiscal Statistics										
Operating Margin (%)		11.3%	10.4%	1.08	8.0%	1.40	13.9%	0.81	7.8%	1.44
Total Hospital Net Income (%)		11.3%	14.1%	0.80	14.8%	0.76	17.0%	0.67	14.0%	0.81
Return on Equity (%)		15.0%	6.3%	2.37	10.2%	1.47	13.1%	1.14	11.7%	1.28
Current Ratio		3.4	4.1	0.84	2.7	1.29	4.4	0.77	4.1	0.83
Days in Net Patient Accounts Receivable		63.5	87.5	0.73	50.7	1.25	43.9	1.45	57.4	1.11
Average Payment Period		31.7	89.9	0.35	78.2	0.41	61.1	0.52	73.1	0.43
Equity Financing (%)		85.7%	64.7%	1.32	59.6%	1.44	78.9%	1.09	83.6%	1.03
Long-Term Debt to Equity Ratio		0.1	0.3	0.16	0.3	0.21	0.1	0.42	0.0	1.59
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	25.9	N/A	0.0	N/A
Total Asset Turnover		1.3	0.4	3.08	0.6	2.08	0.7	1.78	0.8	1.69
Average Age of Plant (Years)		3.4	17.1	0.20	12.6	0.27	10.3	0.33	2.2	1.53
Increase (Decrease) Total Net Patient Revenue		13.1%	12.7%	1.03	11.3%	1.16	14.2%	0.92	-6.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.4%	64.9%	1.12	61.9%	1.17	76.7%	0.94	72.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,142	\$18,658	0.54	\$18,949	0.54	\$12,297	0.82	\$8,645	1.17
Inpatient Net Revenue per Day		\$2,301	\$3,656	0.63	\$3,664	0.63	\$2,830	0.81	\$2,152	1.07
Outpatient Net Revenue per Visit		\$1,093	\$781	1.40	\$753	1.45	\$806	1.36	\$1,010	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$305,095,912	Cash & Cash Equivalents	\$470,422	Current Liabilities	\$8,166,276
Less Deductions	\$197,695,049	Net Patient Receivables	\$18,695,218	Long-Term Debt	\$3,864,202
Net Patient Revenue	\$107,400,863	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,437,675			Subtotal	\$12,030,478
Total Revenue	\$110,838,538	Land, Buildings & Equipment (Net)	\$54,108,447	Unrestricted Fund Balance	\$71,901,847
Less Expenses	\$98,340,842	Other Assets	\$10,658,238	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$65,913			Total Liabilities & Fund Balance	\$83,932,325
Net Income	\$12,563,609	Total Assets	\$83,932,325		

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.2%	57.9%	1.18	61.6%	1.11	72.0%	0.95	60.0%	1.14
Obstetrics	62.5%	36.8%	1.70	32.8%	0.57	46.8%	1.33	24.4%	2.56
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	63.4%	58.7%	1.08	56.8%	1.12	68.8%	0.92	53.8%	1.18
Average Census (Patients)									
Adult Medical-Surgical	63.4	26.8	2.36	34.1	1.86	108.1	0.59	66.6	0.95
Obstetrics	18.7	4.8	3.87	5.4	3.44	14.4	1.31	7.3	2.56
Pediatrics	0.0	1.5	N/A	0.0	N/A	5.0	N/A	0.0	N/A
Total Hospital	166.7	49.8	3.35	64.9	2.57	209.1	0.80	141.6	1.18
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.94	4.3	1.01	5.0	0.86	3.8	1.14
Obstetrics	2.2	2.4	0.89	2.3	0.94	2.6	0.84	1.5	1.42
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.8	4.9	0.99	4.5	1.06	5.3	0.91	4.0	1.20
Surgical Operations									
Inpatient	2,175	1,037	2.10	1,167	1.86	3,842	0.57	2,458	0.88
Outpatient	4,935	3,865	1.28	4,137	1.19	11,153	0.44	4,899	1.01
Inpatient as % of All Surgeries	30.6%	21.2%	1.45	22.0%	1.39	25.6%	1.19	33.4%	0.92
Outpatient Visits									
Non-Emergency Visits	294,265	145,246	2.03	170,630	1.72	450,554	0.65	271,835	1.08
Emergency Visits	44,480	16,058	2.77	21,970	2.02	40,709	1.09	43,730	1.02
Full-Time Equivalents (FTEs)									
Administrators	16.5	19.0	0.87	22.0	0.75	63.3	0.26	16.5	1.00
Nurses, Licensed	548.7	247.5	2.22	286.1	1.92	921.1	0.60	561.0	0.98
Ancillary Nursing Personnel	107.0	40.3	2.66	52.9	2.02	153.6	0.70	110.9	0.97
All Other Personnel	919.5	496.2	1.85	515.7	1.78	1,865.1	0.49	943.7	0.97
Total FTEs	1,591.8	803.0	1.98	876.8	1.82	3,003.0	0.53	1,632.1	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.5	13.0	0.27	11.5	0.31	11.7	0.30	4.0	0.88
Nurses, Licensed	116.6	168.4	0.69	148.8	0.78	170.7	0.68	135.3	0.86
Ancillary Nursing Personnel	22.7	27.4	0.83	27.5	0.83	28.5	0.80	26.7	0.85
All Other Personnel	195.3	337.6	0.58	268.3	0.73	345.6	0.57	227.6	0.86
Total FTEs	338.1	546.4	0.62	456.1	0.74	556.5	0.61	393.5	0.86

Total Hospital:

Beds Set Up & Staffed 263
 Discharges 12,645
 Inpatient Days 60,851

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 30
 Total Births 1,613
 Newborn Days 2,491

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	93	5,350	23,159	68.2%	63.4	4.3
Orthopedic	2	31	1,800	7,499	66.3%	20.5	4.2
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	30	3,151	6,841	62.5%	18.7	2.2
Psychiatric	2	11	379	2,185	54.4%	6.0	5.8
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	426	6,095	69.6%	16.7	14.3
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	19	164	2,906	41.9%	8.0	17.7
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	55	2,848	12,166	60.6%	33.3	4.3

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	16	1	16.5	Surgical Personnel	25	9	29.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	65	47	89.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	18	24.8
Dental Hygienists	0	0	0.0	Occupational Therapists	10	12	14.3
Registered Nurses	411	235	524.2	Occupational Therapy Assistants/Aides	0	3	1.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	38	31	52.2
Licensed Practical Nurses	18	3	19.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	66	97	107.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	9	6	10.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.0
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	215	138	271.2
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	220	163	289.4
Pharmacy Personnel	58	28	70.0				
Clinical Laboratory Personnel	27	27	38.9				
				Total	1,226	826	1,591.8

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2A Value	Ratio	7 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$974,490,089	54.3%	46.6%	1.16	51.5%	1.05	46.9%	1.16	53.1%	1.02
Medical Assistance	\$141,911,149	7.9%	14.4%	0.55	11.3%	0.70	13.3%	0.60	7.7%	1.03
Commercial	\$666,170,327	37.1%	33.9%	1.10	34.7%	1.07	34.1%	1.09	38.5%	0.97
All Other	\$11,728,949	0.7%	5.1%	0.13	2.5%	0.27	5.7%	0.11	0.7%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$806,888,896	45.0%	35.2%	1.28	41.5%	1.08	36.2%	1.24	44.1%	1.02
Medical Assistance	\$114,217,086	6.4%	11.1%	0.57	9.1%	0.70	10.3%	0.62	6.3%	1.01
Commercial	\$318,623,204	17.8%	14.9%	1.19	16.0%	1.11	16.2%	1.09	18.2%	0.98
Charity Care	\$14,030,057	0.8%	0.7%	1.10	0.9%	0.88	0.7%	1.12	0.9%	0.86
Bad Debt	\$12,128,636	0.7%	1.0%	0.66	1.0%	0.66	0.8%	0.82	0.8%	0.80
All Other	\$416,184	0.0%	2.8%	0.01	1.2%	0.02	3.0%	0.01	0.0%	1.40
Total Deductions	\$1,266,304,063	70.6%	65.8%	1.07	69.8%	1.01	67.3%	1.05	70.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.0%	6.5%	1.09	5.3%	1.32	6.7%	1.05	5.7%	1.22
Net Gains/Losses as % of Net Income		2.2%	29.4%	0.07	13.2%	0.16	30.5%	0.07	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$161,508,169	34.3%	42.4%	0.81	38.6%	0.89	41.3%	0.83	34.1%	1.00
Supplies & Services	\$260,362,325	55.2%	51.3%	1.08	53.1%	1.04	53.3%	1.04	55.0%	1.00
Capital Component	\$49,539,234	10.5%	6.2%	1.69	8.4%	1.26	5.4%	1.93	10.9%	0.97
Fiscal Statistics										
Operating Margin (%)		17.0%	10.4%	1.63	13.6%	1.25	9.3%	1.83	9.6%	1.76
Total Hospital Net Income (%)		17.3%	14.1%	1.23	15.4%	1.13	12.9%	1.35	1.2%	14.12
Return on Equity (%)		16.1%	6.3%	2.56	9.8%	1.65	8.9%	1.82	1.0%	16.10
Current Ratio		2.2	4.1	0.54	7.4	0.30	4.8	0.47	1.6	1.42
Days in Net Patient Accounts Receivable		55.4	87.5	0.63	51.6	1.07	61.8	0.90	47.1	1.18
Average Payment Period		63.4	89.9	0.71	51.5	1.23	62.8	1.01	73.5	0.86
Equity Financing (%)		20.0%	64.7%	0.31	80.1%	0.25	69.5%	0.29	20.8%	0.96
Long-Term Debt to Equity Ratio		2.3	0.3	6.94	0.1	24.26	0.2	12.25	2.2	1.04
Times Interest Earned		16.4	21.0	0.78	14.8	1.11	24.3	0.68	1.7	9.63
Total Asset Turnover		0.9	0.4	2.17	0.6	1.49	0.7	1.40	0.9	1.04
Average Age of Plant (Years)		13.3	17.1	0.78	11.1	1.20	13.3	1.00	12.7	1.05
Increase (Decrease) Total Net Patient Revenue		6.4%	12.7%	0.50	7.7%	0.83	11.2%	0.57	-3.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.3%	64.9%	0.97	65.6%	0.96	59.3%	1.07	62.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$16,611	\$18,658	0.89	\$14,982	1.11	\$21,058	0.79	\$6,274	2.65
Inpatient Net Revenue per Day		\$3,327	\$3,656	0.91	\$3,228	1.03	\$3,785	0.88	\$1,417	2.35
Outpatient Net Revenue per Visit		\$974	\$781	1.25	\$697	1.40	\$881	1.11	\$1,360	0.72

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,794,300,514	Cash & Cash Equivalents	\$50,972,033	Current Liabilities	\$74,876,613
Less Deductions	\$1,266,304,063	Net Patient Receivables	\$80,145,302	Long-Term Debt	\$279,131,808
Net Patient Revenue	\$527,996,451	Other Receivables	\$370,078	Other Liabilities	\$135,203,528
Plus Other Revenue	\$39,971,152			Subtotal	\$489,211,949
Total Revenue	\$567,967,603	Land, Buildings & Equipment (Net)	\$422,812,506	Unrestricted Fund Balance	\$122,385,239
Less Expenses	\$471,409,728	Other Assets	\$57,297,269	Restricted Fund Balance	\$1,494,256
Non-Operating Gains/Losses	\$2,143,131			Total Liabilities & Fund Balance	\$611,597,188
Net Income	\$98,701,006	Total Assets	\$611,597,188		

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: 3

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.6%	57.9%	0.56	50.0%	0.65	36.8%	0.89	26.1%	1.25
Obstetrics	34.1%	36.8%	0.93	28.9%	0.02	23.3%	1.46	29.6%	1.15
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.0%	58.7%	0.63	50.4%	0.73	42.9%	0.86	28.5%	1.30
Average Census (Patients)									
Adult Medical-Surgical	6.2	26.8	0.23	23.2	0.27	7.2	0.86	5.0	1.25
Obstetrics	0.7	4.8	0.14	4.6	0.15	0.9	0.74	0.6	1.15
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.2	49.8	0.19	37.4	0.25	10.9	0.85	7.1	1.30
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.79	3.5	0.95	2.9	1.13
Obstetrics	2.2	2.4	0.90	2.3	0.97	2.1	1.07	1.9	1.14
Pediatrics	0.0	3.8	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.4	0.81	3.8	0.94	3.0	1.19
Surgical Operations									
Inpatient	100	1,037	0.10	1,060	0.09	234	0.43	93	1.08
Outpatient	1,800	3,865	0.47	5,859	0.31	1,718	1.05	1,577	1.14
Inpatient as % of All Surgeries	5.3%	21.2%	0.25	15.3%	0.34	12.0%	0.44	5.6%	0.95
Outpatient Visits									
Non-Emergency Visits	63,645	145,246	0.44	100,098	0.64	77,301	0.82	46,240	1.38
Emergency Visits	11,566	16,058	0.72	15,000	0.77	9,586	1.21	10,027	1.15
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	14.2	0.35	11.2	0.44	9.0	0.56
Nurses, Licensed	58.9	247.5	0.24	181.5	0.32	81.2	0.73	50.8	1.16
Ancillary Nursing Personnel	6.4	40.3	0.16	13.1	0.49	13.2	0.49	3.1	2.07
All Other Personnel	117.7	496.2	0.24	298.4	0.39	206.7	0.57	126.0	0.93
Total FTEs	188.0	803.0	0.23	507.2	0.37	312.3	0.60	188.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.3	13.0	0.64	11.3	0.74	20.5	0.41	17.4	0.48
Nurses, Licensed	98.3	168.4	0.58	144.6	0.68	148.3	0.66	98.0	1.00
Ancillary Nursing Personnel	10.7	27.4	0.39	10.4	1.03	24.2	0.44	6.0	1.79
All Other Personnel	196.4	337.6	0.58	237.6	0.83	377.6	0.52	243.3	0.81
Total FTEs	313.8	546.4	0.57	403.9	0.78	570.6	0.55	364.7	0.86

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 958
 Inpatient Days 3,374

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 17
 Inpatient Days 241

Newborn Nursery:
 Bassinets 4
 Total Births 114
 Newborn Days 206

142 ThedaCare Medical Center - Waupaca
 Waupaca, WI 54981

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	686	2,261	32.6%	6.2	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	45	276	0.0%	0.8	6.1
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	113	249	34.1%	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	4	159	588	40.3%	1.6	3.7
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	5	0	5.0	Surgical Personnel	5	1	5.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	4	15.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	52	22	58.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	8	6.4	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	8	7	9.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	54	31	64.9
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	7	1	7.1				
				Total	163	76	188.0

142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$56,067,335	50.6%	46.6%	1.08	48.5%	1.04	47.0%	1.08	53.1%	0.95
Medical Assistance	\$11,659,956	10.5%	14.4%	0.73	11.1%	0.95	13.0%	0.81	10.1%	1.04
Commercial	\$40,615,972	36.6%	33.9%	1.08	37.0%	0.99	36.1%	1.01	34.4%	1.07
All Other	\$2,533,326	2.3%	5.1%	0.45	3.4%	0.67	3.8%	0.60	2.4%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$36,036,146	32.5%	35.2%	0.92	34.4%	0.95	32.5%	1.00	32.3%	1.01
Medical Assistance	\$8,607,508	7.8%	11.1%	0.70	8.5%	0.92	9.9%	0.79	6.7%	1.17
Commercial	\$14,022,805	12.6%	14.9%	0.85	14.3%	0.89	14.1%	0.89	12.3%	1.03
Charity Care	\$734,388	0.7%	0.7%	0.93	0.6%	1.03	0.7%	1.00	0.4%	1.83
Bad Debt	\$1,527,849	1.4%	1.0%	1.35	1.4%	0.99	1.5%	0.92	2.1%	0.64
All Other	\$874,640	0.8%	2.8%	0.28	2.5%	0.32	1.8%	0.44	0.9%	0.92
Total Deductions	\$61,803,336	55.7%	65.8%	0.85	61.6%	0.90	60.4%	0.92	54.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.7%	6.5%	0.26	2.9%	0.59	7.5%	0.22	1.6%	1.08	
Net Gains/Losses as % of Net Income	18.7%	29.4%	0.64	25.8%	0.73	42.4%	0.44	17.9%	1.05	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,133,449	47.4%	42.4%	1.12	39.7%	1.20	50.4%	0.94	46.3%	1.02
Supplies & Services	\$20,130,902	47.4%	51.3%	0.92	53.8%	0.88	42.2%	1.12	48.0%	0.99
Capital Component	\$2,204,430	5.2%	6.2%	0.83	6.5%	0.80	7.5%	0.70	5.7%	0.91
Fiscal Statistics										
Operating Margin (%)	14.9%	10.4%	1.43	14.3%	1.05	8.9%	1.68	12.6%	1.19	
Total Hospital Net Income (%)	17.7%	14.1%	1.26	18.3%	0.97	14.5%	1.22	14.9%	1.19	
Return on Equity (%)	19.9%	6.3%	3.15	17.0%	1.17	11.3%	1.76	16.2%	1.23	
Current Ratio	76.5	4.1	18.57	9.1	8.44	5.3	14.43	28.0	2.73	
Days in Net Patient Accounts Receivable	46.8	87.5	0.54	53.2	0.88	49.1	0.95	48.7	0.96	
Average Payment Period	3.1	89.9	0.03	32.2	0.10	43.7	0.07	7.7	0.41	
Equity Financing (%)	96.6%	64.7%	1.49	109.2%	0.89	76.8%	1.26	98.3%	0.98	
Long-Term Debt to Equity Ratio	0.0	0.3	0.08	-0.1	N/A	0.2	0.14	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	32.4	N/A	19.8	N/A	2,657.5	N/A	
Total Asset Turnover	1.1	0.4	2.53	0.9	1.23	0.7	1.48	1.1	1.02	
Average Age of Plant (Years)	11.5	17.1	0.68	7.7	1.51	10.5	1.10	11.7	0.99	
Increase (Decrease) Total Net Patient Revenue	11.2%	12.7%	0.88	13.9%	0.81	11.8%	0.95	2.8%	4.00	
Outpatient Gross Revenue (% of Total GPR)	85.8%	64.9%	1.32	70.3%	1.22	79.7%	1.08	86.3%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,768	\$18,658	0.36	\$13,612	0.50	\$14,182	0.48	\$6,516	1.04	
Inpatient Net Revenue per Day	\$1,965	\$3,656	0.54	\$3,085	0.64	\$3,541	0.55	\$2,058	0.95	
Outpatient Net Revenue per Visit	\$585	\$781	0.75	\$815	0.72	\$602	0.97	\$716	0.82	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$110,876,591	Cash & Cash Equivalents	\$18,619,455	Current Liabilities	\$345,055
Less Deductions	\$61,803,336	Net Patient Receivables	\$6,294,930	Long-Term Debt	\$1,196,613
Net Patient Revenue	\$49,073,255	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$840,800			Subtotal	\$1,541,668
Total Revenue	\$49,914,057	Land, Buildings & Equipment (Net)	\$19,595,150	Unrestricted Fund Balance	\$44,463,162
Less Expenses	\$42,468,781	Other Assets	\$1,495,295	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,710,538			Total Liabilities & Fund Balance	\$46,004,830
Net Income	\$9,155,814	Total Assets	\$46,004,830		

143 SSM Health Waupun Memorial Hospital
 620 W Brown Street
 Waupun, WI 53963
 920-324-5581

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.7%	57.9%	0.51	58.2%	0.51	19.3%	1.54	28.3%	1.05
Obstetrics	35.1%	36.8%	0.95	41.0%	0.03	21.6%	1.63	28.0%	1.25
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.5%	58.7%	0.49	62.3%	0.46	20.9%	1.37	26.1%	1.09
Average Census (Patients)									
Adult Medical-Surgical	5.3	26.8	0.20	25.0	0.21	3.3	1.60	5.7	0.94
Obstetrics	1.4	4.8	0.29	4.5	0.31	0.9	1.55	1.1	1.25
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	49.8	0.14	53.8	0.13	4.2	1.69	7.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.5	0.86	3.6	1.09	3.6	1.08
Obstetrics	2.2	2.4	0.89	2.5	0.86	2.2	1.00	2.0	1.08
Pediatrics	0.0	3.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.66	4.5	0.71	3.1	1.05	3.2	1.00
Surgical Operations									
Inpatient	175	1,037	0.17	947	0.18	202	0.87	169	1.04
Outpatient	2,128	3,865	0.55	3,798	0.56	1,213	1.75	1,275	1.67
Inpatient as % of All Surgeries	7.6%	21.2%	0.36	20.0%	0.38	14.3%	0.53	11.7%	0.65
Outpatient Visits									
Non-Emergency Visits	62,928	145,246	0.43	172,458	0.36	37,326	1.69	45,873	1.37
Emergency Visits	10,054	16,058	0.63	16,037	0.63	4,868	2.07	8,074	1.25
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	20.3	0.05	5.6	0.18	0.0	N/A
Nurses, Licensed	85.4	247.5	0.35	270.6	0.32	48.0	1.78	77.3	1.11
Ancillary Nursing Personnel	0.0	40.3	N/A	38.3	N/A	5.7	N/A	8.4	0.00
All Other Personnel	114.2	496.2	0.23	620.2	0.18	98.5	1.16	109.9	1.04
Total FTEs	200.6	803.0	0.25	949.5	0.21	157.8	1.27	195.6	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.1	13.0	0.24	12.6	0.24	26.2	0.12	0.0	N/A
Nurses, Licensed	263.6	168.4	1.57	168.2	1.57	225.1	1.17	190.0	1.39
Ancillary Nursing Personnel	0.0	27.4	N/A	23.8	N/A	26.6	N/A	20.8	0.00
All Other Personnel	352.4	337.6	1.04	385.4	0.91	461.9	0.76	270.4	1.30
Total FTEs	619.1	546.4	1.13	590.0	1.05	739.8	0.84	481.1	1.29

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 808
 Inpatient Days 2,603

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 172
 Newborn Days 347

143 SSM Health Waupun Memorial Hospital
 Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	500	1,952	29.7%	5.3	3.9
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	235	513	35.1%	1.4	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	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	40	138	12.6%	0.4	3.5
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	1	0	1.0	Surgical Personnel	1	6	4.2
Physicians & Dentists	3	5	4.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.9
Registered Nurses	24	72	80.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	0.6
Licensed Practical Nurses	0	1	0.8	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.9
Nurse Practitioners	1	0	1.0	Psychologists	2	5	2.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	4	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	30	33.6
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	8	20	18.1
Pharmacy Personnel	2	4	4.3				
Clinical Laboratory Personnel	10	30	32.5				
				Total	78	186	200.6

143 SSM Health Waupun Memorial Hospital

Waupun, WI 53963

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$64,262,983	45.6%	46.6%	0.98	42.1%	1.08	47.7%	0.96	46.1%	0.99
Medical Assistance	\$14,887,087	10.6%	14.4%	0.73	12.0%	0.88	12.6%	0.84	12.4%	0.85
Commercial	\$59,111,559	41.9%	33.9%	1.24	37.4%	1.12	35.5%	1.18	40.0%	1.05
All Other	\$2,720,108	1.9%	5.1%	0.38	8.4%	0.23	4.2%	0.46	1.5%	1.27
Deductions as % of Total Gross Patient Revenue										
Medicare	\$46,723,694	33.1%	35.2%	0.94	31.8%	1.04	27.4%	1.21	30.0%	1.10
Medical Assistance	\$11,044,068	7.8%	11.1%	0.71	9.3%	0.84	8.8%	0.89	9.3%	0.84
Commercial	\$23,940,140	17.0%	14.9%	1.14	19.0%	0.90	12.2%	1.39	17.4%	0.98
Charity Care	\$311,088	0.2%	0.7%	0.31	0.5%	0.41	0.7%	0.31	0.2%	0.91
Bad Debt	\$2,408,479	1.7%	1.0%	1.68	1.0%	1.66	1.3%	1.36	2.3%	0.75
All Other	\$1,050,324	0.7%	2.8%	0.27	4.5%	0.16	2.4%	0.31	1.1%	0.69
Total Deductions	\$85,477,793	60.6%	65.8%	0.92	66.2%	0.92	52.8%	1.15	60.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.9%	6.5%	0.46	6.8%	0.44	4.2%	0.71	11.7%	0.25	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	49.6%	N/A	27.5%	N/A	1.5%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,907,899	47.3%	42.4%	1.12	44.5%	1.06	46.9%	1.01	49.8%	0.95
Supplies & Services	\$19,797,126	44.8%	51.3%	0.87	48.9%	0.92	45.9%	0.98	41.1%	1.09
Capital Component	\$3,474,351	7.9%	6.2%	1.26	6.6%	1.18	7.1%	1.10	9.1%	0.86
Fiscal Statistics										
Operating Margin (%)	22.7%	10.4%	2.19	8.0%	2.83	14.1%	1.62	10.8%	2.11	
Total Hospital Net Income (%)	22.7%	14.1%	1.61	14.8%	1.53	18.4%	1.23	10.9%	2.08	
Return on Equity (%)	30.4%	6.3%	4.82	10.2%	3.00	1.6%	19.08	9.0%	3.39	
Current Ratio	1.1	4.1	0.27	2.7	0.42	2.8	0.40	1.6	0.72	
Days in Net Patient Accounts Receivable	19.6	87.5	0.22	50.7	0.39	469.6	0.04	102.4	0.19	
Average Payment Period	65.0	89.9	0.72	78.2	0.83	503.0	0.13	126.1	0.52	
Equity Financing (%)	172.1%	64.7%	2.66	59.6%	2.89	50.7%	3.40	59.9%	2.87	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.3	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	18.0	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover	1.3	0.4	3.13	0.6	2.11	0.1	16.30	0.8	1.64	
Average Age of Plant (Years)	4.0	17.1	0.23	12.6	0.32	72.9	0.05	2.9	1.39	
Increase (Decrease) Total Net Patient Revenue	34.9%	12.7%	2.74	11.3%	3.10	13.5%	2.59	-14.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	76.4%	64.9%	1.18	61.9%	1.23	80.3%	0.95	82.6%	0.92	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,672	\$18,658	1.11	\$18,949	1.09	\$17,504	1.18	\$12,818	1.61	
Inpatient Net Revenue per Day	\$5,918	\$3,656	1.62	\$3,664	1.61	\$4,490	1.32	\$3,948	1.50	
Outpatient Net Revenue per Visit	\$564	\$781	0.72	\$753	0.75	\$784	0.72	\$614	0.92	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$140,981,736	Cash & Cash Equivalents	\$1,864,535	Current Liabilities	\$7,317,341
Less Deductions	\$85,477,793	Net Patient Receivables	\$2,977,405	Long-Term Debt	-\$5,629
Net Patient Revenue	\$55,503,943	Other Receivables	\$3,181,515	Other Liabilities	-\$38,061,122
Plus Other Revenue	\$1,686,008			Subtotal	-\$30,749,410
Total Revenue	\$57,189,952	Land, Buildings & Equipment (Net)	\$34,199,089	Unrestricted Fund Balance	\$73,405,795
Less Expenses	\$44,179,376	Other Assets	\$433,841	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$30,895	Total Assets	\$42,656,385	Total Liabilities & Fund Balance	\$42,656,385
Net Income	\$12,979,681				

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 2021	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.2%	57.9%	1.14	58.8%	1.13	72.0%	0.92	41.5%	1.60
Obstetrics	35.6%	36.8%	0.97	39.4%	0.24	46.8%	0.76	60.5%	0.59
Pediatrics	72.2%	59.6%	1.21	69.2%	1.04	51.3%	1.41	0.0%	N/A
Total Hospital	61.4%	58.7%	1.05	61.6%	1.00	68.8%	0.89	55.8%	1.10
Average Census (Patients)									
Adult Medical-Surgical	57.6	26.8	2.15	17.6	3.27	108.1	0.53	71.0	0.81
Obstetrics	9.6	4.8	1.99	3.2	3.01	14.4	0.67	11.5	0.84
Pediatrics	30.3	1.5	19.65	2.9	10.57	5.0	19.65	0.0	N/A
Total Hospital	194.2	49.8	3.90	35.6	5.45	209.1	0.93	178.7	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.4	0.89	5.0	0.77	3.9	1.01
Obstetrics	1.9	2.4	0.76	2.2	0.85	2.6	0.72	2.9	0.65
Pediatrics	5.0	3.8	1.31	4.3	1.16	4.1	1.21	0.0	N/A
Total Hospital	5.0	4.9	1.02	4.7	1.05	5.3	0.94	4.5	1.10
Surgical Operations									
Inpatient	6,176	1,037	5.96	1,116	5.53	3,842	1.61	6,846	0.90
Outpatient	11,076	3,865	2.87	3,513	3.15	11,153	0.99	11,293	0.98
Inpatient as % of All Surgeries	35.8%	21.2%	1.69	24.1%	1.48	25.6%	1.40	37.7%	0.95
Outpatient Visits									
Non-Emergency Visits	212,589	145,246	1.46	131,878	1.61	450,554	0.47	99,125	2.14
Emergency Visits	32,086	16,058	2.00	11,093	2.89	40,709	0.79	33,595	0.96
Full-Time Equivalents (FTEs)									
Administrators	135.8	19.0	7.13	20.4	6.65	63.3	2.14	96.0	1.41
Nurses, Licensed	688.8	247.5	2.78	172.5	3.99	921.1	0.75	590.2	1.17
Ancillary Nursing Personnel	218.9	40.3	5.43	24.7	8.86	153.6	1.43	145.2	1.51
All Other Personnel	1,111.4	496.2	2.24	457.0	2.43	1,865.1	0.60	898.3	1.24
Total FTEs	2,154.8	803.0	2.68	674.6	3.19	3,003.0	0.72	1,729.7	1.25
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.6	13.0	2.28	17.1	1.74	11.7	2.52	24.0	1.23
Nurses, Licensed	150.1	168.4	0.89	144.1	1.04	170.7	0.88	147.7	1.02
Ancillary Nursing Personnel	47.7	27.4	1.74	20.6	2.31	28.5	1.68	36.3	1.31
All Other Personnel	242.3	337.6	0.72	381.6	0.63	345.6	0.70	224.8	1.08
Total FTEs	469.7	546.4	0.86	563.4	0.83	556.5	0.84	432.8	1.09

Total Hospital:
 Beds Set Up & Staffed 316
 Discharges 14,240
 Inpatient Days 70,867

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 27
 Total Births 1,152
 Newborn Days 2,177

145 Aspirus Wausau Hospital
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	5,388	21,036	66.2%	57.6	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	361	3,835	87.6%	10.5	10.6
Hospice	1	10	759	6,404	175.5%	17.5	8.4
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	2	87	5,767	18,494	0.0%	50.7	3.2
Pediatric, acute	2	42	2,217	11,069	72.2%	30.3	5.0
Obstetrics	1	27	1,880	3,509	35.6%	9.6	1.9
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	320	1,946	33.3%	5.3	6.1
Cardiac Intensive Unit	1	12	269	1,219	27.8%	3.3	4.5
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	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	9	19	37	1.1%	0.1	1.9
Neonatal Intensive/Intermediate Care	1	14	300	3,318	64.9%	9.1	11.1
Other Intensive Care	2	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	135	1	135.8	Surgical Personnel	23	42	56.6
Physicians & Dentists	33	0	33.0	Radiological Services Personnel	80	75	139.5
Medical & Dental Residents	9	0	9.0	Respiratory Therapists	26	30	46.0
Dental Hygienists	0	0	0.0	Occupational Therapists	17	12	27.0
Registered Nurses	371	407	674.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	27	23	42.8
Licensed Practical Nurses	1	19	11.0	Physical Therapy Assistants/Aides	5	4	8.3
Ancillary Nursing Personnel	126	264	218.9	Recreational Therapists	2	3	5.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	8	8.8
Nurse Practitioners	3	0	3.0	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	57	110	133.0
Health Info Mgmt-Administrators/Technicians	8	3	10.0	All Other Personnel	256	265	384.1
Pharmacy Personnel	46	27	56.8				
Clinical Laboratory Personnel	45	38	72.9				
				Total	1,312	1,380	2,154.8

145 Aspirus Wausau Hospital

Wausau, WI 54401

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$822,838,327	50.5%	46.6%	1.08	51.2%	0.99	46.9%	1.08	51.8%	0.98
Medical Assistance	\$182,076,453	11.2%	14.4%	0.78	13.3%	0.84	13.3%	0.84	10.9%	1.03
Commercial	\$518,222,943	31.8%	33.9%	0.94	29.9%	1.06	34.1%	0.93	32.2%	0.99
All Other	\$105,397,677	6.5%	5.1%	1.28	5.7%	1.15	5.7%	1.13	5.2%	1.26
Deductions as % of Total Gross Patient Revenue										
Medicare	\$608,157,503	37.3%	35.2%	1.06	36.0%	1.04	36.2%	1.03	38.2%	0.98
Medical Assistance	\$153,652,054	9.4%	11.1%	0.85	10.1%	0.94	10.3%	0.92	9.1%	1.04
Commercial	\$176,062,258	10.8%	14.9%	0.72	9.2%	1.17	16.2%	0.67	10.8%	1.00
Charity Care	\$8,877,516	0.5%	0.7%	0.76	0.8%	0.71	0.7%	0.78	0.9%	0.59
Bad Debt	\$6,000,018	0.4%	1.0%	0.36	0.8%	0.45	0.8%	0.44	0.5%	0.79
All Other	\$69,739,833	4.3%	2.8%	1.53	3.5%	1.22	3.0%	1.41	3.3%	1.32
Total Deductions	\$1,022,489,182	62.8%	65.8%	0.95	60.4%	1.04	67.3%	0.93	62.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.5%	6.5%	1.01	4.2%	1.55	6.7%	0.97	4.8%	1.35
Net Gains/Losses as % of Net Income		40.1%	29.4%	1.37	32.5%	1.23	30.5%	1.32	2.3%	17.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$215,828,576	38.1%	42.4%	0.90	42.4%	0.90	41.3%	0.92	40.3%	0.95
Supplies & Services	\$319,831,473	56.4%	51.3%	1.10	52.7%	1.07	53.3%	1.06	53.5%	1.06
Capital Component	\$30,970,788	5.5%	6.2%	0.88	4.9%	1.11	5.4%	1.00	6.2%	0.88
Fiscal Statistics										
Operating Margin (%)		12.6%	10.4%	1.21	9.6%	1.31	9.3%	1.35	11.6%	1.09
Total Hospital Net Income (%)		19.4%	14.1%	1.37	13.6%	1.42	12.9%	1.51	11.8%	1.64
Return on Equity (%)		20.9%	6.3%	3.31	3.3%	6.33	8.9%	2.35	11.2%	1.87
Current Ratio		2.3	4.1	0.56	2.8	0.81	4.8	0.49	1.8	1.30
Days in Net Patient Accounts Receivable		51.1	87.5	0.58	167.5	0.30	61.8	0.83	46.8	1.09
Average Payment Period		57.1	89.9	0.64	165.5	0.35	62.8	0.91	77.6	0.74
Equity Financing (%)		65.8%	64.7%	1.02	50.9%	1.29	69.5%	0.95	61.2%	1.08
Long-Term Debt to Equity Ratio		0.3	0.3	0.78	0.7	0.37	0.2	1.38	0.3	0.82
Times Interest Earned		43.9	21.0	2.09	48.7	0.90	24.3	1.80	18.4	2.38
Total Asset Turnover		1.0	0.4	2.32	0.2	4.30	0.7	1.50	0.9	1.05
Average Age of Plant (Years)		11.4	17.1	0.67	33.5	0.34	13.3	0.86	10.3	1.10
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	1.00	25.1%	0.51	11.2%	1.13	2.8%	4.51
Outpatient Gross Revenue (% of Total GPR)		58.0%	64.9%	0.89	70.5%	0.82	59.3%	0.98	55.7%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$17,643	\$18,658	0.95	\$16,540	1.07	\$21,058	0.84	\$16,204	1.09
Inpatient Net Revenue per Day		\$3,569	\$3,656	0.98	\$3,511	1.02	\$3,785	0.94	\$3,614	0.99
Outpatient Net Revenue per Visit		\$1,475	\$781	1.89	\$799	1.85	\$881	1.67	\$2,337	0.63

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,628,535,404	Cash & Cash Equivalents	\$7,350,663	Current Liabilities	\$84,893,234
Less Deductions	\$1,022,489,182	Net Patient Receivables	\$84,776,747	Long-Term Debt	\$110,199,910
Net Patient Revenue	\$606,046,222	Other Receivables	\$0	Other Liabilities	\$28,334,589
Plus Other Revenue	\$42,239,626			Subtotal	\$223,427,733
Total Revenue	\$648,285,844	Land, Buildings & Equipment (Net)	\$261,792,092	Unrestricted Fund Balance	\$429,415,729
Less Expenses	\$566,630,837	Other Assets	\$298,923,959	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$54,628,593			Total Liabilities & Fund Balance	\$652,843,462
Net Income	\$136,283,604	Total Assets	\$652,843,461		

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 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.3%	57.9%	0.92	68.4%	0.78	72.0%	0.74	47.4%	1.13
Obstetrics	46.4%	36.8%	1.26	42.5%	0.60	46.8%	0.99	47.5%	0.98
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	53.2%	58.7%	0.91	68.1%	0.78	68.8%	0.77	52.6%	1.01
Average Census (Patients)									
Adult Medical-Surgical	48.5	26.8	1.81	106.2	0.46	108.1	0.45	43.1	1.13
Obstetrics	25.5	4.8	5.27	17.1	1.49	14.4	1.78	26.1	0.98
Pediatrics	0.0	1.5	N/A	7.5	N/A	5.0	N/A	0.0	N/A
Total Hospital	117.1	49.8	2.35	158.1	0.74	209.1	0.56	115.8	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	4.6	1.03	5.5	0.85	5.0	0.93	4.4	1.08
Obstetrics	2.6	2.4	1.05	2.6	0.98	2.6	1.00	2.6	1.00
Pediatrics	0.0	3.8	N/A	3.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	6.0	0.69	5.3	0.78	4.2	0.98
Surgical Operations									
Inpatient	2,087	1,037	2.01	2,696	0.77	3,842	0.54	2,153	0.97
Outpatient	5,473	3,865	1.42	4,901	1.12	11,153	0.49	4,233	1.29
Inpatient as % of All Surgeries	27.6%	21.2%	1.30	35.5%	0.78	25.6%	1.08	33.7%	0.82
Outpatient Visits									
Non-Emergency Visits	169,420	145,246	1.17	244,552	0.69	450,554	0.38	154,688	1.10
Emergency Visits	36,703	16,058	2.29	36,633	1.00	40,709	0.90	34,347	1.07
Full-Time Equivalents (FTEs)									
Administrators	22.0	19.0	1.15	50.6	0.44	63.3	0.35	22.0	1.00
Nurses, Licensed	557.5	247.5	2.25	682.1	0.82	921.1	0.61	571.1	0.98
Ancillary Nursing Personnel	149.9	40.3	3.72	143.1	1.05	153.6	0.98	151.8	0.99
All Other Personnel	1,469.5	496.2	2.96	1,134.1	1.30	1,865.1	0.79	1,494.3	0.98
Total FTEs	2,198.9	803.0	2.74	2,009.8	1.09	3,003.0	0.73	2,239.2	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	13.0	0.53	14.7	0.47	11.7	0.59	7.9	0.87
Nurses, Licensed	173.9	168.4	1.03	198.5	0.88	170.7	1.02	205.5	0.85
Ancillary Nursing Personnel	46.8	27.4	1.71	41.6	1.12	28.5	1.64	54.6	0.86
All Other Personnel	458.5	337.6	1.36	330.0	1.39	345.6	1.33	537.6	0.85
Total FTEs	686.0	546.4	1.26	584.8	1.17	556.5	1.23	805.6	0.85

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	220	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	37
Discharges	10,331	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3,368
Inpatient Days	42,745			Inpatient Days	0	Newborn Days	5,859

150 Aurora West Allis Medical Center
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	91	3,767	17,716	53.3%	48.5	4.7
Orthopedic	1	35	1,301	6,039	47.3%	16.5	4.6
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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	55	3,613	9,307	46.4%	25.5	2.6
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	246	3,642	62.4%	10.0	14.8
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	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	1	23	381	6,041	72.0%	16.6	15.9
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	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	22	0	22.0	Surgical Personnel	50	14	57.1
Physicians & Dentists	107	22	112.7	Radiological Services Personnel	46	27	66.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	15	3	16.3
Dental Hygienists	0	0	0.0	Occupational Therapists	6	15	15.8
Registered Nurses	395	169	510.3	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	6	1	6.6	Physical Therapists	17	10	23.1
Licensed Practical Nurses	5	3	6.1	Physical Therapy Assistants/Aides	7	15	12.5
Ancillary Nursing Personnel	91	111	149.9	Recreational Therapists	0	2	1.1
Physician Assistants	10	1	10.7	Dietitians & Nutritionists	4	3	6.1
Nurse Practitioners	23	9	29.4	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	5	6	8.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	152	86	189.7
Health Info Mgmt-Administrators/Technicians	25	5	27.6	All Other Personnel	439	137	523.2
Pharmacy Personnel	36	9	40.3				
Clinical Laboratory Personnel	237	67	277.7				
				Total	1,763	747	2,198.9

150 Aurora West Allis Medical Center

West Allis, WI 53227

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$437,072,026	41.2%	46.6%	0.88	44.6%	0.92	46.9%	0.88	41.0%	1.00
Medical Assistance	\$192,912,320	18.2%	14.4%	1.26	21.6%	0.84	13.3%	1.37	18.4%	0.99
Commercial	\$395,677,344	37.3%	33.9%	1.10	30.1%	1.24	34.1%	1.09	37.5%	0.99
All Other	\$35,812,141	3.4%	5.1%	0.67	3.7%	0.92	5.7%	0.59	3.1%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$366,571,265	34.5%	35.2%	0.98	35.8%	0.96	36.2%	0.95	34.1%	1.01
Medical Assistance	\$154,077,639	14.5%	11.1%	1.31	16.4%	0.88	10.3%	1.41	14.0%	1.04
Commercial	\$201,559,219	19.0%	14.9%	1.27	14.1%	1.35	16.2%	1.17	18.4%	1.03
Charity Care	\$10,263,245	1.0%	0.7%	1.36	0.9%	1.10	0.7%	1.38	1.2%	0.79
Bad Debt	\$14,643,891	1.4%	1.0%	1.35	0.9%	1.47	0.8%	1.67	1.1%	1.21
All Other	\$15,002,449	1.4%	2.8%	0.51	1.3%	1.11	3.0%	0.46	1.3%	1.05
Total Deductions	\$762,117,708	71.8%	65.8%	1.09	69.4%	1.03	67.3%	1.07	70.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	6.5%	0.29	5.3%	0.35	6.7%	0.28	7.7%	0.24
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	N/A	N/A	30.5%	0.00	0.2%	0.79
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$98,690,901	41.8%	42.4%	0.99	34.5%	1.21	41.3%	1.01	43.4%	0.96
Supplies & Services	\$123,664,309	52.4%	51.3%	1.02	59.5%	0.88	53.3%	0.98	50.2%	1.04
Capital Component	\$13,683,735	5.8%	6.2%	0.93	6.0%	0.97	5.4%	1.07	6.5%	0.90
Fiscal Statistics										
Operating Margin (%)		22.6%	10.4%	2.17	11.2%	2.02	9.3%	2.43	22.0%	1.03
Total Hospital Net Income (%)		22.7%	14.1%	1.60	10.9%	2.08	12.9%	1.76	22.0%	1.03
Return on Equity (%)		6.4%	6.3%	1.01	7.1%	0.90	8.9%	0.72	6.2%	1.03
Current Ratio		38.3	4.1	9.30	6.9	5.56	4.8	8.04	44.0	0.87
Days in Net Patient Accounts Receivable		59.3	87.5	0.68	56.9	1.04	61.8	0.96	56.7	1.05
Average Payment Period		41.8	89.9	0.46	51.3	0.81	62.8	0.67	35.8	1.17
Equity Financing (%)		97.5%	64.7%	1.51	83.8%	1.16	69.5%	1.40	97.0%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		30.1	21.0	1.43	14.2	2.12	24.3	1.24	29.1	1.04
Total Asset Turnover		0.3	0.4	0.66	0.7	0.43	0.7	0.43	0.3	1.00
Average Age of Plant (Years)		15.9	17.1	0.93	11.7	1.37	13.3	1.20	14.2	1.12
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	0.99	11.5%	1.10	11.2%	1.13	-5.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.8%	64.9%	0.91	52.8%	1.11	59.3%	0.99	54.1%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,817		\$18,658	0.74	\$25,873	0.53	\$21,058	0.66	\$13,748	1.00
Inpatient Net Revenue per Day	\$2,962		\$3,656	0.81	\$4,216	0.70	\$3,785	0.78	\$2,967	1.00
Outpatient Net Revenue per Visit	\$831		\$781	1.06	\$852	0.97	\$881	0.94	\$727	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,061,473,830	Cash & Cash Equivalents	\$935,959,815	Current Liabilities	\$25,841,918
Less Deductions	\$762,117,708	Net Patient Receivables	\$48,663,936	Long-Term Debt	\$0
Net Patient Revenue	\$299,356,122	Other Receivables	\$1,643,842	Other Liabilities	\$1,305,682
Plus Other Revenue	\$5,715,475			Subtotal	\$27,147,600
Total Revenue	\$305,071,598	Land, Buildings & Equipment (Net)	\$88,409,776	Unrestricted Fund Balance	\$1,053,594,583
Less Expenses	\$236,038,945	Other Assets	\$6,064,814	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$97,122			Total Liabilities & Fund Balance	\$1,080,742,183
Net Income	\$69,129,775	Total Assets	\$1,080,742,183		

151 Froedtert West Bend Hospital
 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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	69.5%	57.9%	1.20	61.6%	1.13	54.3%	1.28	66.1%	1.05
Obstetrics	27.5%	36.8%	0.75	32.8%	0.10	31.5%	0.87	29.0%	0.95
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	58.9%	58.7%	1.00	56.8%	1.04	55.3%	1.06	57.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	23.6	26.8	0.88	34.1	0.69	18.1	1.31	22.5	1.05
Obstetrics	3.3	4.8	0.68	5.4	0.60	3.1	1.07	3.5	0.95
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	41.2	49.8	0.83	64.9	0.64	37.4	1.10	40.2	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.71	4.3	0.76	4.1	0.80	3.3	0.99
Obstetrics	2.1	2.4	0.87	2.3	0.92	2.3	0.93	2.2	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.5	0.77	4.4	0.80	3.5	0.99
Surgical Operations									
Inpatient	711	1,037	0.69	1,167	0.61	612	1.16	738	0.96
Outpatient	2,180	3,865	0.56	4,137	0.53	2,709	0.80	1,930	1.13
Inpatient as % of All Surgeries	24.6%	21.2%	1.16	22.0%	1.12	18.4%	1.33	27.7%	0.89
Outpatient Visits									
Non-Emergency Visits	66,443	145,246	0.46	170,630	0.39	120,713	0.55	76,419	0.87
Emergency Visits	13,820	16,058	0.86	21,970	0.63	16,865	0.82	13,844	1.00
Full-Time Equivalents (FTEs)									
Administrators	30.3	19.0	1.59	22.0	1.38	17.0	1.78	26.8	1.13
Nurses, Licensed	165.7	247.5	0.67	286.1	0.58	164.3	1.01	170.2	0.97
Ancillary Nursing Personnel	16.0	40.3	0.40	52.9	0.30	24.6	0.65	18.8	0.85
All Other Personnel	271.9	496.2	0.55	515.7	0.53	297.6	0.91	271.5	1.00
Total FTEs	483.8	803.0	0.60	876.8	0.55	503.6	0.96	487.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	30.7	13.0	2.37	11.5	2.68	14.0	2.20	22.6	1.36
Nurses, Licensed	167.9	168.4	1.00	148.8	1.13	134.7	1.25	143.3	1.17
Ancillary Nursing Personnel	16.2	27.4	0.59	27.5	0.59	20.2	0.81	15.8	1.03
All Other Personnel	275.5	337.6	0.82	268.3	1.03	244.0	1.13	228.5	1.21
Total FTEs	490.3	546.4	0.90	456.1	1.07	412.8	1.19	410.2	1.20

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 4,313
 Inpatient Days 15,048

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 544
 Newborn Days 1,121

151 Froedtert West Bend Hospital
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	2,639	8,619	69.5%	23.6	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	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	567	1,203	27.5%	3.3	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	6	116	1,343	61.3%	3.7	11.6
Step-Down (Special Care)	1	18	994	3,883	59.1%	10.6	3.9
Neonatal Intensive/Intermediate Care	2	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	28	4	30.3	Surgical Personnel	9	4	12.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	26	38.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	7	10.5
Dental Hygienists	0	0	0.0	Occupational Therapists	1	6	2.4
Registered Nurses	101	117	164.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	8	3.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	2	1.4
Ancillary Nursing Personnel	7	22	16.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	3.2
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	0	0	0.0	All Other Health Professionals	40	50	64.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	51	58	85.0
Pharmacy Personnel	16	12	19.3				
Clinical Laboratory Personnel	18	6	23.8				
				Total	312	327	483.8

151 Froedtert West Bend Hospital

West Bend, WI 53095

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$213,027,082	53.8%	46.6%	1.15	51.5%	1.05	49.9%	1.08	54.6%	0.99
Medical Assistance	\$45,967,041	11.6%	14.4%	0.81	11.3%	1.02	15.6%	0.75	7.2%	1.61
Commercial	\$127,904,879	32.3%	33.9%	0.95	34.7%	0.93	30.3%	1.07	35.8%	0.90
All Other	\$8,941,152	2.3%	5.1%	0.45	2.5%	0.92	4.2%	0.53	2.4%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$171,269,852	43.3%	35.2%	1.23	41.5%	1.04	36.9%	1.17	44.0%	0.98
Medical Assistance	\$29,723,169	7.5%	11.1%	0.68	9.1%	0.82	11.4%	0.66	6.0%	1.26
Commercial	\$63,463,446	16.0%	14.9%	1.07	16.0%	1.00	11.8%	1.36	16.8%	0.95
Charity Care	\$1,765,891	0.4%	0.7%	0.63	0.9%	0.50	0.9%	0.48	0.4%	1.22
Bad Debt	\$3,477,092	0.9%	1.0%	0.86	1.0%	0.86	1.2%	0.75	1.0%	0.89
All Other	\$5,388,170	1.4%	2.8%	0.49	1.2%	1.12	2.5%	0.55	1.2%	1.16
Total Deductions	\$275,087,620	69.5%	65.8%	1.06	69.8%	1.00	64.7%	1.07	69.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.3%	6.5%	0.98	5.3%	1.19	4.5%	1.41	3.9%	1.61	
Net Gains/Losses as % of Net Income	505.4%	29.4%	17.22	13.2%	38.20	43.7%	11.56	1,220.6%	0.41	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,619,962	48.0%	42.4%	1.13	38.6%	1.25	38.8%	1.24	41.3%	1.16
Supplies & Services	\$51,113,383	45.8%	51.3%	0.89	53.1%	0.86	54.3%	0.84	52.4%	0.87
Capital Component	\$6,914,881	6.2%	6.2%	0.99	8.4%	0.74	6.9%	0.90	6.3%	0.98
Fiscal Statistics										
Operating Margin (%)	13.4%	10.4%	1.29	13.6%	0.98	9.6%	1.39	14.5%	0.92	
Total Hospital Net Income (%)	-4.0%	14.1%	N/A	15.4%	N/A	15.9%	N/A	-1.5%	2.57	
Return on Equity (%)	-5.3%	6.3%	N/A	9.8%	N/A	11.2%	N/A	-2.6%	2.05	
Current Ratio	0.9	4.1	0.23	7.4	0.13	3.9	0.24	1.1	0.85	
Days in Net Patient Accounts Receivable	48.3	87.5	0.55	51.6	0.94	51.2	0.94	42.9	1.12	
Average Payment Period	61.8	89.9	0.69	51.5	1.20	62.2	0.99	53.6	1.15	
Equity Financing (%)	76.4%	64.7%	1.18	80.1%	0.95	78.3%	0.98	73.9%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	-0.7	21.0	N/A	14.8	N/A	21.6	N/A	0.2	N/A	
Total Asset Turnover	1.6	0.4	3.71	0.6	2.55	0.7	2.43	2.0	0.81	
Average Age of Plant (Years)	18.2	17.1	1.07	11.1	1.65	10.5	1.73	13.8	1.32	
Increase (Decrease) Total Net Patient Revenue	-16.8%	12.7%	N/A	7.7%	N/A	8.7%	N/A	0.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	58.1%	64.9%	0.89	65.6%	0.89	69.3%	0.84	65.8%	0.88	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,935	\$18,658	0.69	\$14,982	0.86	\$13,373	0.97	\$12,614	1.03	
Inpatient Net Revenue per Day	\$3,693	\$3,656	1.01	\$3,228	1.14	\$3,024	1.22	\$3,533	1.05	
Outpatient Net Revenue per Visit	\$853	\$781	1.09	\$697	1.22	\$626	1.36	\$1,077	0.79	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$395,840,154	Cash & Cash Equivalents	-\$63,217	Current Liabilities	\$18,161,324
Less Deductions	\$275,087,620	Net Patient Receivables	\$15,962,667	Long-Term Debt	\$0
Net Patient Revenue	\$120,752,534	Other Receivables	\$45,274	Other Liabilities	\$961,717
Plus Other Revenue	\$8,151,892			Subtotal	\$19,123,041
Total Revenue	\$128,904,428	Land, Buildings & Equipment (Net)	\$64,211,359	Unrestricted Fund Balance	\$61,956,959
Less Expenses	\$111,648,226	Other Assets	\$923,917	Restricted Fund Balance	\$187,426
Non-Operating Gains/Losses	-\$21,513,202			Total Liabilities & Fund Balance	\$81,080,000
Net Income	-\$4,257,000	Total Assets	\$81,080,000		

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

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

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	99.0%	57.9%	1.71	58.8%	1.68	58.1%	1.70	250.0%	0.40
Obstetrics	44.9%	36.8%	1.22	39.4%	0.06	31.4%	1.43	298.4%	0.15
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	117.3%	58.7%	2.00	61.6%	1.90	55.7%	2.10	146.8%	0.80
Average Census (Patients)									
Adult Medical-Surgical	16.8	26.8	0.63	17.6	0.95	31.3	0.54	12.5	1.35
Obstetrics	2.2	4.8	0.46	3.2	0.70	4.8	0.46	3.0	0.75
Pediatrics	0.0	1.5	N/A	2.9	N/A	4.0	N/A	0.0	N/A
Total Hospital	45.7	49.8	0.92	35.6	1.28	61.6	0.74	41.1	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.6	1.00	4.4	1.04	4.4	1.04	3.4	1.36
Obstetrics	2.1	2.4	0.85	2.2	0.94	2.4	0.87	2.2	0.94
Pediatrics	0.0	3.8	N/A	4.3	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.90	4.7	0.93	4.6	0.94	3.7	1.17
Surgical Operations									
Inpatient	1,087	1,037	1.05	1,116	0.97	1,302	0.83	1,635	0.66
Outpatient	1,867	3,865	0.48	3,513	0.53	5,418	0.34	1,377	1.36
Inpatient as % of All Surgeries	36.8%	21.2%	1.74	24.1%	1.53	19.4%	1.90	54.3%	0.68
Outpatient Visits									
Non-Emergency Visits	124,993	145,246	0.86	131,878	0.95	219,131	0.57	10,118	12.35
Emergency Visits	12,837	16,058	0.80	11,093	1.16	24,739	0.52	12,245	1.05
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	20.4	0.20	20.7	0.19	5.0	0.80
Nurses, Licensed	220.1	247.5	0.89	172.5	1.28	342.9	0.64	140.5	1.57
Ancillary Nursing Personnel	14.7	40.3	0.36	24.7	0.59	54.5	0.27	12.8	1.15
All Other Personnel	397.9	496.2	0.80	457.0	0.87	656.1	0.61	62.5	6.36
Total FTEs	636.6	803.0	0.79	674.6	0.94	1,074.1	0.59	220.8	2.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.6	13.0	0.20	17.1	0.15	10.1	0.25	7.2	0.36
Nurses, Licensed	141.0	168.4	0.84	144.1	0.98	168.5	0.84	202.0	0.70
Ancillary Nursing Personnel	9.4	27.4	0.34	20.6	0.45	26.8	0.35	18.3	0.51
All Other Personnel	254.9	337.6	0.76	381.6	0.67	322.3	0.79	90.0	2.83
Total FTEs	407.9	546.4	0.75	563.4	0.72	527.7	0.77	317.5	1.28

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	39	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	1
Discharges	3,813	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	366
Inpatient Days	16,695			Inpatient Days	0	Newborn Days	762

308 Marshfield Medical Center-Weston
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,346	6,144	99.0%	16.8	4.6
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	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	5	396	819	44.9%	2.2	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	7	387	2,922	114.4%	8.0	7.6
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	10	1,644	6,810	186.6%	18.7	4.1
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	4	0	4.0	Surgical Personnel	8	3	9.9
Physicians & Dentists	44	12	49.8	Radiological Services Personnel	17	2	18.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	1	13.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	161	82	198.7	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	4	4.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	9	15	14.7	Recreational Therapists	0	0	0.0
Physician Assistants	12	2	12.8	Dietitians & Nutritionists	0	2	1.5
Nurse Practitioners	10	1	10.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	10	1	10.8	Social Workers	2	1	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	132	44	149.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	60	7	63.3
Pharmacy Personnel	19	3	19.1				
Clinical Laboratory Personnel	11	2	12.0				
				Total	550	189	636.6

308 Marshfield Medical Center-Weston

Weston, WI 54476

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$285,014,248	57.9%	46.6%	1.24	51.2%	1.13	43.4%	1.33	61.1%	0.95
Medical Assistance	\$52,136,487	10.6%	14.4%	0.73	13.3%	0.80	18.4%	0.58	10.8%	0.98
Commercial	\$129,340,100	26.3%	33.9%	0.78	29.9%	0.88	33.8%	0.78	20.1%	1.31
All Other	\$25,457,580	5.2%	5.1%	1.02	5.7%	0.92	4.3%	1.19	8.0%	0.65
Deductions as % of Total Gross Patient Revenue										
Medicare	\$198,800,456	40.4%	35.2%	1.15	36.0%	1.12	33.7%	1.20	42.8%	0.94
Medical Assistance	\$40,285,630	8.2%	11.1%	0.74	10.1%	0.81	14.1%	0.58	7.1%	1.16
Commercial	\$41,041,693	8.3%	14.9%	0.56	9.2%	0.90	13.7%	0.61	3.4%	2.44
Charity Care	\$3,039,420	0.6%	0.7%	0.87	0.8%	0.81	0.7%	0.94	1.0%	0.61
Bad Debt	\$6,368,394	1.3%	1.0%	1.27	0.8%	1.59	1.3%	1.03	1.3%	1.02
All Other	\$13,667,847	2.8%	2.8%	0.99	3.5%	0.79	2.7%	1.04	6.1%	0.46
Total Deductions	\$303,203,440	61.6%	65.8%	0.94	60.4%	1.02	66.0%	0.93	61.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.3%	6.5%	0.05	4.2%	0.08	6.7%	0.05	1.2%	0.29
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	32.5%	N/A	20.9%	N/A	41.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$61,321,291	40.8%	42.4%	0.96	42.4%	0.96	43.3%	0.94	24.9%	1.64
Supplies & Services	\$81,557,917	54.2%	51.3%	1.06	52.7%	1.03	49.2%	1.10	70.1%	0.77
Capital Component	\$7,476,394	5.0%	6.2%	0.80	4.9%	1.01	7.4%	0.67	5.0%	1.00
Fiscal Statistics										
Operating Margin (%)		20.6%	10.4%	1.98	9.6%	2.14	12.2%	1.68	-26.4%	N/A
Total Hospital Net Income (%)		20.6%	14.1%	1.46	13.6%	1.51	15.0%	1.37	-56.1%	N/A
Return on Equity (%)		1.2%	6.3%	0.19	3.3%	0.37	3.8%	0.33	-37.4%	N/A
Current Ratio		2.8	4.1	0.68	2.8	0.98	4.0	0.69	9.1	0.31
Days in Net Patient Accounts Receivable		624.6	87.5	7.14	167.5	3.73	139.1	4.49	44.6	14.02
Average Payment Period		715.7	89.9	7.96	165.5	4.33	140.8	5.08	40.2	17.81
Equity Financing (%)		47.4%	64.7%	0.73	50.9%	0.93	62.1%	0.76	77.6%	0.61
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.20	0.4	2.01	0.0	N/A
Times Interest Earned		28,790.8	21.0	1,369.2	48.7	590.67	15.1	1,912.8	-312.2	N/A
Total Asset Turnover		0.1	0.4	0.14	0.2	0.26	0.2	0.24	0.8	0.07
Average Age of Plant (Years)		121.5	17.1	7.12	33.5	3.62	23.5	5.17	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		0.0%	12.7%	N/A	25.1%	N/A	18.6%	N/A	-17.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.1%	64.9%	1.13	70.5%	1.04	69.2%	1.06	41.3%	1.77
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,411		\$18,658	0.77	\$16,540	0.87	\$18,023	0.80	\$11,327	1.27
Inpatient Net Revenue per Day	\$3,586		\$3,656	0.98	\$3,511	1.02	\$3,813	0.94	\$3,048	1.18
Outpatient Net Revenue per Visit	\$1,017		\$781	1.30	\$799	1.27	\$729	1.39	\$1,876	0.54

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$491,948,415	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$303,203,440	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$188,744,975	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$649,569			Subtotal	\$1,683,908,000
Total Revenue	\$189,394,549	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$150,355,602	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$0	Total Assets	\$3,199,879,000	Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$39,038,947				

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 2021	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.1%	57.9%	0.21	44.6%	0.27	14.2%	0.85	14.0%	0.86
Obstetrics	0.0%	36.8%	N/A	52.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	14.0%	58.7%	0.24	48.8%	0.29	18.3%	0.76	15.7%	0.89
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	17.0	0.11	2.1	0.88	2.1	0.86
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.1	49.8	0.04	28.6	0.07	2.8	0.76	2.4	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	4.1	0.83	3.6	0.93	3.6	0.93
Obstetrics	0.0	2.4	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.85	4.9	0.84	4.3	0.96	4.1	1.02
Surgical Operations									
Inpatient	0	1,037	N/A	828	N/A	54	N/A	6	0.00
Outpatient	183	3,865	0.05	2,810	0.07	1,655	0.11	206	0.89
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	22.8%	N/A	3.2%	N/A	2.8%	0.00
Outpatient Visits									
Non-Emergency Visits	42,772	145,246	0.29	141,645	0.30	27,310	1.57	28,604	1.50
Emergency Visits	4,450	16,058	0.28	14,182	0.31	3,184	1.40	3,399	1.31
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	11.3	N/A	1.7	N/A	0.0	N/A
Nurses, Licensed	27.8	247.5	0.11	150.4	0.18	37.1	0.75	27.8	1.00
Ancillary Nursing Personnel	10.5	40.3	0.26	22.0	0.48	6.4	1.65	7.7	1.37
All Other Personnel	112.9	496.2	0.23	396.9	0.28	71.3	1.58	109.9	1.03
Total FTEs	151.2	803.0	0.19	580.7	0.26	116.6	1.30	145.4	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	8.5	N/A	11.4	N/A	0.0	N/A
Nurses, Licensed	247.3	168.4	1.47	113.4	2.18	246.5	1.00	264.4	0.94
Ancillary Nursing Personnel	93.3	27.4	3.40	16.6	5.62	42.3	2.21	72.8	1.28
All Other Personnel	1,004.6	337.6	2.98	299.2	3.36	473.5	2.12	1,044.2	0.96
Total FTEs	1,345.1	546.4	2.46	437.7	3.07	773.8	1.74	1,381.4	0.97

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 184
 Inpatient Days 764

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 95
 Inpatient Days 1,729

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 12/31/2021	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	196	662	12.1%	1.8	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	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	11	102	0.0%	0.3	9.3
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	0	0	0.0	Surgical Personnel	0	1	0.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	3	5.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	17	13	23.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.7
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	7	4	10.5	Recreational Therapists	3	1	3.0
Physician Assistants	3	2	3.7	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	3	0	3.0	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	6	4.8
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	54	17	62.7
Pharmacy Personnel	3	1	3.3				
Clinical Laboratory Personnel	1	7	7.5				
				Total	120	58	151.2

152 Gunderson Tri-County Hospital and Clinics

Whitehall, WI 54773

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$19,885,398	47.6%	46.6%	1.02	45.7%	1.04	46.0%	1.03	50.5%	0.94
Medical Assistance	\$5,800,506	13.9%	14.4%	0.96	10.5%	1.32	12.0%	1.16	10.3%	1.35
Commercial	\$11,742,954	28.1%	33.9%	0.83	35.7%	0.79	37.7%	0.75	29.5%	0.95
All Other	\$4,326,400	10.4%	5.1%	2.04	8.1%	1.28	4.2%	2.45	9.8%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,047,003	19.3%	35.2%	0.55	32.9%	0.59	24.4%	0.79	19.2%	1.00
Medical Assistance	\$3,338,068	8.0%	11.1%	0.72	8.2%	0.98	8.3%	0.96	6.0%	1.34
Commercial	\$4,572,308	11.0%	14.9%	0.73	16.1%	0.68	11.4%	0.96	10.0%	1.09
Charity Care	\$350,661	0.8%	0.7%	1.18	0.4%	1.91	0.7%	1.18	1.5%	0.55
Bad Debt	\$396,709	1.0%	1.0%	0.93	0.9%	1.05	1.4%	0.68	1.3%	0.76
All Other	\$1,453,292	3.5%	2.8%	1.25	5.9%	0.59	2.2%	1.56	3.5%	1.00
Total Deductions	\$18,158,041	43.5%	65.8%	0.66	64.5%	0.67	48.5%	0.90	41.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	6.5%	0.75	19.4%	0.25	5.2%	0.94	11.9%	0.41
Net Gains/Losses as % of Net Income		2.2%	29.4%	0.08	94.5%	0.02	16.4%	0.13	0.6%	3.46
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,589,028	51.8%	42.4%	1.22	55.8%	0.93	49.0%	1.06	54.5%	0.95
Supplies & Services	\$9,985,526	44.6%	51.3%	0.87	39.5%	1.13	44.0%	1.01	41.8%	1.07
Capital Component	\$810,921	3.6%	6.2%	0.58	4.7%	0.76	7.0%	0.52	3.7%	0.97
Fiscal Statistics										
Operating Margin (%)		9.7%	10.4%	0.94	0.2%	39.47	12.2%	0.80	15.6%	0.62
Total Hospital Net Income (%)		9.9%	14.1%	0.70	4.3%	2.33	14.2%	0.70	15.7%	0.63
Return on Equity (%)		10.6%	6.3%	1.67	3.3%	3.24	21.6%	0.49	17.4%	0.61
Current Ratio		7.0	4.1	1.70	21.9	0.32	2.1	3.30	4.1	1.69
Days in Net Patient Accounts Receivable		56.9	87.5	0.65	56.7	1.00	53.3	1.07	63.6	0.90
Average Payment Period		43.0	89.9	0.48	17.0	2.53	54.9	0.78	78.5	0.55
Equity Financing (%)		71.8%	64.7%	1.11	87.4%	0.82	43.0%	1.67	56.9%	1.26
Long-Term Debt to Equity Ratio		0.0	0.3	0.10	0.1	0.58	0.7	0.04	0.1	0.51
Times Interest Earned		57.3	21.0	2.72	10.7	5.33	13.9	4.12	66.6	0.86
Total Asset Turnover		1.1	0.4	2.47	0.7	1.45	1.5	0.71	1.1	0.96
Average Age of Plant (Years)		18.0	17.1	1.05	9.0	2.00	8.5	2.12	19.2	0.94
Increase (Decrease) Total Net Patient Revenue		9.9%	12.7%	0.78	15.9%	0.62	15.6%	0.64	3.9%	2.52
Outpatient Gross Revenue (% of Total GPR)		84.6%	64.9%	1.30	80.2%	1.05	82.0%	1.03	80.1%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,051	\$18,658	0.91	\$17,806	0.96	\$21,986	0.78	\$17,605	0.97	
Inpatient Net Revenue per Day	\$2,153	\$3,656	0.59	\$3,646	0.59	\$3,295	0.65	\$2,073	1.04	
Outpatient Net Revenue per Visit	\$406	\$781	0.52	\$806	0.50	\$696	0.58	\$517	0.78	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,755,258	Cash & Cash Equivalents	\$13,248,832	Current Liabilities	\$2,554,837
Less Deductions	\$18,158,041	Net Patient Receivables	\$3,680,885	Long-Term Debt	\$524,979
Net Patient Revenue	\$23,597,217	Other Receivables	\$103,151	Other Liabilities	\$3,519,160
Plus Other Revenue	\$1,203,062			Subtotal	\$6,598,976
Total Revenue	\$24,800,279	Land, Buildings & Equipment (Net)	\$5,399,794		
Less Expenses	\$22,385,475	Other Assets	\$947,946	Unrestricted Fund Balance	\$16,781,632
Non-Operating Gains/Losses	\$54,756			Restricted Fund Balance	\$0
Net Income	\$2,469,560	Total Assets	\$23,380,608	Total Liabilities & Fund Balance	\$23,380,608

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	5.1%	57.9%	0.09	50.0%	0.10	14.2%	0.36	4.4%	1.16
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	5.3%	58.7%	0.09	50.4%	0.11	18.3%	0.29	4.4%	1.22
Average Census (Patients)									
Adult Medical-Surgical	1.3	26.8	0.05	23.2	0.05	2.1	0.61	1.1	1.16
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.3	49.8	0.03	37.4	0.04	2.8	0.48	1.1	1.22
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.79	3.6	0.90	2.9	1.14
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.6	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.4	0.79	4.3	0.80	2.9	1.20
Surgical Operations									
Inpatient	0	1,037	N/A	1,060	N/A	54	N/A	0	N/A
Outpatient	53	3,865	0.01	5,859	0.01	1,655	0.03	50	1.06
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	15.3%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	11,965	145,246	0.08	100,098	0.12	27,310	0.44	5,325	2.25
Emergency Visits	4,129	16,058	0.26	15,000	0.28	3,184	1.30	3,538	1.17
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	14.2	0.07	1.7	0.58	3.0	0.33
Nurses, Licensed	11.2	247.5	0.05	181.5	0.06	37.1	0.30	16.6	0.67
Ancillary Nursing Personnel	4.7	40.3	0.12	13.1	0.36	6.4	0.74	5.4	0.87
All Other Personnel	45.3	496.2	0.09	298.4	0.15	71.3	0.63	39.1	1.16
Total FTEs	62.2	803.0	0.08	507.2	0.12	116.6	0.53	64.0	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.6	13.0	1.05	11.3	1.20	11.4	1.18	50.9	0.27
Nurses, Licensed	151.9	168.4	0.90	144.6	1.05	246.5	0.62	281.5	0.54
Ancillary Nursing Personnel	63.7	27.4	2.33	10.4	6.10	42.3	1.51	91.2	0.70
All Other Personnel	614.3	337.6	1.82	237.6	2.59	473.5	1.30	662.3	0.93
Total FTEs	843.5	546.4	1.54	403.9	2.09	773.8	1.09	1,085.8	0.78

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 140
 Inpatient Days 485

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

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 78
 Inpatient Days 1,130

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 12/31/2021	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	140	461	5.1%	1.3	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	9	24	0.0%	0.1	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	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	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	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	7.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	9	9	11.2	Occupational Therapy Assistants/Aides	0	1	0.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	5	4.7	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	3	0	3.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	9	23.7
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	52	29	62.2

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,219,320	50.4%	46.6%	1.08	48.5%	1.04	46.0%	1.09	54.9%	0.92
Medical Assistance	\$4,018,026	14.2%	14.4%	0.99	11.1%	1.28	12.0%	1.19	12.9%	1.11
Commercial	\$8,936,882	31.7%	33.9%	0.94	37.0%	0.86	37.7%	0.84	28.8%	1.10
All Other	\$1,034,592	3.7%	5.1%	0.72	3.4%	1.07	4.2%	0.87	3.4%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,796,110	27.6%	35.2%	0.78	34.4%	0.80	24.4%	1.13	30.0%	0.92
Medical Assistance	\$3,450,807	12.2%	11.1%	1.10	8.5%	1.45	8.3%	1.47	10.9%	1.12
Commercial	\$3,018,667	10.7%	14.9%	0.72	14.3%	0.75	11.4%	0.94	9.4%	1.14
Charity Care	\$137,650	0.5%	0.7%	0.68	0.6%	0.76	0.7%	0.69	0.6%	0.80
Bad Debt	\$657,516	2.3%	1.0%	2.29	1.4%	1.67	1.4%	1.67	2.1%	1.10
All Other	\$349,460	1.2%	2.8%	0.44	2.5%	0.50	2.2%	0.56	1.1%	1.12
Total Deductions	\$15,410,210	54.6%	65.8%	0.83	61.6%	0.89	48.5%	1.13	54.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%		6.5%	0.12	2.9%	0.28	5.2%	0.15	1.2%	0.64
Net Gains/Losses as % of Net Income	0.1%		29.4%	0.00	25.8%	0.00	16.4%	0.00	20.0%	0.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,235,144	66.7%	42.4%	1.57	39.7%	1.68	49.0%	1.36	64.9%	1.03
Supplies & Services	\$3,497,159	28.3%	51.3%	0.55	53.8%	0.53	44.0%	0.64	30.6%	0.93
Capital Component	\$607,284	4.9%	6.2%	0.79	6.5%	0.75	7.0%	0.70	4.4%	1.11
Fiscal Statistics										
Operating Margin (%)		4.4%	10.4%	0.42	14.3%	0.31	12.2%	0.36	2.4%	1.85
Total Hospital Net Income (%)		4.4%	14.1%	0.31	18.3%	0.24	14.2%	0.31	2.9%	1.49
Return on Equity (%)		7.6%	6.3%	1.21	17.0%	0.45	21.6%	0.35	3.3%	2.34
Current Ratio		16.1	4.1	3.90	9.1	1.77	2.1	7.56	23.8	0.67
Days in Net Patient Accounts Receivable		53.0	87.5	0.61	53.2	1.00	53.3	0.99	52.0	1.02
Average Payment Period		7.5	89.9	0.08	32.2	0.23	54.9	0.14	9.2	0.82
Equity Financing (%)		92.5%	64.7%	1.43	109.2%	0.85	43.0%	2.15	97.8%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	0.14	-0.1	N/A	0.7	0.07	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	13.9	N/A	207.0	N/A
Total Asset Turnover		1.7	0.4	4.08	0.9	1.98	1.5	1.18	1.1	1.58
Average Age of Plant (Years)		4.6	17.1	0.27	7.7	0.60	8.5	0.54	6.9	0.66
Increase (Decrease) Total Net Patient Revenue		16.0%	12.7%	1.26	13.9%	1.15	15.6%	1.03	-7.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.9%	64.9%	1.28	70.3%	1.18	82.0%	1.01	81.5%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,936		\$18,658	0.53	\$13,612	0.73	\$21,986	0.45	\$9,269	1.07
Inpatient Net Revenue per Day	\$1,324		\$3,656	0.36	\$3,085	0.43	\$3,295	0.40	\$1,244	1.07
Outpatient Net Revenue per Visit	\$697		\$781	0.89	\$815	0.86	\$696	1.00	\$1,076	0.65

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,208,819	Cash & Cash Equivalents	\$1,902,226	Current Liabilities	\$242,455
Less Deductions	\$15,410,210	Net Patient Receivables	\$1,857,718	Long-Term Debt	\$311,636
Net Patient Revenue	\$12,798,609	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$102,792			Subtotal	\$554,091
Total Revenue	\$12,901,400	Land, Buildings & Equipment (Net)	\$3,485,120		
Less Expenses	\$12,339,587	Other Assets	\$137,190	Unrestricted Fund Balance	\$6,828,161
Non-Operating Gains/Losses	\$286			Restricted Fund Balance	\$0
Net Income	\$562,099	Total Assets	\$7,382,254	Total Liabilities & Fund Balance	\$7,382,252

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 2021	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.8%	57.9%	0.53	58.8%	0.52	58.1%	0.53	23.1%	1.34
Obstetrics	21.7%	36.8%	0.59	39.4%	0.07	31.4%	0.69	26.0%	0.83
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	31.1%	58.7%	0.53	61.6%	0.50	55.7%	0.56	25.2%	1.23
Average Census (Patients)									
Adult Medical-Surgical	15.4	26.8	0.57	17.6	0.87	31.3	0.49	18.0	0.86
Obstetrics	2.6	4.8	0.54	3.2	0.82	4.8	0.54	2.9	0.91
Pediatrics	0.0	1.5	N/A	2.9	N/A	4.0	N/A	0.1	0.00
Total Hospital	22.4	49.8	0.45	35.6	0.63	61.6	0.36	25.0	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.80	4.4	0.84	4.4	0.84	3.3	1.13
Obstetrics	1.9	2.4	0.79	2.2	0.88	2.4	0.82	2.0	0.98
Pediatrics	0.0	3.8	N/A	4.3	N/A	3.5	N/A	1.8	0.00
Total Hospital	3.6	4.9	0.74	4.7	0.76	4.6	0.78	3.3	1.11
Surgical Operations									
Inpatient	581	1,037	0.56	1,116	0.52	1,302	0.45	955	0.61
Outpatient	1,785	3,865	0.46	3,513	0.51	5,418	0.33	1,406	1.27
Inpatient as % of All Surgeries	24.6%	21.2%	1.16	24.1%	1.02	19.4%	1.27	40.4%	0.61
Outpatient Visits									
Non-Emergency Visits	34,176	145,246	0.24	131,878	0.26	219,131	0.16	27,487	1.24
Emergency Visits	18,089	16,058	1.13	11,093	1.63	24,739	0.73	19,540	0.93
Full-Time Equivalents (FTEs)									
Administrators	33.0	19.0	1.73	20.4	1.62	20.7	1.60	31.1	1.06
Nurses, Licensed	161.1	247.5	0.65	172.5	0.93	342.9	0.47	164.8	0.98
Ancillary Nursing Personnel	19.8	40.3	0.49	24.7	0.80	54.5	0.36	8.9	2.22
All Other Personnel	343.3	496.2	0.69	457.0	0.75	656.1	0.52	348.6	0.98
Total FTEs	557.3	803.0	0.69	674.6	0.83	1,074.1	0.52	553.4	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	25.6	13.0	1.98	17.1	1.50	10.1	2.52	26.5	0.97
Nurses, Licensed	125.0	168.4	0.74	144.1	0.87	168.5	0.74	140.6	0.89
Ancillary Nursing Personnel	15.4	27.4	0.56	20.6	0.74	26.8	0.57	7.6	2.02
All Other Personnel	266.3	337.6	0.79	381.6	0.70	322.3	0.83	297.4	0.90
Total FTEs	432.3	546.4	0.79	563.4	0.77	527.7	0.82	472.1	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	72	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,264	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	466
Inpatient Days	8,169			Inpatient Days	0	Newborn Days	774

155 Aspirus Riverview Hospital and Clinics, Inc
 Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	1,531	5,628	30.8%	15.4	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	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	12	492	952	21.7%	2.6	1.9
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	10	241	1,589	43.5%	4.4	6.6
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	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	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	33	0	33.0	Surgical Personnel	4	2	6.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	15	30.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	5.5
Dental Hygienists	0	2	0.8	Occupational Therapists	2	4	4.1
Registered Nurses	42	125	153.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	8.0
Licensed Practical Nurses	6	1	7.1	Physical Therapy Assistants/Aides	2	4	4.8
Ancillary Nursing Personnel	4	22	19.8	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	4	4.0
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	25	26	48.2
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	86	51	124.3
Pharmacy Personnel	8	2	9.3				
Clinical Laboratory Personnel	17	9	26.3				
				Total	294	312	557.3

155 Aspirus Riverview Hospital and Clinics, Inc

Wisconsin Rapids, WI 54495

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$177,845,454	47.8%	46.6%	1.02	51.2%	0.93	43.4%	1.10	48.7%	0.98
Medical Assistance	\$55,929,707	15.0%	14.4%	1.04	13.3%	1.13	18.4%	0.82	13.5%	1.11
Commercial	\$116,453,232	31.3%	33.9%	0.92	29.9%	1.05	33.8%	0.92	32.4%	0.97
All Other	\$22,190,650	6.0%	5.1%	1.18	5.7%	1.05	4.3%	1.37	5.5%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$128,054,635	34.4%	35.2%	0.98	36.0%	0.95	33.7%	1.02	34.7%	0.99
Medical Assistance	\$41,420,779	11.1%	11.1%	1.00	10.1%	1.10	14.1%	0.79	10.1%	1.11
Commercial	\$28,234,618	7.6%	14.9%	0.51	9.2%	0.82	13.7%	0.55	10.3%	0.74
Charity Care	\$3,669,224	1.0%	0.7%	1.38	0.8%	1.29	0.7%	1.50	1.1%	0.88
Bad Debt	\$2,256,280	0.6%	1.0%	0.59	0.8%	0.75	1.3%	0.48	1.1%	0.55
All Other	\$17,357,678	4.7%	2.8%	1.67	3.5%	1.32	2.7%	1.74	1.5%	3.11
Total Deductions	\$220,993,214	59.3%	65.8%	0.90	60.4%	0.98	66.0%	0.90	58.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.8%	6.5%	0.59	4.2%	0.91	6.7%	0.57	4.1%	0.94	
Net Gains/Losses as % of Net Income	43.4%	29.4%	1.48	32.5%	1.33	20.9%	2.08	6.5%	6.71	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,078,423	44.0%	42.4%	1.04	42.4%	1.04	43.3%	1.01	45.0%	0.98
Supplies & Services	\$65,003,867	48.4%	51.3%	0.94	52.7%	0.92	49.2%	0.98	48.1%	1.01
Capital Component	\$10,265,099	7.6%	6.2%	1.23	4.9%	1.55	7.4%	1.03	6.9%	1.10
Fiscal Statistics										
Operating Margin (%)	14.7%	10.4%	1.41	9.6%	1.52	12.2%	1.20	13.9%	1.06	
Total Hospital Net Income (%)	23.3%	14.1%	1.65	13.6%	1.71	15.0%	1.55	14.7%	1.59	
Return on Equity (%)	20.1%	6.3%	3.18	3.3%	6.10	3.8%	5.35	10.7%	1.88	
Current Ratio	5.5	4.1	1.35	2.8	1.95	4.0	1.38	2.5	2.20	
Days in Net Patient Accounts Receivable	44.3	87.5	0.51	167.5	0.26	139.1	0.32	46.9	0.94	
Average Payment Period	22.4	89.9	0.25	165.5	0.14	140.8	0.16	70.6	0.32	
Equity Financing (%)	69.0%	64.7%	1.07	50.9%	1.36	62.1%	1.11	63.1%	1.09	
Long-Term Debt to Equity Ratio	0.3	0.3	0.79	0.7	0.37	0.4	0.62	0.3	0.90	
Times Interest Earned	24.7	21.0	1.17	48.7	0.51	15.1	1.64	15.1	1.63	
Total Asset Turnover	0.8	0.4	1.81	0.2	3.36	0.2	3.20	0.7	1.08	
Average Age of Plant (Years)	12.4	17.1	0.73	33.5	0.37	23.5	0.53	13.8	0.90	
Increase (Decrease) Total Net Patient Revenue	4.3%	12.7%	0.34	25.1%	0.17	18.6%	0.23	1.4%	3.13	
Outpatient Gross Revenue (% of Total GPR)	82.6%	64.9%	1.27	70.5%	1.17	69.2%	1.19	78.6%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,052	\$18,658	0.54	\$16,540	0.61	\$18,023	0.56	\$11,325	0.89	
Inpatient Net Revenue per Day	\$2,786	\$3,656	0.76	\$3,511	0.79	\$3,813	0.73	\$3,457	0.81	
Outpatient Net Revenue per Visit	\$2,505	\$781	3.21	\$799	3.14	\$729	3.44	\$2,494	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$372,419,043	Cash & Cash Equivalents	\$56,911	Current Liabilities	\$7,712,008
Less Deductions	\$220,993,214	Net Patient Receivables	\$18,368,057	Long-Term Debt	\$36,302,820
Net Patient Revenue	\$151,425,829	Other Receivables	\$20,700,251	Other Liabilities	\$18,914,151
Plus Other Revenue	\$6,020,623			Subtotal	\$62,928,979
Total Revenue	\$157,446,450	Land, Buildings & Equipment (Net)	\$80,252,549	Unrestricted Fund Balance	\$139,971,720
Less Expenses	\$134,347,389	Other Assets	\$83,522,933	Restricted Fund Balance	\$1,327,362
Non-Operating Gains/Losses	\$17,678,927			Total Liabilities & Fund Balance	\$202,900,699
Net Income	\$40,777,988	Total Assets	\$202,900,701		

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: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.5%	57.9%	0.42	58.8%	0.42	19.3%	1.27	40.7%	0.60
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.6%	58.7%	0.52	61.6%	0.50	20.9%	1.47	46.4%	0.66
Average Census (Patients)									
Adult Medical-Surgical	6.9	26.8	0.26	17.6	0.39	3.3	2.06	13.0	0.53
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.9	N/A	1.8	0.00
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.6	49.8	0.23	35.6	0.33	4.2	2.77	19.5	0.60
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	4.4	0.85	3.6	1.04	3.4	1.10
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	2.2	0.00
Pediatrics	0.0	3.8	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.86	4.7	0.89	3.1	1.37	3.4	1.25
Surgical Operations									
Inpatient	129	1,037	0.12	1,116	0.12	202	0.64	588	0.22
Outpatient	404	3,865	0.10	3,513	0.12	1,213	0.33	759	0.53
Inpatient as % of All Surgeries	24.2%	21.2%	1.14	24.1%	1.00	14.3%	1.70	43.7%	0.55
Outpatient Visits									
Non-Emergency Visits	25,436	145,246	0.18	131,878	0.19	37,326	0.68	22,287	1.14
Emergency Visits	6,431	16,058	0.40	11,093	0.58	4,868	1.32	10,691	0.60
Full-Time Equivalents (FTEs)									
Administrators	4.8	19.0	0.25	20.4	0.23	5.6	0.86	4.9	0.98
Nurses, Licensed	73.8	247.5	0.30	172.5	0.43	48.0	1.54	71.9	1.03
Ancillary Nursing Personnel	0.0	40.3	N/A	24.7	N/A	5.7	N/A	0.0	N/A
All Other Personnel	83.6	496.2	0.17	457.0	0.18	98.5	0.85	85.4	0.98
Total FTEs	162.2	803.0	0.20	674.6	0.24	157.8	1.03	162.2	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.5	13.0	1.12	17.1	0.85	26.2	0.55	10.1	1.44
Nurses, Licensed	223.3	168.4	1.33	144.1	1.55	225.1	0.99	149.1	1.50
Ancillary Nursing Personnel	0.0	27.4	N/A	20.6	N/A	26.6	N/A	0.0	N/A
All Other Personnel	253.0	337.6	0.75	381.6	0.66	461.9	0.55	177.1	1.43
Total FTEs	490.8	546.4	0.90	563.4	0.87	739.8	0.66	336.3	1.46

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	38	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,012	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	4,249			Inpatient Days	0	Newborn Days	0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	674	2,508	24.5%	6.9	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	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	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	338	1,741	47.7%	4.8	5.2
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	4	2	4.8	Surgical Personnel	3	3	3.5
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	7	5	7.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	5	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.0
Registered Nurses	60	40	68.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.6
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	1	1	1.8
Ancillary Nursing Personnel	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	4	3	4.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	23	35.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	2	3.6
Pharmacy Personnel	7	3	7.8				
Clinical Laboratory Personnel	9	7	10.5				
				Total	143	99	162.2

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$41,167,053	52.7%	46.6%	1.13	51.2%	1.03	47.7%	1.11	54.6%	0.97
Medical Assistance	\$13,858,825	17.8%	14.4%	1.23	13.3%	1.34	12.6%	1.41	14.3%	1.24
Commercial	\$17,497,492	22.4%	33.9%	0.66	29.9%	0.75	35.5%	0.63	23.9%	0.94
All Other	\$5,535,127	7.1%	5.1%	1.40	5.7%	1.25	4.2%	1.69	7.1%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$27,820,811	35.6%	35.2%	1.01	36.0%	0.99	27.4%	1.30	35.6%	1.00
Medical Assistance	\$11,250,485	14.4%	11.1%	1.30	10.1%	1.43	8.8%	1.63	10.4%	1.39
Commercial	\$4,507,786	5.8%	14.9%	0.39	9.2%	0.63	12.2%	0.47	5.1%	1.14
Charity Care	\$1,096,339	1.4%	0.7%	1.97	0.8%	1.84	0.7%	1.99	1.3%	1.05
Bad Debt	\$867,105	1.1%	1.0%	1.09	0.8%	1.37	1.3%	0.88	2.1%	0.53
All Other	\$4,028,411	5.2%	2.8%	1.85	3.5%	1.47	2.4%	2.13	4.8%	1.07
Total Deductions	\$49,570,937	63.5%	65.8%	0.97	60.4%	1.05	52.8%	1.20	59.3%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.2%	6.5%	0.80	4.2%	1.23	4.2%	1.25	11.8%	0.44	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	32.5%	N/A	27.5%	N/A	18.1%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,023,538	36.1%	42.4%	0.85	42.4%	0.85	46.9%	0.77	39.0%	0.93
Supplies & Services	\$25,291,419	57.0%	51.3%	1.11	52.7%	1.08	45.9%	1.24	54.5%	1.05
Capital Component	\$3,021,382	6.8%	6.2%	1.09	4.9%	1.38	7.1%	0.95	6.5%	1.05
Fiscal Statistics										
Operating Margin (%)	-47.5%	10.4%	N/A	9.6%	N/A	14.1%	N/A	16.2%	N/A	
Total Hospital Net Income (%)	-0.8%	14.1%	N/A	13.6%	N/A	18.4%	N/A	19.0%	N/A	
Return on Equity (%)	-0.3%	6.3%	N/A	3.3%	N/A	1.6%	N/A	12.8%	N/A	
Current Ratio	5.4	4.1	1.30	2.8	1.89	2.8	1.92	3.6	1.50	
Days in Net Patient Accounts Receivable	48.7	87.5	0.56	167.5	0.29	469.6	0.10	41.1	1.19	
Average Payment Period	32.1	89.9	0.36	165.5	0.19	503.0	0.06	24.9	1.29	
Equity Financing (%)	92.1%	64.7%	1.42	50.9%	1.81	50.7%	1.82	91.2%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	48.7	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover	0.3	0.4	0.67	0.2	1.24	0.1	3.47	0.6	0.44	
Average Age of Plant (Years)	8.2	17.1	0.48	33.5	0.24	72.9	0.11	7.0	1.18	
Increase (Decrease) Total Net Patient Revenue	-44.1%	12.7%	N/A	25.1%	N/A	13.5%	N/A	-3.6%	12.12	
Outpatient Gross Revenue (% of Total GPR)	64.9%	64.9%	1.00	70.5%	0.92	80.3%	0.81	60.5%	1.07	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,123	\$18,658	0.65	\$16,540	0.73	\$17,504	0.69	\$11,111	1.09	
Inpatient Net Revenue per Day	\$2,899	\$3,656	0.79	\$3,511	0.83	\$4,490	0.65	\$3,379	0.86	
Outpatient Net Revenue per Visit	\$536	\$781	0.69	\$799	0.67	\$784	0.68	\$910	0.59	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$78,058,496	Cash & Cash Equivalents	\$1,552	Current Liabilities	\$3,646,416
Less Deductions	\$49,570,937	Net Patient Receivables	\$3,804,017	Long-Term Debt	\$0
Net Patient Revenue	\$28,487,559	Other Receivables	\$1,741,131	Other Liabilities	\$4,672,930
Plus Other Revenue	\$1,561,524			Subtotal	\$8,319,346
Total Revenue	\$30,049,084	Land, Buildings & Equipment (Net)	\$23,165,222	Unrestricted Fund Balance	\$96,897,286
Less Expenses	\$44,336,339	Other Assets	\$76,504,710	Restricted Fund Balance	\$62,364,980
Non-Operating Gains/Losses	\$13,923,155			Total Liabilities & Fund Balance	\$105,216,632
Net Income	-\$364,100	Total Assets	\$105,216,632		