

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

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.2%	61.5%	0.26	56.8%	0.29	13.7%	1.18	16.1%	1.01
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	16.2%	61.6%	0.26	54.3%	0.30	19.0%	0.85	16.1%	1.01
Average Census (Patients)									
Adult Medical-Surgical	2.1	24.9	0.08	12.6	0.17	1.7	1.25	2.1	1.01
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	2.1	44.9	0.05	18.5	0.11	2.5	0.85	2.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.5	0.54	4.3	0.57	3.5	0.71	2.8	0.87
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	3.2	N/A	0.0	N/A
Total Hospital	2.5	4.9	0.51	4.4	0.56	4.4	0.56	2.8	0.87
Surgical Operations									
Inpatient	309	989	0.31	358	0.86	63	4.94	272	1.14
Outpatient	13,466	4,208	3.20	2,715	4.96	1,640	8.21	15,090	0.89
Inpatient as % of All Surgeries	2.2%	19.0%	0.12	11.6%	0.19	3.7%	0.61	1.8%	1.27
Outpatient Visits									
Non-Emergency Visits	13,466	131,799	0.10	80,185	0.17	15,186	0.89	15,090	0.89
Emergency Visits	0	16,822	N/A	8,854	N/A	3,910	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	10.4	0.10	1.9	0.53	5.0	0.20
Nurses, Licensed	100.5	232.9	0.43	132.4	0.76	31.3	3.21	106.4	0.94
Ancillary Nursing Personnel	11.5	42.6	0.27	20.9	0.55	6.3	1.82	7.4	1.55
All Other Personnel	151.7	453.0	0.33	273.9	0.55	60.7	2.50	153.0	0.99
Total FTEs	264.7	746.0	0.35	437.6	0.60	100.2	2.64	271.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.8	12.3	0.55	13.2	0.51	12.8	0.53	28.3	0.24
Nurses, Licensed	678.7	163.8	4.14	167.9	4.04	213.7	3.18	601.9	1.13
Ancillary Nursing Personnel	77.5	30.0	2.59	26.5	2.92	43.1	1.80	41.9	1.85
All Other Personnel	1,024.7	318.6	3.22	347.5	2.95	414.9	2.47	865.7	1.18
Total FTEs	1,787.7	524.6	3.41	555.1	3.22	684.6	2.61	1,537.8	1.16

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	13	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	311	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	769			Inpatient Days	0	Newborn Days	0

198 OakLeaf Surgical Hospital
Altoona, WI 54720

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	311	769	16.2%	2.1	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	11	17	20.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	5	7.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	39	103	100.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	12	11.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	25	14	33.8
Health Info Mgmt-Administrators/Technicians	12	2	13.3	All Other Personnel	51	16	59.4
Pharmacy Personnel	8	4	10.3				
Clinical Laboratory Personnel	2	7	4.1				
				Total	158	184	264.7

198 OakLeaf Surgical Hospital

Altoona, WI 54720

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$80,927,260	35.5%	48.2%	0.74	51.7%	0.69	44.4%	0.80	35.9%	0.99
Medical Assistance	\$17,788,269	7.8%	14.2%	0.55	12.2%	0.64	14.1%	0.55	7.6%	1.02
Commercial	\$120,578,060	52.8%	32.4%	1.63	31.5%	1.68	37.2%	1.42	52.4%	1.01
All Other	\$8,874,509	3.9%	5.2%	0.74	4.7%	0.83	4.3%	0.91	4.1%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$58,034,226	25.4%	37.1%	0.69	34.8%	0.73	25.2%	1.01	25.8%	0.99
Medical Assistance	\$16,120,255	7.1%	11.2%	0.63	8.8%	0.80	10.0%	0.71	6.9%	1.02
Commercial	\$35,159,642	15.4%	14.9%	1.03	10.5%	1.47	12.1%	1.28	14.4%	1.07
Charity Care	\$0	0.0%	0.7%	N/A	0.4%	N/A	0.3%	N/A	0.0%	N/A
Bad Debt	-\$690,194	-0.3%	0.8%	N/A	1.1%	N/A	0.8%	N/A	0.5%	N/A
All Other	\$5,600,442	2.5%	3.1%	0.78	3.0%	0.81	3.5%	0.71	2.5%	1.00
Total Deductions	\$114,224,371	50.1%	67.9%	0.74	58.7%	0.85	51.9%	0.97	50.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.0%	6.4%	0.00	4.2%	0.01	3.9%	0.01	0.0%	1.25
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	33.8%	N/A	5.4%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,886,311	35.2%	41.6%	0.85	48.8%	0.72	47.1%	0.75	35.2%	1.00
Supplies & Services	\$41,139,141	53.8%	52.7%	1.02	46.5%	1.16	43.9%	1.23	53.4%	1.01
Capital Component	\$8,463,271	11.1%	5.7%	1.93	4.7%	2.36	9.0%	1.23	11.5%	0.97
Fiscal Statistics										
Operating Margin (%)		32.9%	6.4%	5.17	4.9%	6.74	7.7%	4.25	34.5%	0.95
Total Hospital Net Income (%)		32.9%	7.1%	4.63	7.2%	4.58	8.1%	4.04	34.3%	0.96
Return on Equity (%)		48.7%	3.1%	15.93	1.3%	37.35	8.5%	5.71	50.3%	0.97
Current Ratio		4.6	2.9	1.61	1.1	4.10	2.4	1.91	2.4	1.94
Days in Net Patient Accounts Receivable		67.7	85.9	0.79	210.1	0.32	60.0	1.13	65.5	1.03
Average Payment Period		33.4	125.5	0.27	460.7	0.07	45.4	0.74	60.6	0.55
Equity Financing (%)		63.3%	57.8%	1.10	38.6%	1.64	37.9%	1.67	53.8%	1.18
Long-Term Debt to Equity Ratio		0.4	0.4	1.13	0.9	0.48	1.0	0.43	0.6	0.77
Times Interest Earned		15.6	12.0	1.30	22.9	0.68	7.3	2.13	14.8	1.05
Total Asset Turnover		1.5	0.4	3.47	0.2	8.37	1.0	1.42	1.5	1.01
Average Age of Plant (Years)		7.0	19.6	0.36	56.0	0.13	5.6	1.25	6.9	1.02
Increase (Decrease) Total Net Patient Revenue		4.9%	3.9%	1.25	7.4%	0.67	7.6%	0.65	14.3%	0.35
Outpatient Gross Revenue (% of Total GPR)		85.8%	67.6%	1.27	76.6%	1.12	83.4%	1.03	88.2%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$52,620	\$19,469	2.70	\$17,024	3.09	\$20,257	2.60	\$49,505	1.06
Inpatient Net Revenue per Day		\$21,281	\$3,859	5.51	\$3,633	5.86	\$3,306	6.44	\$17,495	1.22
Outpatient Net Revenue per Visit		\$7,195	\$875	8.22	\$979	7.35	\$992	7.25	\$6,375	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$228,168,098	Cash & Cash Equivalents	\$5,538,923	Current Liabilities	\$6,548,857
Less Deductions	\$114,224,371	Net Patient Receivables	\$21,147,597	Long-Term Debt	\$21,622,909
Net Patient Revenue	\$113,943,727	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$33,507			Subtotal	\$28,171,766
Total Revenue	\$113,977,234	Land, Buildings & Equipment (Net)	\$33,227,734		
Less Expenses	\$76,488,723	Other Assets	\$16,943,175	Unrestricted Fund Balance	\$48,685,664
Non-Operating Gains/Losses	-\$21,452			Restricted Fund Balance	\$0
Net Income	\$37,467,059	Total Assets	\$76,857,429	Total Liabilities & Fund Balance	\$76,857,430

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

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	64.5%	61.5%	1.05	56.8%	1.14	42.9%	1.50	44.1%	1.46	
Obstetrics	19.5%	41.1%	0.48	34.7%	0.02	20.5%	0.95	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	76.2%	61.6%	1.24	54.3%	1.40	39.2%	1.94	68.7%	1.11	
Average Census (Patients)										
Adult Medical-Surgical	6.4	24.9	0.26	12.6	0.51	9.2	0.70	7.5	0.86	
Obstetrics	0.6	5.0	0.12	2.6	0.22	1.1	0.53	0.6	1.00	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	13.0	44.9	0.29	18.5	0.70	12.6	1.03	13.7	0.94	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.3	4.5	0.72	4.3	0.76	3.7	0.87	3.6	0.90	
Obstetrics	2.2	2.4	0.89	2.3	0.95	2.0	1.06	2.0	1.09	
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A	
Total Hospital	4.1	4.9	0.84	4.4	0.92	3.8	1.08	4.2	0.97	
Surgical Operations										
Inpatient	120	989	0.12	358	0.34	224	0.54	114	1.05	
Outpatient	1,449	4,208	0.34	2,715	0.53	2,033	0.71	1,672	0.87	
Inpatient as % of All Surgeries	7.6%	19.0%	0.40	11.6%	0.66	9.9%	0.77	6.4%	1.20	
Outpatient Visits										
Non-Emergency Visits	86,275	131,799	0.65	80,185	1.08	77,115	1.12	90,207	0.96	
Emergency Visits	7,609	16,822	0.45	8,854	0.86	11,550	0.66	7,743	0.98	
Full-Time Equivalents (FTEs)										
Administrators	3.0	17.5	0.17	10.4	0.29	10.6	0.28	5.0	0.60	
Nurses, Licensed	83.6	232.9	0.36	132.4	0.63	97.4	0.86	74.1	1.13	
Ancillary Nursing Personnel	17.4	42.6	0.41	20.9	0.83	15.0	1.16	16.6	1.05	
All Other Personnel	193.1	453.0	0.43	273.9	0.70	210.0	0.92	188.1	1.03	
Total FTEs	297.1	746.0	0.40	437.6	0.68	333.0	0.89	283.8	1.05	
FTEs per 100 Patient Census (Adjusted)										
Administrators	3.8	12.3	0.31	13.2	0.29	15.0	0.25	6.2	0.61	
Nurses, Licensed	105.7	163.8	0.65	167.9	0.63	138.1	0.77	92.1	1.15	
Ancillary Nursing Personnel	22.0	30.0	0.73	26.5	0.83	21.2	1.04	20.7	1.06	
All Other Personnel	244.1	318.6	0.77	347.5	0.70	297.9	0.82	233.7	1.04	
Total FTEs	375.7	524.6	0.72	555.1	0.68	472.2	0.80	352.7	1.06	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	1,162	Preferred Provider Organization (PPO)	Yes	Discharges	37	Total Births	95
Inpatient Days	4,728			Inpatient Days	506	Newborn Days	170

001 Amery Regional Medical Center
Amery, WI 54001

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	722	2,353	64.5%	6.4	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	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	3	99	214	19.5%	0.6	2.2
Psychiatric	1	4	341	2,161	148.0%	5.9	6.3
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.

* 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	3	0	3.0	Surgical Personnel	1	2	2.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	3	8.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	3.0
Registered Nurses	40	63	80.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	7.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.8
Ancillary Nursing Personnel	4	20	17.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	1	3.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	10	28.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	72	37	96.4
Pharmacy Personnel	2	6	6.1				
Clinical Laboratory Personnel	7	3	9.2				
				Total	193	157	297.1

001 Amery Regional Medical Center

Amery, WI 54001

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$78,542,605	52.0%	48.2%	1.08	51.7%	1.01	47.9%	1.09	52.4%	0.99	
Medical Assistance	\$21,546,026	14.3%	14.2%	1.00	12.2%	1.17	13.8%	1.03	13.8%	1.03	
Commercial	\$45,142,537	29.9%	32.4%	0.92	31.5%	0.95	33.5%	0.89	30.9%	0.97	
All Other	\$5,866,174	3.9%	5.2%	0.74	4.7%	0.83	4.8%	0.81	3.0%	1.31	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$38,314,158	25.4%	37.1%	0.68	34.8%	0.73	33.7%	0.75	25.3%	1.00	
Medical Assistance	\$12,004,774	7.9%	11.2%	0.71	8.8%	0.90	10.5%	0.76	8.3%	0.96	
Commercial	\$14,441,578	9.6%	14.9%	0.64	10.5%	0.91	14.1%	0.68	9.7%	0.99	
Charity Care	\$2,075,034	1.4%	0.7%	1.88	0.4%	3.65	0.6%	2.24	0.7%	1.99	
Bad Debt	\$1,581,719	1.0%	0.8%	1.24	1.1%	0.92	1.0%	1.01	1.0%	1.08	
All Other	\$6,570,508	4.3%	3.1%	1.39	3.0%	1.43	2.9%	1.49	4.1%	1.06	
Total Deductions	\$74,987,771	49.6%	67.9%	0.73	58.7%	0.85	62.8%	0.79	49.0%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.6%	6.4%	0.10	4.2%	0.15	6.2%	0.10	1.0%	0.62	
Net Gains/Losses as % of Net Income		82.1%	11.1%	7.42	33.8%	2.43	28.7%	2.86	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$50,239,614	66.3%	41.6%	1.59	48.8%	1.36	47.2%	1.40	63.0%	1.05	
Supplies & Services	\$21,919,379	28.9%	52.7%	0.55	46.5%	0.62	46.1%	0.63	30.8%	0.94	
Capital Component	\$3,672,883	4.8%	5.7%	0.84	4.7%	1.03	6.7%	0.73	6.3%	0.77	
Fiscal Statistics											
Operating Margin (%)		1.0%	6.4%	0.16	4.9%	0.21	6.7%	0.15	4.5%	0.23	
Total Hospital Net Income (%)		5.4%	7.1%	0.76	7.2%	0.75	9.1%	0.59	2.3%	2.35	
Return on Equity (%)		7.0%	3.1%	2.27	1.3%	5.33	4.6%	1.51	2.6%	2.65	
Current Ratio		3.7	2.9	1.28	1.1	3.26	14.3	0.26	2.5	1.45	
Days in Net Patient Accounts Receivable		51.5	85.9	0.60	210.1	0.25	49.3	1.05	42.4	1.21	
Average Payment Period		27.6	125.5	0.22	460.7	0.06	35.0	0.79	55.8	0.50	
Equity Financing (%)		67.2%	57.8%	1.16	38.6%	1.74	57.4%	1.17	53.5%	1.26	
Long-Term Debt to Equity Ratio		0.3	0.4	0.89	0.9	0.38	0.1	2.73	0.5	0.70	
Times Interest Earned		10.2	12.0	0.85	22.9	0.44	16.7	0.61	4.1	2.51	
Total Asset Turnover		1.2	0.4	2.90	0.2	6.98	0.5	2.51	1.2	1.06	
Average Age of Plant (Years)		20.4	19.6	1.04	56.0	0.36	11.3	1.81	15.3	1.33	
Increase (Decrease) Total Net Patient Revenue		2.6%	3.9%	0.67	7.4%	0.36	3.0%	0.89	8.2%	0.32	
Outpatient Gross Revenue (% of Total GPR)		83.6%	67.6%	1.24	76.6%	1.09	82.2%	1.02	82.9%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$12,608	\$19,469	0.65	\$17,024	0.74	\$12,086	1.04	\$12,760	0.99	
Inpatient Net Revenue per Day		\$2,878	\$3,859	0.75	\$3,633	0.79	\$3,093	0.93	\$2,871	1.00	
Outpatient Net Revenue per Visit		\$666	\$875	0.76	\$979	0.68	\$740	0.90	\$609	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$151,097,342	Cash & Cash Equivalents	\$8,013,123	Current Liabilities	\$5,560,018
Less Deductions	\$74,987,771	Net Patient Receivables	\$10,741,020	Long-Term Debt	\$14,539,389
Net Patient Revenue	\$76,109,571	Other Receivables	\$431,390	Other Liabilities	\$184,842
Plus Other Revenue	\$492,049			Subtotal	\$20,284,249
Total Revenue	\$76,601,621	Land, Buildings & Equipment (Net)	\$20,638,341	Unrestricted Fund Balance	\$41,606,791
Less Expenses	\$75,831,876	Other Assets	\$22,067,167	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,537,638			Total Liabilities & Fund Balance	\$61,891,040
Net Income	\$4,307,383	Total Assets	\$61,891,041		

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: 4

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	59.0%	61.5%	0.96	56.9%	1.04	42.9%	1.38	72.5%	0.81
Obstetrics	15.7%	41.1%	0.38	33.7%	0.03	20.5%	0.76	14.6%	1.08
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.7%	61.6%	0.68	51.1%	0.82	39.2%	1.06	49.9%	0.83
Average Census (Patients)									
Adult Medical-Surgical	8.3	24.9	0.33	14.9	0.56	9.2	0.90	10.2	0.81
Obstetrics	0.9	5.0	0.19	3.0	0.31	1.1	0.85	0.9	1.08
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.0	44.9	0.22	28.6	0.35	12.6	0.80	12.0	0.83
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.5	0.93	4.7	0.91	3.7	1.14	4.9	0.87
Obstetrics	2.2	2.4	0.91	2.4	0.93	2.0	1.08	1.7	1.30
Pediatrics	0.0	3.8	N/A	4.1	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.80	4.1	0.93	3.8	1.03	4.3	0.90
Surgical Operations									
Inpatient	151	989	0.15	1,050	0.14	224	0.68	165	0.92
Outpatient	3,077	4,208	0.73	4,075	0.76	2,033	1.51	2,894	1.06
Inpatient as % of All Surgeries	4.7%	19.0%	0.25	20.5%	0.23	9.9%	0.47	5.4%	0.87
Outpatient Visits									
Non-Emergency Visits	49,052	131,799	0.37	89,194	0.55	77,115	0.64	52,300	0.94
Emergency Visits	10,916	16,822	0.65	12,167	0.90	11,550	0.95	10,889	1.00
Full-Time Equivalents (FTEs)									
Administrators	20.0	17.5	1.14	21.2	0.94	10.6	1.89	23.9	0.84
Nurses, Licensed	51.6	232.9	0.22	219.5	0.23	97.4	0.53	76.8	0.67
Ancillary Nursing Personnel	10.5	42.6	0.25	62.9	0.17	15.0	0.70	15.2	0.69
All Other Personnel	153.7	453.0	0.34	424.5	0.36	210.0	0.73	180.7	0.85
Total FTEs	235.8	746.0	0.32	728.1	0.32	333.0	0.71	296.5	0.80
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.9	12.3	1.95	16.3	1.47	15.0	1.59	25.2	0.95
Nurses, Licensed	61.7	163.8	0.38	168.3	0.37	138.1	0.45	81.0	0.76
Ancillary Nursing Personnel	12.6	30.0	0.42	48.2	0.26	21.2	0.59	16.0	0.79
All Other Personnel	184.0	318.6	0.58	325.5	0.57	297.9	0.62	190.5	0.97
Total FTEs	282.2	524.6	0.54	558.3	0.51	472.2	0.60	312.7	0.90

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	5
Discharges	941	Preferred Provider Organization (PPO)	Yes	Discharges	27	Total Births	156
Inpatient Days	3,649			Inpatient Days	277	Newborn Days	281

002 Aspirus Langlade Hospital
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	709	3,013	59.0%	8.3	4.2
Orthopedic	4	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	4	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	156	343	15.7%	0.9	2.2
Psychiatric	3	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	4	78	293	20.1%	0.8	3.8
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	20	0	20.0	Surgical Personnel	2	2	3.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	8	18.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	3.9
Registered Nurses	33	35	51.6	Occupational Therapy Assistants/Aides	0	2	0.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	3.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.5
Ancillary Nursing Personnel	3	14	10.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.7
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	13	19	24.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	45	38	69.0
Pharmacy Personnel	3	6	6.8				
Clinical Laboratory Personnel	10	5	13.0				
				Total	152	141	235.8

002 Aspirus Langlade Hospital

Antigo, WI 54409

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$133,016,580	52.6%	48.2%	1.09	51.9%	1.01	47.9%	1.10	52.4%	1.00
Medical Assistance	\$38,131,260	15.1%	14.2%	1.06	13.6%	1.11	13.8%	1.09	14.3%	1.06
Commercial	\$66,215,430	26.2%	32.4%	0.81	28.8%	0.91	33.5%	0.78	27.0%	0.97
All Other	\$15,725,850	6.2%	5.2%	1.19	5.7%	1.09	4.8%	1.30	6.3%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$90,034,344	35.6%	37.1%	0.96	38.3%	0.93	33.7%	1.06	33.5%	1.06
Medical Assistance	\$29,160,692	11.5%	11.2%	1.03	10.8%	1.07	10.5%	1.10	10.6%	1.09
Commercial	\$19,398,928	7.7%	14.9%	0.51	10.2%	0.75	14.1%	0.54	7.4%	1.04
Charity Care	\$1,635,614	0.6%	0.7%	0.89	0.5%	1.34	0.6%	1.06	0.7%	0.90
Bad Debt	\$1,420,018	0.6%	0.8%	0.66	0.7%	0.84	1.0%	0.54	0.4%	1.33
All Other	\$9,693,814	3.8%	3.1%	1.22	3.7%	1.03	2.9%	1.31	3.7%	1.05
Total Deductions	\$151,343,410	59.8%	67.9%	0.88	64.1%	0.93	62.8%	0.95	56.3%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		8.7%	6.4%	1.36	3.3%	2.65	6.2%	1.39	7.8%	1.11
Net Gains/Losses as % of Net Income		45.3%	11.1%	4.09	43.0%	1.05	28.7%	1.58	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,881,518	43.5%	41.6%	1.05	38.8%	1.12	47.2%	0.92	44.6%	0.98
Supplies & Services	\$49,230,763	51.1%	52.7%	0.97	56.2%	0.91	46.1%	1.11	49.8%	1.03
Capital Component	\$5,144,532	5.3%	5.7%	0.93	4.9%	1.09	6.7%	0.80	5.7%	0.94
Fiscal Statistics										
Operating Margin (%)		13.6%	6.4%	2.14	1.4%	9.52	6.7%	2.04	17.0%	0.80
Total Hospital Net Income (%)		22.4%	7.1%	3.15	2.5%	9.01	9.1%	2.46	3.5%	6.45
Return on Equity (%)		8.7%	3.1%	2.84	0.6%	15.67	4.6%	1.89	1.2%	7.13
Current Ratio		12.4	2.9	4.33	1.0	11.92	14.3	0.87	11.6	1.07
Days in Net Patient Accounts Receivable		60.0	85.9	0.70	174.2	0.34	49.3	1.22	61.5	0.98
Average Payment Period		52.6	125.5	0.42	378.0	0.14	35.0	1.50	49.3	1.07
Equity Financing (%)		88.9%	57.8%	1.54	34.7%	2.56	57.4%	1.55	87.8%	1.01
Long-Term Debt to Equity Ratio		0.1	0.4	0.19	1.1	0.07	0.1	0.58	0.1	0.87
Times Interest Earned		32.1	12.0	2.67	5.7	5.64	16.7	1.92	4.9	6.61
Total Asset Turnover		0.3	0.4	0.82	0.2	1.58	0.5	0.71	0.4	0.85
Average Age of Plant (Years)		14.7	19.6	0.75	39.8	0.37	11.3	1.30	13.4	1.09
Increase (Decrease) Total Net Patient Revenue		-7.3%	3.9%	N/A	3.0%	N/A	3.0%	N/A	2.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.6%	67.6%	1.30	73.4%	1.19	82.2%	1.07	87.6%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,660	\$19,469	0.60	\$16,243	0.72	\$12,086	0.96	\$19,734	0.59
Inpatient Net Revenue per Day		\$2,739	\$3,859	0.71	\$3,215	0.85	\$3,093	0.89	\$4,550	0.60
Outpatient Net Revenue per Visit		\$1,532	\$875	1.75	\$1,234	1.24	\$740	2.07	\$1,430	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$253,089,120	Cash & Cash Equivalents	\$131,186,687	Current Liabilities	\$13,267,976
Less Deductions	\$151,343,410	Net Patient Receivables	\$16,715,794	Long-Term Debt	\$21,089,928
Net Patient Revenue	\$101,745,710	Other Receivables	\$6,031,956	Other Liabilities	\$1,210,486
Plus Other Revenue	\$9,680,559			Subtotal	\$35,568,390
Total Revenue	\$111,426,271	Land, Buildings & Equipment (Net)	\$43,147,409	Unrestricted Fund Balance	\$283,471,808
Less Expenses	\$96,256,813	Other Assets	\$121,958,352	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$12,556,928			Total Liabilities & Fund Balance	\$319,040,198
Net Income	\$27,726,386	Total Assets	\$319,040,198		

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	73.4%	61.5%	1.19	60.2%	1.22	75.8%	0.97	73.8%	0.99
Obstetrics	38.0%	41.1%	0.93	34.1%	0.22	51.5%	0.74	28.8%	1.32
Pediatrics	20.9%	67.0%	0.31	39.5%	0.53	55.6%	0.38	12.7%	1.65
Total Hospital	67.8%	61.6%	1.10	57.4%	1.18	70.4%	0.96	60.2%	1.13
Average Census (Patients)									
Adult Medical-Surgical	44.0	24.9	1.77	23.5	1.88	100.5	0.44	44.3	0.99
Obstetrics	7.6	5.0	1.52	4.7	1.61	13.4	0.57	7.5	1.02
Pediatrics	1.9	1.7	1.10	0.5	3.57	4.8	1.10	1.1	1.65
Total Hospital	102.3	44.9	2.28	34.4	2.97	190.9	0.54	104.1	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.5	1.12	4.0	1.26	4.8	1.05	5.1	1.01
Obstetrics	2.4	2.4	0.98	2.4	1.00	2.5	0.95	2.3	1.02
Pediatrics	3.4	3.8	0.90	3.3	1.03	4.2	0.82	2.6	1.33
Total Hospital	4.8	4.9	0.99	4.2	1.14	5.2	0.93	4.8	0.99
Surgical Operations									
Inpatient	1,915	989	1.94	966	1.98	3,644	0.53	1,828	1.05
Outpatient	12,789	4,208	3.04	5,983	2.14	11,922	1.07	12,364	1.03
Inpatient as % of All Surgeries	13.0%	19.0%	0.68	13.9%	0.94	23.4%	0.56	12.9%	1.01
Outpatient Visits									
Non-Emergency Visits	254,782	131,799	1.93	87,094	2.93	419,931	0.61	279,409	0.91
Emergency Visits	30,901	16,822	1.84	15,140	2.04	42,605	0.73	30,335	1.02
Full-Time Equivalents (FTEs)									
Administrators	26.0	17.5	1.49	11.2	2.32	59.1	0.44	28.0	0.93
Nurses, Licensed	399.4	232.9	1.71	165.8	2.41	886.0	0.45	347.6	1.15
Ancillary Nursing Personnel	94.0	42.6	2.21	14.8	6.36	175.9	0.53	2.4	39.51
All Other Personnel	296.3	453.0	0.65	252.7	1.17	1,728.4	0.17	406.9	0.73
Total FTEs	815.6	746.0	1.09	444.5	1.84	2,849.5	0.29	784.9	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.2	12.3	0.66	9.5	0.86	11.2	0.73	9.1	0.90
Nurses, Licensed	125.4	163.8	0.77	140.0	0.90	167.8	0.75	112.5	1.12
Ancillary Nursing Personnel	29.5	30.0	0.98	12.5	2.37	33.3	0.89	0.8	38.35
All Other Personnel	93.1	318.6	0.29	213.4	0.44	327.4	0.28	131.6	0.71
Total FTEs	256.2	524.6	0.49	375.4	0.68	539.8	0.47	253.9	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	151	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	27
Discharges	7,774	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,172
Inpatient Days	37,350			Inpatient Days	0	Newborn Days	1,944

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	3,158	16,078	73.4%	44.0	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	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	202	686	20.9%	1.9	3.4
Obstetrics	1	20	1,173	2,777	38.0%	7.6	2.4
Psychiatric	1	24	1,538	6,430	73.4%	17.6	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	26	1,542	8,470	89.3%	23.2	5.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	12	161	2,909	66.4%	8.0	18.1
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	26	1	26.0	Surgical Personnel	28	17	37.4
Physicians & Dentists	6	0	6.0	Radiological Services Personnel	26	28	37.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	5	11.4
Dental Hygienists	0	0	0.0	Occupational Therapists	4	7	6.1
Registered Nurses	290	211	396.0	Occupational Therapy Assistants/Aides	3	3	3.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	8	6.4
Licensed Practical Nurses	1	4	3.4	Physical Therapy Assistants/Aides	1	2	1.0
Ancillary Nursing Personnel	65	80	94.0	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	6	6	9.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	27	67.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	55	20	65.3
Pharmacy Personnel	30	7	32.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	621	436	815.6

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$404,451,898	51.9%	48.2%	1.08	49.9%	1.04	48.7%	1.06	49.4%	1.05
Medical Assistance	\$91,377,480	11.7%	14.2%	0.82	11.2%	1.04	13.0%	0.90	12.4%	0.95
Commercial	\$247,315,974	31.7%	32.4%	0.98	35.7%	0.89	32.4%	0.98	33.0%	0.96
All Other	\$36,816,628	4.7%	5.2%	0.90	3.1%	1.50	5.9%	0.80	5.2%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$292,801,689	37.5%	37.1%	1.01	36.8%	1.02	38.0%	0.99	34.6%	1.08
Medical Assistance	\$58,281,038	7.5%	11.2%	0.67	8.8%	0.85	10.4%	0.72	8.1%	0.93
Commercial	\$115,472,519	14.8%	14.9%	0.99	16.3%	0.91	15.8%	0.94	12.4%	1.19
Charity Care	\$6,461,937	0.8%	0.7%	1.13	0.8%	1.07	0.8%	1.03	0.7%	1.14
Bad Debt	\$9,246,950	1.2%	0.8%	1.40	0.7%	1.60	0.8%	1.53	1.3%	0.92
All Other	\$17,671,129	2.3%	3.1%	0.72	1.8%	1.27	3.4%	0.67	4.4%	0.51
Total Deductions	\$499,935,262	64.1%	67.9%	0.94	65.2%	0.98	69.2%	0.93	61.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.6%	6.4%	0.40	2.4%	1.05	7.4%	0.35	0.3%	9.34
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	16.2%	N/A	7.6%	N/A	9.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$80,936,938	30.5%	41.6%	0.73	38.2%	0.80	40.0%	0.76	33.1%	0.92
Supplies & Services	\$172,274,922	65.0%	52.7%	1.23	56.2%	1.16	54.9%	1.18	62.1%	1.05
Capital Component	\$12,027,453	4.5%	5.7%	0.79	5.6%	0.80	5.1%	0.89	4.8%	0.95
Fiscal Statistics										
Operating Margin (%)		7.7%	6.4%	1.21	11.1%	0.69	5.8%	1.32	10.3%	0.75
Total Hospital Net Income (%)		7.7%	7.1%	1.08	13.0%	0.59	6.3%	1.23	11.3%	0.68
Return on Equity (%)		11.0%	3.1%	3.60	9.2%	1.19	4.7%	2.37	16.5%	0.67
Current Ratio		4.7	2.9	1.63	27.3	0.17	5.7	0.82	2.2	2.11
Days in Net Patient Accounts Receivable		55.7	85.9	0.65	50.2	1.11	57.7	0.97	47.9	1.16
Average Payment Period		19.9	125.5	0.16	13.9	1.43	46.2	0.43	34.9	0.57
Equity Financing (%)		76.2%	57.8%	1.32	94.3%	0.81	72.7%	1.05	71.1%	1.07
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	12.2	N/A	0.0	N/A
Total Asset Turnover		1.4	0.4	3.35	0.7	2.06	0.7	1.94	1.4	0.99
Average Age of Plant (Years)		11.1	19.6	0.57	8.8	1.27	13.4	0.83	10.0	1.11
Increase (Decrease) Total Net Patient Revenue		-1.9%	3.9%	N/A	5.6%	N/A	3.5%	N/A	5.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		67.9%	67.6%	1.01	71.7%	0.95	62.1%	1.09	66.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,798		\$19,469	0.71	\$13,116	1.05	\$22,156	0.62	\$14,438	0.96
Inpatient Net Revenue per Day	\$2,879		\$3,859	0.75	\$3,156	0.91	\$4,083	0.71	\$3,012	0.96
Outpatient Net Revenue per Visit	\$637		\$875	0.73	\$911	0.70	\$987	0.65	\$586	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$779,961,980	Cash & Cash Equivalents	\$4,843	Current Liabilities	\$13,927,763
Less Deductions	\$499,935,262	Net Patient Receivables	\$42,722,937	Long-Term Debt	\$0
Net Patient Revenue	\$280,026,718	Other Receivables	\$1,156,829	Other Liabilities	\$33,784,659
Plus Other Revenue	\$7,349,291			Subtotal	\$47,712,422
Total Revenue	\$287,376,006	Land, Buildings & Equipment (Net)	\$128,894,006	Unrestricted Fund Balance	\$152,743,981
Less Expenses	\$265,239,313	Other Assets	\$27,677,785	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$65,567			Total Liabilities & Fund Balance	\$200,456,402
Net Income	\$22,071,127	Total Assets	\$200,456,400		

338 ThedaCare Medical Center Orthopedics, Spine and Pain
 2400 E Capitol Drive
 Appleton, WI 54911

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: 2

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	61.5%	N/A	60.2%	N/A	19.5%	N/A	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.7%	61.6%	0.16	57.4%	0.17	19.6%	0.49	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	0.0	24.9	N/A	23.5	N/A	2.6	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	44.9	0.03	34.4	0.03	2.9	0.40	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.5	N/A	4.0	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	4.9	0.25	4.2	0.29	3.2	0.38	0.0	N/A
Surgical Operations									
Inpatient	345	989	0.35	966	0.36	169	2.04	0	N/A
Outpatient	7,914	4,208	1.88	5,983	1.32	1,744	4.54	0	N/A
Inpatient as % of All Surgeries	4.2%	19.0%	0.22	13.9%	0.30	8.9%	0.47	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	26,477	131,799	0.20	87,094	0.30	28,500	0.93	0	N/A
Emergency Visits	0	16,822	N/A	15,140	N/A	5,439	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	11.2	0.36	5.9	0.68	0.0	N/A
Nurses, Licensed	44.2	232.9	0.19	165.8	0.27	39.4	1.12	0.0	N/A
Ancillary Nursing Personnel	1.0	42.6	0.02	14.8	0.07	6.0	0.17	0.0	N/A
All Other Personnel	96.5	453.0	0.21	252.7	0.38	78.1	1.24	0.0	N/A
Total FTEs	145.7	746.0	0.20	444.5	0.33	129.4	1.13	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	40.8	12.3	3.32	9.5	4.31	29.9	1.37	0.0	N/A
Nurses, Licensed	451.1	163.8	2.75	140.0	3.22	199.9	2.26	0.0	N/A
Ancillary Nursing Personnel	10.2	30.0	0.34	12.5	0.82	30.4	0.34	0.0	N/A
All Other Personnel	984.9	318.6	3.09	213.4	4.62	396.6	2.48	0.0	N/A
Total FTEs	1,487.0	524.6	2.83	375.4	3.96	656.8	2.26	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	12	Health Maintenance		Average Beds Used	0	Bassinets	0
Discharges	346	Organization (HMO)	Yes	Discharges	0	Total Births	0
Inpatient Days	423	Preferred Provider		Inpatient Days	0	Newborn Days	0
		Organization (PPO)	Yes				

338 ThedaCare Medical Center Orthopedics, Spine and Pain
 Appleton, WI 54911

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	12	300	423	9.7%	1.2	1.4
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	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)	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	4	0	4.0	Surgical Personnel	9	1	9.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	2	7.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.5
Registered Nurses	36	16	44.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	15	3	16.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
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	16	12	20.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	27	7	29.6
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	3	8.3				
				Total	128	45	145.7

338 ThedaCare Medical Center Orthopedics, Spine and Pain
 Appleton, WI 54911

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$80,626,265	44.5%	48.2%	0.92	49.9%	0.89	47.8%	0.93	0.0%	N/A
Medical Assistance	\$14,790,008	8.2%	14.2%	0.57	11.2%	0.73	12.9%	0.63	0.0%	N/A
Commercial	\$84,022,159	46.4%	32.4%	1.43	35.7%	1.30	35.2%	1.32	0.0%	N/A
All Other	\$1,813,535	1.0%	5.2%	0.19	3.1%	0.32	4.2%	0.24	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$53,578,794	29.6%	37.1%	0.80	36.8%	0.80	28.9%	1.02	0.0%	N/A
Medical Assistance	\$13,392,669	7.4%	11.2%	0.66	8.8%	0.84	8.0%	0.92	0.0%	N/A
Commercial	\$33,023,018	18.2%	14.9%	1.22	16.3%	1.12	13.7%	1.33	0.0%	N/A
Charity Care	\$478,843	0.3%	0.7%	0.36	0.8%	0.34	0.6%	0.47	0.0%	N/A
Bad Debt	\$151,171	0.1%	0.8%	0.10	0.7%	0.11	0.8%	0.10	0.0%	N/A
All Other	\$712,769	0.4%	3.1%	0.13	1.8%	0.22	5.2%	0.08	0.0%	N/A
Total Deductions	\$101,337,264	55.9%	67.9%	0.82	65.2%	0.86	57.3%	0.98	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%	6.4%	0.11	2.4%	0.30	2.9%	0.24	0.0%	N/A	
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A	16.2%	N/A	7.9%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,735,027	26.6%	41.6%	0.64	38.2%	0.70	41.9%	0.64	0.0%	N/A
Supplies & Services	\$43,493,268	61.8%	52.7%	1.17	56.2%	1.10	51.7%	1.20	0.0%	N/A
Capital Component	\$8,127,010	11.6%	5.7%	2.01	5.6%	2.05	6.4%	1.80	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	12.6%	6.4%	1.98	11.1%	1.13	12.9%	0.98	0.0%	N/A	
Total Hospital Net Income (%)	12.6%	7.1%	1.77	13.0%	0.97	13.9%	0.91	0.0%	N/A	
Return on Equity (%)	17.0%	3.1%	5.56	9.2%	1.84	1.2%	14.52	0.0%	N/A	
Current Ratio	7.0	2.9	2.44	27.3	0.26	1.0	7.06	0.0	N/A	
Days in Net Patient Accounts Receivable	45.3	85.9	0.53	50.2	0.90	442.3	0.10	0.0	N/A	
Average Payment Period	8.1	125.5	0.06	13.9	0.58	1183.6	0.01	0.0	N/A	
Equity Financing (%)	97.6%	57.8%	1.69	94.3%	1.04	33.2%	2.94	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.0	N/A	1.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.0	N/A	761.1	N/A	46.5	N/A	0.0	N/A	
Total Asset Turnover	1.4	0.4	3.16	0.7	1.94	0.1	16.15	0.0	N/A	
Average Age of Plant (Years)	6.7	19.6	0.34	8.8	0.76	99.6	0.07	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	0.0%	3.9%	N/A	5.6%	N/A	20.1%	N/A	0.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	88.3%	67.6%	1.31	71.7%	1.23	85.5%	1.03	N/A	N/A	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,456	\$19,469	1.36	\$13,116	2.02	\$16,973	1.56	\$0	N/A	
Inpatient Net Revenue per Day	\$21,794	\$3,859	5.65	\$3,156	6.91	\$3,576	6.09	\$0	N/A	
Outpatient Net Revenue per Visit	\$2,678	\$875	3.06	\$911	2.94	\$948	2.83	\$0	N/A	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$181,251,967	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,414,361
Less Deductions	\$101,337,264	Net Patient Receivables	\$9,927,778	Long-Term Debt	\$0
Net Patient Revenue	\$79,914,703	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$580,518			Subtotal	\$1,414,361
Total Revenue	\$80,495,220	Land, Buildings & Equipment (Net)	\$49,688,621	Unrestricted Fund Balance	\$58,202,040
Less Expenses	\$70,355,305	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$59,616,401
Net Income	\$10,139,915	Total Assets	\$59,616,399		

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	74.4%	61.5%	1.21	60.2%	1.24	75.8%	0.98	56.2%	1.32
Obstetrics	20.1%	41.1%	0.49	34.1%	0.14	51.5%	0.39	20.7%	0.98
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	59.2%	61.6%	0.96	57.4%	1.03	70.4%	0.84	48.8%	1.21
Average Census (Patients)									
Adult Medical-Surgical	67.0	24.9	2.69	23.5	2.86	100.5	0.67	62.4	1.07
Obstetrics	4.6	5.0	0.92	4.7	0.98	13.4	0.35	4.8	0.98
Pediatrics	0.0	1.7	N/A	0.5	N/A	4.8	N/A	0.0	N/A
Total Hospital	79.9	44.9	1.78	34.4	2.32	190.9	0.42	76.2	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	4.0	0.92	4.8	0.77	4.0	0.93
Obstetrics	2.1	2.4	0.88	2.4	0.91	2.5	0.86	2.1	1.03
Pediatrics	0.0	3.8	N/A	3.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	4.2	0.89	5.2	0.72	4.0	0.94
Surgical Operations									
Inpatient	2,895	989	2.93	966	3.00	3,644	0.79	2,701	1.07
Outpatient	20,541	4,208	4.88	5,983	3.43	11,922	1.72	19,663	1.04
Inpatient as % of All Surgeries	12.4%	19.0%	0.65	13.9%	0.89	23.4%	0.53	12.1%	1.02
Outpatient Visits									
Non-Emergency Visits	156,139	131,799	1.18	87,094	1.79	419,931	0.37	157,923	0.99
Emergency Visits	34,127	16,822	2.03	15,140	2.25	42,605	0.80	32,639	1.05
Full-Time Equivalents (FTEs)									
Administrators	32.0	17.5	1.83	11.2	2.85	59.1	0.54	37.0	0.86
Nurses, Licensed	334.4	232.9	1.44	165.8	2.02	886.0	0.38	362.9	0.92
Ancillary Nursing Personnel	6.7	42.6	0.16	14.8	0.45	175.9	0.04	14.4	0.47
All Other Personnel	523.0	453.0	1.15	252.7	2.07	1,728.4	0.30	566.9	0.92
Total FTEs	896.1	746.0	1.20	444.5	2.02	2,849.5	0.31	981.2	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.3	12.3	1.00	9.5	1.30	11.2	1.10	14.3	0.86
Nurses, Licensed	128.8	163.8	0.79	140.0	0.92	167.8	0.77	140.1	0.92
Ancillary Nursing Personnel	2.6	30.0	0.09	12.5	0.21	33.3	0.08	5.6	0.46
All Other Personnel	201.4	318.6	0.63	213.4	0.94	327.4	0.62	218.8	0.92
Total FTEs	345.1	524.6	0.66	375.4	0.92	539.8	0.64	378.7	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	135	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,830	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	777
Inpatient Days	29,154			Inpatient Days	0	Newborn Days	1,412

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	90	6,561	24,456	74.4%	67.0	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	144	218	0.0%	0.6	1.5
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	790	1,691	20.1%	4.6	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	285	2,789	34.7%	7.6	9.8
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	32	0	32.0	Surgical Personnel	23	9	25.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	64	12	69.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	5	19.4
Dental Hygienists	0	0	0.0	Occupational Therapists	2	5	4.8
Registered Nurses	251	155	317.4	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	17.0	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	2	22	6.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	9	7	12.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	0	7.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	122	51	138.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	156	49	176.4
Pharmacy Personnel	28	9	31.5				
Clinical Laboratory Personnel	22	4	24.4				
				Total	760	342	896.1

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$501,827,302	51.1%	48.2%	1.06	49.9%	1.02	48.7%	1.05	51.3%	1.00
Medical Assistance	\$78,692,233	8.0%	14.2%	0.56	11.2%	0.71	13.0%	0.62	7.7%	1.04
Commercial	\$382,307,156	38.9%	32.4%	1.20	35.7%	1.09	32.4%	1.20	39.4%	0.99
All Other	\$19,582,944	2.0%	5.2%	0.38	3.1%	0.63	5.9%	0.34	1.6%	1.25
Deductions as % of Total Gross Patient Revenue										
Medicare	\$362,775,600	36.9%	37.1%	1.00	36.8%	1.00	38.0%	0.97	36.8%	1.00
Medical Assistance	\$61,958,292	6.3%	11.2%	0.56	8.8%	0.72	10.4%	0.60	6.2%	1.02
Commercial	\$189,289,477	19.3%	14.9%	1.29	16.3%	1.18	15.8%	1.22	17.2%	1.12
Charity Care	\$6,781,953	0.7%	0.7%	0.95	0.8%	0.89	0.8%	0.86	0.6%	1.07
Bad Debt	\$7,083,770	0.7%	0.8%	0.85	0.7%	0.97	0.8%	0.93	1.0%	0.75
All Other	\$9,695,987	1.0%	3.1%	0.32	1.8%	0.55	3.4%	0.29	0.7%	1.42
Total Deductions	\$637,585,079	64.9%	67.9%	0.96	65.2%	1.00	69.2%	0.94	62.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.9%	6.4%	0.14	2.4%	0.37	7.4%	0.12	2.5%	0.36
Net Gains/Losses as % of Net Income		0.1%	11.1%	0.01	16.2%	0.01	7.6%	0.01	0.0%	12.80
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$102,855,402	34.3%	41.6%	0.83	38.2%	0.90	40.0%	0.86	33.6%	1.02
Supplies & Services	\$180,317,541	60.2%	52.7%	1.14	56.2%	1.07	54.9%	1.10	60.8%	0.99
Capital Component	\$16,401,998	5.5%	5.7%	0.95	5.6%	0.97	5.1%	1.08	5.7%	0.97
Fiscal Statistics										
Operating Margin (%)		13.9%	6.4%	2.18	11.1%	1.25	5.8%	2.39	11.8%	1.18
Total Hospital Net Income (%)		13.9%	7.1%	1.96	13.0%	1.07	6.3%	2.22	11.8%	1.18
Return on Equity (%)		14.2%	3.1%	4.66	9.2%	1.54	4.7%	3.06	11.7%	1.21
Current Ratio		37.9	2.9	13.19	27.3	1.39	5.7	6.67	31.6	1.20
Days in Net Patient Accounts Receivable		45.3	85.9	0.53	50.2	0.90	57.7	0.79	55.0	0.82
Average Payment Period		7.7	125.5	0.06	13.9	0.55	46.2	0.17	6.9	1.12
Equity Financing (%)		98.1%	57.8%	1.70	94.3%	1.04	72.7%	1.35	98.3%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.0	5.14	0.2	0.01	0.0	0.99
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	12.2	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.40	0.7	1.47	0.7	1.39	1.0	1.03
Average Age of Plant (Years)		6.7	19.6	0.34	8.8	0.76	13.4	0.50	8.3	0.80
Increase (Decrease) Total Net Patient Revenue		6.0%	3.9%	1.52	5.6%	1.07	3.5%	1.72	-4.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		69.8%	67.6%	1.03	71.7%	0.97	62.1%	1.12	70.8%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,531		\$19,469	0.64	\$13,116	0.96	\$22,156	0.57	\$12,825	0.98
Inpatient Net Revenue per Day	\$3,424		\$3,859	0.89	\$3,156	1.08	\$4,083	0.84	\$3,266	1.05
Outpatient Net Revenue per Visit	\$1,334		\$875	1.52	\$911	1.46	\$987	1.35	\$1,278	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$982,409,636	Cash & Cash Equivalents	\$178,626,110	Current Liabilities	\$6,022,390
Less Deductions	\$637,585,079	Net Patient Receivables	\$42,837,448	Long-Term Debt	\$366,528
Net Patient Revenue	\$344,824,557	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,114,661			Subtotal	\$6,388,918
Total Revenue	\$347,939,218	Land, Buildings & Equipment (Net)	\$109,727,136		
Less Expenses	\$299,574,941	Other Assets	\$8,682,375	Unrestricted Fund Balance	\$333,484,151
Non-Operating Gains/Losses	\$46,149			Restricted Fund Balance	\$0
Net Income	\$48,410,426	Total Assets	\$339,873,069	Total Liabilities & Fund Balance	\$339,873,069

006 Tamarack Health Ashland 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: 6

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 7		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	94.1%	61.5%	1.53	31.6%	2.98	62.5%	1.51	84.1%	1.12
Obstetrics	27.4%	41.1%	0.67	23.2%	0.06	35.5%	0.77	27.6%	0.99
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	81.3%	61.6%	1.32	33.6%	2.42	61.3%	1.33	74.6%	1.09
Average Census (Patients)									
Adult Medical-Surgical	18.8	24.9	0.75	6.2	3.02	27.9	0.67	16.8	1.12
Obstetrics	1.4	5.0	0.27	1.0	1.31	4.2	0.33	1.4	0.99
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	28.4	44.9	0.63	7.7	3.68	54.3	0.52	26.1	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	4.5	1.05	4.5	1.07	4.4	1.08	4.0	1.21
Obstetrics	2.3	2.4	0.93	2.2	1.01	2.4	0.94	2.3	0.99
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.4	4.9	1.11	4.7	1.14	4.7	1.14	4.6	1.17
Surgical Operations									
Inpatient	194	989	0.20	53	3.67	1,120	0.17	223	0.87
Outpatient	2,326	4,208	0.55	1,137	2.05	5,321	0.44	2,204	1.06
Inpatient as % of All Surgeries	7.7%	19.0%	0.40	4.4%	1.73	17.4%	0.44	9.2%	0.84
Outpatient Visits									
Non-Emergency Visits	81,333	131,799	0.62	38,279	2.12	201,183	0.40	79,606	1.02
Emergency Visits	10,825	16,822	0.64	7,241	1.49	23,507	0.46	10,346	1.05
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	2.3	1.71	18.1	0.22	4.0	1.00
Nurses, Licensed	124.3	232.9	0.53	73.5	1.69	312.2	0.40	141.1	0.88
Ancillary Nursing Personnel	26.9	42.6	0.63	11.3	2.38	44.9	0.60	23.8	1.13
All Other Personnel	373.8	453.0	0.83	164.2	2.28	592.5	0.63	366.9	1.02
Total FTEs	529.1	746.0	0.71	251.4	2.10	967.7	0.55	535.9	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.1	12.3	0.17	3.5	0.61	9.7	0.22	2.6	0.82
Nurses, Licensed	66.8	163.8	0.41	111.2	0.60	167.7	0.40	92.6	0.72
Ancillary Nursing Personnel	14.5	30.0	0.48	17.1	0.85	24.1	0.60	15.6	0.93
All Other Personnel	200.8	318.6	0.63	248.5	0.81	318.3	0.63	240.8	0.83
Total FTEs	284.2	524.6	0.54	380.3	0.75	519.9	0.55	351.7	0.81

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance		Average Beds Used	0	Bassinets	8
Discharges	1,929	Organization (HMO)	No	Discharges	0	Total Births	203
Inpatient Days	10,382	Preferred Provider		Inpatient Days	0	Newborn Days	376
		Organization (PPO)	No				

006 Tamarack Health Ashland Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	1,433	6,869	94.1%	18.8	4.8
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	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	221	500	27.4%	1.4	2.3
Psychiatric	1	10	496	3,013	82.5%	8.3	6.1
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	8	3	8.6
Physicians & Dentists	20	0	20.0	Radiological Services Personnel	15	1	15.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	2	8.4
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.2
Registered Nurses	89	35	102.3	Occupational Therapy Assistants/Aides	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.6
Licensed Practical Nurses	1	3	3.2	Physical Therapy Assistants/Aides	3	1	3.5
Ancillary Nursing Personnel	26	4	26.9	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.2	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	11	1	11.2	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	7	1	7.7	Social Workers	5	1	5.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	81	0	81.0
Health Info Mgmt-Administrators/Technicians	4	2	5.0	All Other Personnel	146	65	172.9
Pharmacy Personnel	6	2	7.2				
Clinical Laboratory Personnel	9	3	9.6				
				Total	478	130	529.1

006 Tamarack Health Ashland Medical Center

Ashland, WI 54806

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$164,378,671	55.1%	48.2%	1.14	52.4%	1.05	44.9%	1.23	51.9%	1.06
Medical Assistance	\$45,321,542	15.2%	14.2%	1.07	16.1%	0.94	18.0%	0.84	16.6%	0.91
Commercial	\$69,948,667	23.4%	32.4%	0.72	25.8%	0.91	32.5%	0.72	26.2%	0.89
All Other	\$18,835,399	6.3%	5.2%	1.21	5.6%	1.13	4.6%	1.39	5.3%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$93,543,877	31.3%	37.1%	0.85	28.7%	1.09	35.8%	0.88	28.3%	1.11
Medical Assistance	\$30,198,295	10.1%	11.2%	0.90	11.1%	0.91	14.0%	0.72	10.4%	0.97
Commercial	\$11,121,497	3.7%	14.9%	0.25	5.9%	0.63	13.9%	0.27	4.4%	0.84
Charity Care	\$947,020	0.3%	0.7%	0.43	0.4%	0.79	0.5%	0.59	0.3%	1.09
Bad Debt	\$2,888,819	1.0%	0.8%	1.14	1.5%	0.65	0.8%	1.17	1.4%	0.70
All Other	\$11,157,568	3.7%	3.1%	1.19	2.7%	1.40	2.9%	1.30	3.3%	1.12
Total Deductions	\$149,857,077	50.2%	67.9%	0.74	50.3%	1.00	67.9%	0.74	48.2%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	6.4%	0.17	1.5%	0.71	6.1%	0.18	1.0%	1.08
Net Gains/Losses as % of Net Income		53.0%	11.1%	4.79	27.6%	1.92	10.0%	5.31	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$64,258,289	45.8%	41.6%	1.10	49.7%	0.92	43.9%	1.04	46.7%	0.98
Supplies & Services	\$65,449,183	46.7%	52.7%	0.89	43.4%	1.08	49.1%	0.95	45.0%	1.04
Capital Component	\$10,492,052	7.5%	5.7%	1.30	6.9%	1.09	6.9%	1.08	8.4%	0.90
Fiscal Statistics										
Operating Margin (%)		6.7%	6.4%	1.05	9.6%	0.70	7.1%	0.94	9.1%	0.74
Total Hospital Net Income (%)		13.2%	7.1%	1.86	12.8%	1.04	7.8%	1.69	3.1%	4.28
Return on Equity (%)		8.7%	3.1%	2.83	1.6%	5.43	2.1%	4.12	1.8%	4.72
Current Ratio		9.9	2.9	3.43	1.3	7.34	2.2	4.47	10.4	0.95
Days in Net Patient Accounts Receivable		49.8	85.9	0.58	276.9	0.18	119.9	0.42	50.1	0.99
Average Payment Period		42.5	125.5	0.34	717.7	0.06	229.7	0.19	33.0	1.29
Equity Financing (%)		79.9%	57.8%	1.38	40.6%	1.97	53.3%	1.50	79.5%	1.00
Long-Term Debt to Equity Ratio		0.1	0.4	0.37	0.9	0.17	0.5	0.29	0.2	0.86
Times Interest Earned		30.8	12.0	2.56	29.2	1.06	9.1	3.40	6.1	5.09
Total Asset Turnover		0.6	0.4	1.42	0.1	5.04	0.3	2.28	0.6	0.96
Average Age of Plant (Years)		6.5	19.6	0.33	54.5	0.12	25.3	0.26	6.1	1.06
Increase (Decrease) Total Net Patient Revenue		7.4%	3.9%	1.87	7.7%	0.95	4.1%	1.80	13.0%	0.57
Outpatient Gross Revenue (% of Total GPR)		86.0%	67.6%	1.27	88.6%	0.97	71.5%	1.20	83.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,668		\$19,469	0.80	\$17,278	0.91	\$18,306	0.86	\$16,225	0.97
Inpatient Net Revenue per Day	\$3,170		\$3,859	0.82	\$3,301	0.96	\$3,976	0.80	\$3,710	0.85
Outpatient Net Revenue per Visit	\$1,316		\$875	1.50	\$1,111	1.18	\$752	1.75	\$1,207	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$298,484,278	Cash & Cash Equivalents	\$123,948,930	Current Liabilities	\$15,233,706
Less Deductions	\$149,857,077	Net Patient Receivables	\$20,289,401	Long-Term Debt	\$28,410,101
Net Patient Revenue	\$148,627,201	Other Receivables	\$940,511	Other Liabilities	\$6,170,283
Plus Other Revenue	\$1,628,428			Subtotal	\$49,814,090
Total Revenue	\$150,255,629	Land, Buildings & Equipment (Net)	\$90,370,336	Unrestricted Fund Balance	\$197,515,464
Less Expenses	\$140,199,524	Other Assets	\$11,780,376	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$11,345,012			Total Liabilities & Fund Balance	\$247,329,554
Net Income	\$21,401,117	Total Assets	\$247,329,554		

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: 4

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	137.9%	61.5%	2.24	56.8%	2.43	42.9%	3.22	64.8%	2.13
Obstetrics	68.2%	41.1%	1.66	34.7%	0.04	20.5%	3.32	126.3%	0.54
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	114.7%	61.6%	1.86	54.3%	2.11	39.2%	2.92	71.6%	1.60
Average Census (Patients)									
Adult Medical-Surgical	5.5	24.9	0.22	12.6	0.44	9.2	0.60	5.2	1.07
Obstetrics	1.4	5.0	0.27	2.6	0.52	1.1	1.23	1.3	1.08
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	44.9	0.15	18.5	0.37	12.6	0.55	6.4	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	4.3	0.86	3.7	0.99	4.6	0.82
Obstetrics	1.6	2.4	0.67	2.3	0.71	2.0	0.79	2.0	0.82
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.78	4.4	0.86	3.8	1.00	3.6	1.04
Surgical Operations									
Inpatient	116	989	0.12	358	0.32	224	0.52	94	1.23
Outpatient	729	4,208	0.17	2,715	0.27	2,033	0.36	644	1.13
Inpatient as % of All Surgeries	13.7%	19.0%	0.72	11.6%	1.18	9.9%	1.39	12.7%	1.08
Outpatient Visits									
Non-Emergency Visits	110,541	131,799	0.84	80,185	1.38	77,115	1.43	78,847	1.40
Emergency Visits	4,926	16,822	0.29	8,854	0.56	11,550	0.43	4,642	1.06
Full-Time Equivalents (FTEs)									
Administrators	15.0	17.5	0.86	10.4	1.44	10.6	1.42	15.0	1.00
Nurses, Licensed	76.3	232.9	0.33	132.4	0.58	97.4	0.78	70.3	1.09
Ancillary Nursing Personnel	8.8	42.6	0.21	20.9	0.42	15.0	0.59	15.8	0.56
All Other Personnel	203.9	453.0	0.45	273.9	0.74	210.0	0.97	194.2	1.05
Total FTEs	304.0	746.0	0.41	437.6	0.69	333.0	0.91	295.2	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	31.0	12.3	2.52	13.2	2.35	15.0	2.06	32.4	0.95
Nurses, Licensed	157.6	163.8	0.96	167.9	0.94	138.1	1.14	152.0	1.04
Ancillary Nursing Personnel	18.2	30.0	0.61	26.5	0.69	21.2	0.86	34.1	0.53
All Other Personnel	421.0	318.6	1.32	347.5	1.21	297.9	1.41	420.0	1.00
Total FTEs	627.8	524.6	1.20	555.1	1.13	472.2	1.33	638.5	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	6	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	665	Preferred Provider Organization (PPO)	No	Discharges	38	Total Births	303
Inpatient Days	2,512			Inpatient Days	360	Newborn Days	489

007 Western Wisconsin Health
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	4	542	2,014	137.9%	5.5	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	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	309	498	68.2%	1.4	1.6
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	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	15	0	15.0	Surgical Personnel	3	3	5.2
Physicians & Dentists	13	0	17.9	Radiological Services Personnel	6	3	7.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	25	72	62.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	3	1	3.8	Physical Therapists	3	2	4.5
Licensed Practical Nurses	0	1	0.1	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	15	8.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	2	2.2
Nurse Practitioners	8	3	10.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	7	8.2
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	62	51	81.9
Pharmacy Personnel	2	7	7.0				
Clinical Laboratory Personnel	7	6	10.3				
				Total	209	190	304.0

007 Western Wisconsin Health

Baldwin, WI 54002

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,986,723	35.3%	48.2%	0.73	51.7%	0.68	47.9%	0.74	37.8%	0.93
Medical Assistance	\$22,785,682	21.2%	14.2%	1.49	12.2%	1.74	13.8%	1.53	18.4%	1.15
Commercial	\$44,732,027	41.6%	32.4%	1.28	31.5%	1.32	33.5%	1.24	41.5%	1.00
All Other	\$2,147,392	2.0%	5.2%	0.38	4.7%	0.43	4.8%	0.42	2.3%	0.86
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,557,702	15.4%	37.1%	0.41	34.8%	0.44	33.7%	0.46	12.0%	1.29
Medical Assistance	\$5,952,847	5.5%	11.2%	0.49	8.8%	0.62	10.5%	0.53	9.9%	0.56
Commercial	\$18,258,619	17.0%	14.9%	1.14	10.5%	1.62	14.1%	1.20	13.3%	1.28
Charity Care	\$304,949	0.3%	0.7%	0.39	0.4%	0.75	0.6%	0.46	0.9%	0.30
Bad Debt	\$1,910,524	1.8%	0.8%	2.09	1.1%	1.55	1.0%	1.72	0.6%	2.91
All Other	\$3,349	0.0%	3.1%	0.00	3.0%	0.00	2.9%	0.00	-0.2%	N/A
Total Deductions	\$42,987,990	39.9%	67.9%	0.59	58.7%	0.68	62.8%	0.64	36.5%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.9%	6.4%	0.93	4.2%	1.42	6.2%	0.95	9.2%	0.65
Net Gains/Losses as % of Net Income		39.5%	11.1%	3.57	33.8%	1.17	28.7%	1.38	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,190,538	57.3%	41.6%	1.38	48.8%	1.17	47.2%	1.21	58.6%	0.98
Supplies & Services	\$23,888,208	36.8%	52.7%	0.70	46.5%	0.79	46.1%	0.80	35.3%	1.04
Capital Component	\$3,856,076	5.9%	5.7%	1.03	4.7%	1.27	6.7%	0.89	6.1%	0.98
Fiscal Statistics										
Operating Margin (%)		5.6%	6.4%	0.87	4.9%	1.14	6.7%	0.83	5.1%	1.09
Total Hospital Net Income (%)		8.9%	7.1%	1.25	7.2%	1.23	9.1%	0.97	4.4%	2.01
Return on Equity (%)		7.9%	3.1%	2.60	1.3%	6.09	4.6%	1.73	4.1%	1.93
Current Ratio		4.4	2.9	1.52	1.1	3.87	14.3	0.31	4.6	0.95
Days in Net Patient Accounts Receivable		52.2	85.9	0.61	210.1	0.25	49.3	1.06	43.5	1.20
Average Payment Period		43.1	125.5	0.34	460.7	0.09	35.0	1.23	32.3	1.34
Equity Financing (%)		52.3%	57.8%	0.91	38.6%	1.36	57.4%	0.91	49.0%	1.07
Long-Term Debt to Equity Ratio		0.7	0.4	1.74	0.9	0.74	0.1	5.33	0.8	0.81
Times Interest Earned		9.7	12.0	0.80	22.9	0.42	16.7	0.58	4.8	2.02
Total Asset Turnover		0.9	0.4	2.02	0.2	4.88	0.5	1.76	0.9	0.92
Average Age of Plant (Years)		8.0	19.6	0.41	56.0	0.14	11.3	0.71	7.4	1.08
Increase (Decrease) Total Net Patient Revenue		14.8%	3.9%	3.76	7.4%	2.00	3.0%	4.98	28.7%	0.52
Outpatient Gross Revenue (% of Total GPR)		88.5%	67.6%	1.31	76.6%	1.15	82.2%	1.08	86.3%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,143		\$19,469	0.57	\$17,024	0.65	\$12,086	0.92	\$12,606	0.88
Inpatient Net Revenue per Day	\$3,153		\$3,859	0.82	\$3,633	0.87	\$3,093	1.02	\$3,203	0.98
Outpatient Net Revenue per Visit	\$510		\$875	0.58	\$979	0.52	\$740	0.69	\$645	0.79

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$107,651,821	Cash & Cash Equivalents	\$14,214,956	Current Liabilities	\$7,322,560
Less Deductions	\$42,987,990	Net Patient Receivables	\$9,246,940	Long-Term Debt	\$28,363,800
Net Patient Revenue	\$64,663,831	Other Receivables	\$1,844,102	Other Liabilities	\$2,190,324
Plus Other Revenue	\$4,090,533			Subtotal	\$37,876,684
Total Revenue	\$68,754,362	Land, Buildings & Equipment (Net)	\$32,949,511	Unrestricted Fund Balance	\$41,600,113
Less Expenses	\$64,934,822	Other Assets	\$21,221,290	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,496,856			Total Liabilities & Fund Balance	\$79,476,797
Net Income	\$6,316,396	Total Assets	\$79,476,799		

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

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	47.0%	61.5%	0.76	59.9%	0.78	42.9%	1.10	45.9%	1.02
Obstetrics	12.1%	41.1%	0.29	39.5%	0.03	20.5%	0.59	10.7%	1.13
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.3%	61.6%	0.62	61.8%	0.62	39.2%	0.98	37.3%	1.03
Average Census (Patients)									
Adult Medical-Surgical	12.2	24.9	0.49	26.8	0.46	9.2	1.32	11.9	1.02
Obstetrics	1.3	5.0	0.27	4.5	0.29	1.1	1.20	1.2	1.13
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	16.5	44.9	0.37	55.6	0.30	12.6	1.31	16.0	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.85	4.5	0.85	3.7	1.03	3.8	1.00
Obstetrics	2.1	2.4	0.88	2.6	0.83	2.0	1.05	2.1	1.02
Pediatrics	0.0	3.8	N/A	4.6	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.76	5.1	0.73	3.8	0.98	3.8	0.97
Surgical Operations									
Inpatient	194	989	0.20	948	0.20	224	0.87	176	1.10
Outpatient	1,345	4,208	0.32	4,423	0.30	2,033	0.66	1,663	0.81
Inpatient as % of All Surgeries	12.6%	19.0%	0.66	17.6%	0.71	9.9%	1.27	9.6%	1.32
Outpatient Visits									
Non-Emergency Visits	81,834	131,799	0.62	185,542	0.44	77,115	1.06	84,186	0.97
Emergency Visits	21,076	16,822	1.25	18,373	1.15	11,550	1.82	20,302	1.04
Full-Time Equivalents (FTEs)									
Administrators	10.7	17.5	0.61	18.2	0.59	10.6	1.01	13.5	0.80
Nurses, Licensed	90.5	232.9	0.39	281.6	0.32	97.4	0.93	94.7	0.96
Ancillary Nursing Personnel	0.0	42.6	N/A	39.5	N/A	15.0	N/A	0.0	N/A
All Other Personnel	166.0	453.0	0.37	649.6	0.26	210.0	0.79	181.4	0.92
Total FTEs	267.2	746.0	0.36	989.0	0.27	333.0	0.80	289.5	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.9	12.3	1.13	11.4	1.21	15.0	0.92	17.5	0.79
Nurses, Licensed	117.3	163.8	0.72	176.3	0.67	138.1	0.85	123.2	0.95
Ancillary Nursing Personnel	0.0	30.0	N/A	24.8	N/A	21.2	N/A	0.0	N/A
All Other Personnel	215.1	318.6	0.68	406.7	0.53	297.9	0.72	236.1	0.91
Total FTEs	346.2	524.6	0.66	619.1	0.56	472.2	0.73	376.8	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	43	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	1,627	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	196
Inpatient Days	6,011			Inpatient Days	0	Newborn Days	393

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	26	1,159	4,456	47.0%	12.2	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	11	228	486	12.1%	1.3	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	251	1,069	48.8%	2.9	4.3
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	9	10.7	Surgical Personnel	3	3	5.0
Physicians & Dentists	2	3	3.1	Radiological Services Personnel	17	6	19.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	6.4
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.0
Registered Nurses	60	48	82.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	6	6.7
Licensed Practical Nurses	1	1	1.6	Physical Therapy Assistants/Aides	2	2	2.8
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	2	2	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	2	4.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	27	27	37.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	50	23	60.2
Pharmacy Personnel	5	2	5.5				
Clinical Laboratory Personnel	11	4	13.2				
				Total	204	147	267.2

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$134,744,552	53.2%	48.2%	1.10	43.0%	1.24	47.9%	1.11	52.5%	1.01
Medical Assistance	\$36,607,604	14.5%	14.2%	1.02	12.2%	1.19	13.8%	1.04	15.0%	0.96
Commercial	\$70,258,977	27.7%	32.4%	0.86	35.7%	0.78	33.5%	0.83	28.0%	0.99
All Other	\$11,714,510	4.6%	5.2%	0.88	9.2%	0.50	4.8%	0.97	4.5%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$108,236,462	42.7%	37.1%	1.15	33.3%	1.28	33.7%	1.27	41.6%	1.03
Medical Assistance	\$33,287,541	13.1%	11.2%	1.17	9.7%	1.35	10.5%	1.25	13.3%	0.98
Commercial	\$27,981,154	11.0%	14.9%	0.74	17.9%	0.62	14.1%	0.78	9.8%	1.13
Charity Care	\$2,784,202	1.1%	0.7%	1.51	0.6%	1.77	0.6%	1.80	0.3%	3.18
Bad Debt	-\$152,774	-0.1%	0.8%	N/A	0.9%	N/A	1.0%	N/A	1.9%	N/A
All Other	\$7,820,208	3.1%	3.1%	0.99	5.1%	0.61	2.9%	1.05	2.9%	1.05
Total Deductions	\$179,956,793	71.0%	67.9%	1.05	67.5%	1.05	62.8%	1.13	69.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	6.4%	0.60	3.6%	1.07	6.2%	0.62	2.7%	1.40
Net Gains/Losses as % of Net Income		28.3%	11.1%	2.56	53.3%	0.53	28.7%	0.99	37.8%	0.75
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$30,810,504	49.6%	41.6%	1.19	45.0%	1.10	47.2%	1.05	45.2%	1.10
Supplies & Services	\$27,310,812	44.0%	52.7%	0.83	48.7%	0.90	46.1%	0.95	48.1%	0.91
Capital Component	\$3,976,994	6.4%	5.7%	1.11	6.4%	1.00	6.7%	0.96	6.7%	0.95
Fiscal Statistics										
Operating Margin (%)		18.6%	6.4%	2.93	3.7%	4.99	6.7%	2.79	16.2%	1.15
Total Hospital Net Income (%)		24.2%	7.1%	3.41	7.7%	3.16	9.1%	2.66	23.6%	1.02
Return on Equity (%)		39.3%	3.1%	12.84	3.8%	10.31	4.6%	8.53	9.0%	4.37
Current Ratio		2.6	2.9	0.90	3.0	0.85	14.3	0.18	26.4	0.10
Days in Net Patient Accounts Receivable		64.6	85.9	0.75	65.9	0.98	49.3	1.31	46.8	1.38
Average Payment Period		34.9	125.5	0.28	98.2	0.36	35.0	1.00	42.2	0.83
Equity Financing (%)		176.2%	57.8%	3.05	50.5%	3.49	57.4%	3.07	62.8%	2.81
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.1	N/A	16.7	N/A	0.0	N/A
Total Asset Turnover		1.5	0.4	3.54	0.5	3.17	0.5	3.07	0.3	4.36
Average Age of Plant (Years)		15.5	19.6	0.79	15.8	0.98	11.3	1.38	13.3	1.16
Increase (Decrease) Total Net Patient Revenue		-2.5%	3.9%	N/A	7.9%	N/A	3.0%	N/A	6.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.7%	67.6%	1.16	64.7%	1.22	82.2%	0.96	79.1%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,044		\$19,469	0.67	\$21,761	0.60	\$12,086	1.08	\$11,761	1.11
Inpatient Net Revenue per Day	\$3,541		\$3,859	0.92	\$4,214	0.84	\$3,093	1.14	\$3,093	1.15
Outpatient Net Revenue per Visit	\$505		\$875	0.58	\$819	0.62	\$740	0.68	\$593	0.85

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$253,325,644	Cash & Cash Equivalents	\$6,750	Current Liabilities	\$5,594,312
Less Deductions	\$179,956,793	Net Patient Receivables	\$12,988,263	Long-Term Debt	\$0
Net Patient Revenue	\$73,368,851	Other Receivables	\$43,469	Other Liabilities	-\$44,058,974
Plus Other Revenue	\$2,945,325			Subtotal	-\$38,464,662
Total Revenue	\$76,314,176	Land, Buildings & Equipment (Net)	\$29,047,060	Unrestricted Fund Balance	\$88,959,101
Less Expenses	\$62,098,310	Other Assets	\$8,408,897	Restricted Fund Balance	\$347,289
Non-Operating Gains/Losses	\$5,620,930			Total Liabilities & Fund Balance	\$50,494,439
Net Income	\$19,836,796	Total Assets	\$50,494,439		

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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.6%	61.5%	0.61	56.8%	0.66	54.8%	0.69	25.9%	1.46
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	34.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.6%	61.6%	0.61	54.3%	0.69	59.6%	0.63	28.9%	1.30
Average Census (Patients)									
Adult Medical-Surgical	5.6	24.9	0.23	12.6	0.45	15.8	0.36	5.4	1.04
Obstetrics	0.0	5.0	N/A	2.6	N/A	2.9	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.6	44.9	0.13	18.5	0.30	29.6	0.19	6.1	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.5	0.64	4.3	0.67	4.2	0.70	3.0	0.97
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.3	N/A	2.1	0.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.60	4.4	0.66	4.4	0.66	2.9	1.01
Surgical Operations									
Inpatient	22	989	0.02	358	0.06	409	0.05	56	0.39
Outpatient	758	4,208	0.18	2,715	0.28	2,735	0.28	597	1.27
Inpatient as % of All Surgeries	2.8%	19.0%	0.15	11.6%	0.24	13.0%	0.22	8.6%	0.33
Outpatient Visits									
Non-Emergency Visits	68,833	131,799	0.52	80,185	0.86	92,528	0.74	63,650	1.08
Emergency Visits	11,165	16,822	0.66	8,854	1.26	17,976	0.62	11,448	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	10.4	0.10	12.7	0.08	1.0	1.00
Nurses, Licensed	83.7	232.9	0.36	132.4	0.63	137.2	0.61	100.9	0.83
Ancillary Nursing Personnel	10.9	42.6	0.25	20.9	0.52	29.9	0.36	11.6	0.94
All Other Personnel	182.8	453.0	0.40	273.9	0.67	239.1	0.76	121.7	1.50
Total FTEs	278.3	746.0	0.37	437.6	0.64	418.9	0.66	235.1	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.6	12.3	0.13	13.2	0.12	10.9	0.15	1.9	0.83
Nurses, Licensed	134.0	163.8	0.82	167.9	0.80	117.7	1.14	194.9	0.69
Ancillary Nursing Personnel	17.4	30.0	0.58	26.5	0.65	25.6	0.68	22.4	0.78
All Other Personnel	292.8	318.6	0.92	347.5	0.84	205.0	1.43	235.2	1.25
Total FTEs	445.9	524.6	0.85	555.1	0.80	359.2	1.24	454.4	0.98

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 713
 Inpatient Days 2,060

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 198
 Inpatient Days 1,752

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	713	2,060	37.6%	5.6	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	1	0	1.0	Surgical Personnel	1	4	3.2
Physicians & Dentists	16	12	18.2	Radiological Services Personnel	15	8	17.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	8	7.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	3.5
Registered Nurses	18	75	67.7	Occupational Therapy Assistants/Aides	0	1	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	5	8.2
Licensed Practical Nurses	0	10	5.5	Physical Therapy Assistants/Aides	3	3	4.3
Ancillary Nursing Personnel	2	16	10.9	Recreational Therapists	0	0	0.0
Physician Assistants	6	6	8.5	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	4	9	8.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	1	2.4	Social Workers	1	3	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	11	26.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	41	11	46.2
Pharmacy Personnel	4	15	8.9				
Clinical Laboratory Personnel	12	0	12.0				
				Total	165	214	278.3

009 Mayo Clinic Health System - Northland in Barron

Barron, WI 54812

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,305,526	58.1%	48.2%	1.20	51.7%	1.12	51.3%	1.13	56.3%	1.03
Medical Assistance	\$23,961,094	11.4%	14.2%	0.80	12.2%	0.93	15.3%	0.74	13.0%	0.88
Commercial	\$54,622,292	25.9%	32.4%	0.80	31.5%	0.82	29.5%	0.88	26.6%	0.97
All Other	\$9,799,838	4.7%	5.2%	0.89	4.7%	1.00	3.8%	1.22	4.1%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$77,041,257	36.6%	37.1%	0.99	34.8%	1.05	39.7%	0.92	35.0%	1.05
Medical Assistance	\$16,738,572	7.9%	11.2%	0.71	8.8%	0.90	12.1%	0.66	9.1%	0.87
Commercial	\$14,084,138	6.7%	14.9%	0.45	10.5%	0.64	13.1%	0.51	6.5%	1.03
Charity Care	\$1,177,051	0.6%	0.7%	0.77	0.4%	1.48	0.8%	0.68	0.7%	0.75
Bad Debt	\$4,115,457	2.0%	0.8%	2.30	1.1%	1.71	1.2%	1.65	1.4%	1.37
All Other	\$5,007,413	2.4%	3.1%	0.76	3.0%	0.78	2.2%	1.06	2.1%	1.14
Total Deductions	\$118,163,888	56.1%	67.9%	0.83	58.7%	0.96	69.2%	0.81	54.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.5%	6.4%	0.39	4.2%	0.59	3.8%	0.65	1.7%	1.48
Net Gains/Losses as % of Net Income		0.0%	11.1%	0.00	33.8%	0.00	15.2%	0.00	0.0%	2.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,593,041	45.1%	41.6%	1.08	48.8%	0.92	40.1%	1.12	46.5%	0.97
Supplies & Services	\$38,575,731	50.2%	52.7%	0.95	46.5%	1.08	54.4%	0.92	48.2%	1.04
Capital Component	\$3,609,749	4.7%	5.7%	0.82	4.7%	1.00	5.5%	0.86	5.3%	0.88
Fiscal Statistics										
Operating Margin (%)		19.1%	6.4%	3.00	4.9%	3.91	5.0%	3.83	12.1%	1.58
Total Hospital Net Income (%)		19.1%	7.1%	2.69	7.2%	2.65	5.8%	3.28	12.1%	1.58
Return on Equity (%)		27.9%	3.1%	9.13	1.3%	21.40	2.3%	12.07	19.6%	1.42
Current Ratio		31.4	2.9	10.93	1.1	27.87	2.8	11.21	6.8	4.63
Days in Net Patient Accounts Receivable		46.7	85.9	0.54	210.1	0.22	86.5	0.54	45.8	1.02
Average Payment Period		7.1	125.5	0.06	460.7	0.02	128.9	0.06	23.4	0.30
Equity Financing (%)		73.5%	57.8%	1.27	38.6%	1.90	62.5%	1.18	76.7%	0.96
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.9	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		9,851.0	12.0	818.66	22.9	429.26	12.9	761.83	3,502.6	2.81
Total Asset Turnover		1.5	0.4	3.43	0.2	8.26	0.4	3.71	1.6	0.90
Average Age of Plant (Years)		14.1	19.6	0.72	56.0	0.25	21.5	0.66	11.8	1.20
Increase (Decrease) Total Net Patient Revenue		6.4%	3.9%	1.61	7.4%	0.86	0.2%	33.31	-3.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.9%	67.6%	1.34	76.6%	1.19	74.2%	1.22	88.2%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,477	\$19,469	0.85	\$17,024	0.97	\$12,524	1.32	\$16,635	0.99	
Inpatient Net Revenue per Day	\$3,839	\$3,859	0.99	\$3,633	1.06	\$2,770	1.39	\$3,413	1.12	
Outpatient Net Revenue per Visit	\$1,015	\$875	1.16	\$979	1.04	\$766	1.33	\$978	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$210,688,750	Cash & Cash Equivalents	\$705	Current Liabilities	\$1,447,962
Less Deductions	\$118,163,888	Net Patient Receivables	\$11,835,735	Long-Term Debt	\$0
Net Patient Revenue	\$92,524,862	Other Receivables	\$255,996	Other Liabilities	\$15,731,184
Plus Other Revenue	\$2,346,430			Subtotal	\$17,179,146
Total Revenue	\$94,871,292	Land, Buildings & Equipment (Net)	\$17,132,460	Unrestricted Fund Balance	\$47,609,578
Less Expenses	\$76,778,521	Other Assets	\$35,563,828	Restricted Fund Balance	\$62,354
Non-Operating Gains/Losses	\$1,760			Total Liabilities & Fund Balance	\$64,788,724
Net Income	\$18,094,531	Total Assets	\$64,788,724		

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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.0%	61.5%	0.67	59.9%	0.68	54.8%	0.75	34.9%	1.17
Obstetrics	10.1%	41.1%	0.25	39.5%	0.03	34.5%	0.29	10.6%	0.96
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.5%	61.6%	0.46	61.8%	0.46	59.6%	0.48	25.9%	1.10
Average Census (Patients)									
Adult Medical-Surgical	10.2	24.9	0.41	26.8	0.38	15.8	0.65	8.7	1.17
Obstetrics	1.2	5.0	0.24	4.5	0.27	2.9	0.41	1.3	0.96
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.2	44.9	0.27	55.6	0.22	29.6	0.41	11.1	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.5	1.11	4.5	1.12	4.2	1.22	4.2	1.20
Obstetrics	2.9	2.4	1.21	2.6	1.14	2.3	1.26	2.9	0.99
Pediatrics	0.0	3.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	4.9	0.97	5.1	0.93	4.4	1.08	5.8	0.82
Surgical Operations									
Inpatient	156	989	0.16	948	0.16	409	0.38	204	0.76
Outpatient	3,095	4,208	0.74	4,423	0.70	2,735	1.13	1,755	1.76
Inpatient as % of All Surgeries	4.8%	19.0%	0.25	17.6%	0.27	13.0%	0.37	10.4%	0.46
Outpatient Visits									
Non-Emergency Visits	103,875	131,799	0.79	185,542	0.56	92,528	1.12	73,295	1.42
Emergency Visits	11,939	16,822	0.71	18,373	0.65	17,976	0.66	11,988	1.00
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.5	0.17	18.2	0.16	12.7	0.24	5.0	0.60
Nurses, Licensed	110.2	232.9	0.47	281.6	0.39	137.2	0.80	129.8	0.85
Ancillary Nursing Personnel	18.9	42.6	0.44	39.5	0.48	29.9	0.63	24.0	0.79
All Other Personnel	335.2	453.0	0.74	649.6	0.52	239.1	1.40	363.8	0.92
Total FTEs	467.3	746.0	0.63	989.0	0.47	418.9	1.12	522.6	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.1	12.3	0.33	11.4	0.36	10.9	0.37	9.6	0.43
Nurses, Licensed	150.2	163.8	0.92	176.3	0.85	117.7	1.28	248.5	0.60
Ancillary Nursing Personnel	25.8	30.0	0.86	24.8	1.04	25.6	1.01	45.9	0.56
All Other Personnel	456.7	318.6	1.43	406.7	1.12	205.0	2.23	696.9	0.66
Total FTEs	636.8	524.6	1.21	619.1	1.03	359.2	1.77	1,000.9	0.64

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	43	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	946	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	156
Inpatient Days	4,471			Inpatient Days	0	Newborn Days	328

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	739	3,737	41.0%	10.2	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	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	152	444	10.1%	1.2	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	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	56	290	13.2%	0.8	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.

* 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	3	0	3.0	Surgical Personnel	7	3	7.8
Physicians & Dentists	20	7	21.6	Radiological Services Personnel	17	13	21.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	5	5.4
Dental Hygienists	0	0	0.0	Occupational Therapists	0	5	1.8
Registered Nurses	64	70	94.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	1	1	1.8	Physical Therapists	7	4	7.5
Licensed Practical Nurses	2	2	2.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	14	14	18.9	Recreational Therapists	0	0	0.0
Physician Assistants	4	3	4.9	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	4	1	4.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	3	7.0	Social Workers	1	1	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	88	24	93.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	103	69	124.4
Pharmacy Personnel	14	2	14.5				
Clinical Laboratory Personnel	12	4	13.3				
				Total	387	236	467.3

010 Marshfield Medical Center – Beaver Dam

Beaver Dam, WI 53916

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$137,866,731	49.6%	48.2%	1.03	43.0%	1.15	51.3%	0.97	50.5%	0.98
Medical Assistance	\$40,685,434	14.6%	14.2%	1.03	12.2%	1.20	15.3%	0.95	13.7%	1.06
Commercial	\$90,319,131	32.5%	32.4%	1.00	35.7%	0.91	29.5%	1.10	31.8%	1.02
All Other	\$9,360,090	3.4%	5.2%	0.64	9.2%	0.37	3.8%	0.88	4.0%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$111,442,848	40.1%	37.1%	1.08	33.3%	1.20	39.7%	1.01	37.8%	1.06
Medical Assistance	\$32,522,200	11.7%	11.2%	1.05	9.7%	1.20	12.1%	0.97	10.5%	1.12
Commercial	\$40,676,819	14.6%	14.9%	0.98	17.9%	0.82	13.1%	1.11	19.0%	0.77
Charity Care	\$721,658	0.3%	0.7%	0.36	0.6%	0.42	0.8%	0.32	0.6%	0.47
Bad Debt	\$10,548,520	3.8%	0.8%	4.47	0.9%	4.14	1.2%	3.20	1.1%	3.54
All Other	\$5,605,294	2.0%	3.1%	0.64	5.1%	0.40	2.2%	0.90	2.4%	0.85
Total Deductions	\$201,517,339	72.4%	67.9%	1.07	67.5%	1.07	69.2%	1.05	71.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.7%	6.4%	0.57	3.6%	1.01	3.8%	0.96	5.0%	0.73
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	53.3%	N/A	15.2%	N/A	24.8%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,662,605	41.5%	41.6%	1.00	45.0%	0.92	40.1%	1.03	48.2%	0.86
Supplies & Services	\$51,316,219	51.1%	52.7%	0.97	48.7%	1.05	54.4%	0.94	42.8%	1.19
Capital Component	\$7,494,201	7.5%	5.7%	1.30	6.4%	1.17	5.5%	1.36	9.0%	0.83
Fiscal Statistics										
Operating Margin (%)		-26.2%	6.4%	N/A	3.7%	N/A	5.0%	N/A	-43.3%	0.60
Total Hospital Net Income (%)		-16.4%	7.1%	N/A	7.7%	N/A	5.8%	N/A	-67.2%	0.24
Return on Equity (%)		-0.5%	3.1%	N/A	3.8%	N/A	2.3%	N/A	-1.4%	0.35
Current Ratio		0.9	2.9	0.31	3.0	0.29	2.8	0.32	1.5	0.59
Days in Net Patient Accounts Receivable		1,287.6	85.9	14.98	65.9	19.53	86.5	14.88	1,733.1	0.74
Average Payment Period		2,629.5	125.5	20.95	98.2	26.79	128.9	20.40	1,506.5	1.75
Equity Financing (%)		31.3%	57.8%	0.54	50.5%	0.62	62.5%	0.50	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	0.4	3.09	0.3	4.24	1.2	1.09
Times Interest Earned		-15.1	12.0	N/A	9.1	N/A	12.9	N/A	-45.5	0.33
Total Asset Turnover		0.0	0.4	0.06	0.5	0.06	0.4	0.07	0.0	1.15
Average Age of Plant (Years)		149.4	19.6	7.64	15.8	9.43	21.5	6.96	124.0	1.20
Increase (Decrease) Total Net Patient Revenue		7.1%	3.9%	1.79	7.9%	0.89	0.2%	36.94	-9.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		89.1%	67.6%	1.32	64.7%	1.38	74.2%	1.20	85.5%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,912	\$19,469	0.61	\$21,761	0.55	\$12,524	0.95	\$26,162	0.46
Inpatient Net Revenue per Day		\$3,857	\$3,859	1.00	\$4,214	0.92	\$2,770	1.39	\$6,692	0.58
Outpatient Net Revenue per Visit		\$656	\$875	0.75	\$819	0.80	\$766	0.86	\$631	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$278,231,387	Cash & Cash Equivalents		Current Liabilities	\$676,370,414
Less Deductions	\$201,517,339	Net Patient Receivables		Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$76,714,048	Other Receivables		Other Liabilities	\$131,289,257
Plus Other Revenue	\$2,921,944			Subtotal	\$1,979,950,372
Total Revenue	\$79,635,991	Land, Buildings & Equipment (Net)	\$1,113,004,988	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$100,473,025	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$6,670,036			Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$14,166,998	Total Assets	\$2,883,677,483		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.3%	61.5%	1.14	59.9%	1.17	62.5%	1.13	68.7%	1.02
Obstetrics	15.7%	41.1%	0.38	39.5%	0.06	35.5%	0.44	19.1%	0.83
Pediatrics	4.8%	67.0%	0.07	66.9%	0.07	90.3%	0.05	7.8%	0.61
Total Hospital	53.5%	61.6%	0.87	61.8%	0.87	61.3%	0.87	50.1%	1.07
Average Census (Patients)									
Adult Medical-Surgical	16.9	24.9	0.68	26.8	0.63	27.9	0.60	16.5	1.02
Obstetrics	2.4	5.0	0.47	4.5	0.52	4.2	0.56	2.9	0.83
Pediatrics	0.1	1.7	0.06	2.8	0.03	3.6	0.06	0.2	0.61
Total Hospital	51.9	44.9	1.16	55.6	0.93	54.3	0.96	48.6	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	4.5	1.06	4.5	1.06	4.4	1.09	4.5	1.06
Obstetrics	2.5	2.4	1.02	2.6	0.96	2.4	1.02	2.3	1.06
Pediatrics	1.6	3.8	0.42	4.6	0.34	3.4	0.46	1.8	0.87
Total Hospital	4.7	4.9	0.97	5.1	0.93	4.7	1.00	4.3	1.08
Surgical Operations									
Inpatient	953	989	0.96	948	1.01	1,120	0.85	847	1.13
Outpatient	4,064	4,208	0.97	4,423	0.92	5,321	0.76	3,789	1.07
Inpatient as % of All Surgeries	19.0%	19.0%	1.00	17.6%	1.08	17.4%	1.09	18.3%	1.04
Outpatient Visits									
Non-Emergency Visits	354,751	131,799	2.69	185,542	1.91	201,183	1.76	360,263	0.98
Emergency Visits	28,360	16,822	1.69	18,373	1.54	23,507	1.21	28,144	1.01
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	18.2	0.33	18.1	0.33	7.0	0.86
Nurses, Licensed	277.8	232.9	1.19	281.6	0.99	312.2	0.89	324.3	0.86
Ancillary Nursing Personnel	30.1	42.6	0.71	39.5	0.76	44.9	0.67	31.3	0.96
All Other Personnel	803.2	453.0	1.77	649.6	1.24	592.5	1.36	790.9	1.02
Total FTEs	1,117.0	746.0	1.50	989.0	1.13	967.7	1.15	1,153.4	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.6	12.3	0.21	11.4	0.23	9.7	0.27	3.2	0.80
Nurses, Licensed	119.8	163.8	0.73	176.3	0.68	167.7	0.71	149.4	0.80
Ancillary Nursing Personnel	13.0	30.0	0.43	24.8	0.52	24.1	0.54	14.4	0.90
All Other Personnel	346.3	318.6	1.09	406.7	0.85	318.3	1.09	364.3	0.95
Total FTEs	481.7	524.6	0.92	619.1	0.78	519.9	0.93	531.3	0.91

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	4,031	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	308
Inpatient Days	18,939			Inpatient Days	0	Newborn Days	624

011 Beloit Health System
Beloit, WI 53511

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	24	1,278	6,158	70.3%	16.9	4.8
Orthopedic	1	8	298	1,378	47.2%	3.8	4.6
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	493	2,204	0.0%	6.0	4.5
Pediatric, acute	2	2	22	35	4.8%	0.1	1.6
Obstetrics	1	15	350	862	15.7%	2.4	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	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	8	494	1,984	67.9%	5.4	4.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	23	1,147	6,318	75.3%	17.3	5.5
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	6	0	6.0	Surgical Personnel	7	5	8.3
Physicians & Dentists	63	5	63.5	Radiological Services Personnel	12	34	24.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	13	10.8
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	4.0
Registered Nurses	186	183	247.9	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	6	12.3
Licensed Practical Nurses	8	4	11.2	Physical Therapy Assistants/Aides	10	4	11.8
Ancillary Nursing Personnel	11	38	30.1	Recreational Therapists	0	0	0.0
Physician Assistants	6	2	6.5	Dietitians & Nutritionists	3	3	3.7
Nurse Practitioners	18	1	18.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	5	11.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	109	93	133.0
Health Info Mgmt-Administrators/Technicians	15	3	16.8	All Other Personnel	308	204	385.1
Pharmacy Personnel	14	11	18.4				
Clinical Laboratory Personnel	17	19	27.6				
				Total	875	660	1,117.0

011 Beloit Health System
Beloit, WI 53511

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$605,065,985	52.1%	48.2%	1.08	43.0%	1.21	44.9%	1.16	50.8%	1.03
Medical Assistance	\$192,684,575	16.6%	14.2%	1.17	12.2%	1.36	18.0%	0.92	18.7%	0.89
Commercial	\$347,766,359	29.9%	32.4%	0.92	35.7%	0.84	32.5%	0.92	29.2%	1.02
All Other	\$15,783,736	1.4%	5.2%	0.26	9.2%	0.15	4.6%	0.30	1.3%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$506,108,839	43.6%	37.1%	1.18	33.3%	1.31	35.8%	1.22	42.2%	1.03
Medical Assistance	\$172,920,841	14.9%	11.2%	1.33	9.7%	1.53	14.0%	1.06	16.6%	0.90
Commercial	\$193,785,005	16.7%	14.9%	1.12	17.9%	0.93	13.9%	1.20	15.3%	1.09
Charity Care	\$399,928	0.0%	0.7%	0.05	0.6%	0.06	0.5%	0.06	0.2%	0.18
Bad Debt	\$12,081,390	1.0%	0.8%	1.23	0.9%	1.13	0.8%	1.25	1.6%	0.66
All Other	\$11,048,615	1.0%	3.1%	0.30	5.1%	0.19	2.9%	0.33	0.9%	1.05
Total Deductions	\$896,344,618	77.2%	67.9%	1.14	67.5%	1.14	67.9%	1.14	76.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	6.4%	0.51	3.6%	0.91	6.1%	0.54	3.1%	1.05
Net Gains/Losses as % of Net Income		103.7%	11.1%	9.37	53.3%	1.95	10.0%	10.38	105.4%	0.98
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$147,255,818	53.9%	41.6%	1.30	45.0%	1.20	43.9%	1.23	54.7%	0.99
Supplies & Services	\$112,004,502	41.0%	52.7%	0.78	48.7%	0.84	49.1%	0.83	40.1%	1.02
Capital Component	\$13,894,899	5.1%	5.7%	0.89	6.4%	0.80	6.9%	0.73	5.2%	0.97
Fiscal Statistics										
Operating Margin (%)		0.3%	6.4%	0.05	3.7%	0.08	7.1%	0.04	0.3%	1.19
Total Hospital Net Income (%)		-9.0%	7.1%	N/A	7.7%	N/A	7.8%	N/A	-5.0%	1.81
Return on Equity (%)		-8.1%	3.1%	N/A	3.8%	N/A	2.1%	N/A	-4.4%	1.84
Current Ratio		2.1	2.9	0.73	3.0	0.69	2.2	0.95	2.1	0.98
Days in Net Patient Accounts Receivable		50.1	85.9	0.58	65.9	0.76	119.9	0.42	46.7	1.07
Average Payment Period		48.9	125.5	0.39	98.2	0.50	229.7	0.21	52.4	0.93
Equity Financing (%)		62.0%	57.8%	1.07	50.5%	1.23	53.3%	1.16	59.5%	1.04
Long-Term Debt to Equity Ratio		0.4	0.4	0.90	0.4	0.84	0.5	0.72	0.4	0.90
Times Interest Earned		-6.2	12.0	N/A	9.1	N/A	9.1	N/A	-2.9	2.11
Total Asset Turnover		1.0	0.4	2.29	0.5	2.05	0.3	3.68	0.9	1.06
Average Age of Plant (Years)		19.0	19.6	0.97	15.8	1.20	25.3	0.75	19.2	0.99
Increase (Decrease) Total Net Patient Revenue		6.1%	3.9%	1.56	7.9%	0.77	4.1%	1.50	-0.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		77.6%	67.6%	1.15	64.7%	1.20	71.5%	1.09	77.6%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,532	\$19,469	0.70	\$21,761	0.62	\$18,306	0.74	\$12,567	1.08
Inpatient Net Revenue per Day		\$2,880	\$3,859	0.75	\$4,214	0.68	\$3,976	0.72	\$2,899	0.99
Outpatient Net Revenue per Visit		\$581	\$875	0.66	\$819	0.71	\$752	0.77	\$554	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,161,300,655	Cash & Cash Equivalents	\$23,029,233	Current Liabilities	\$35,410,000
Less Deductions	\$896,344,618	Net Patient Receivables	\$36,348,142	Long-Term Debt	\$61,419,429
Net Patient Revenue	\$264,956,037	Other Receivables	\$5,577,710	Other Liabilities	\$9,353,272
Plus Other Revenue	\$9,027,565			Subtotal	\$106,182,701
Total Revenue	\$273,983,602	Land, Buildings & Equipment (Net)	\$121,944,223	Unrestricted Fund Balance	\$173,441,507
Less Expenses	\$273,155,215	Other Assets	\$92,724,900	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$23,472,446			Total Liabilities & Fund Balance	\$279,624,208
Net Income	-\$22,644,059	Total Assets	\$279,624,208		

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.9%	61.5%	0.37	60.2%	0.38	32.8%	0.70	37.1%	0.62
Obstetrics	22.4%	41.1%	0.54	34.1%	0.02	18.9%	1.18	17.5%	1.28
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.4%	61.6%	0.51	57.4%	0.55	35.7%	0.88	43.4%	0.72
Average Census (Patients)									
Adult Medical-Surgical	3.9	24.9	0.16	23.5	0.17	5.6	0.69	6.3	0.62
Obstetrics	0.7	5.0	0.13	4.7	0.14	0.8	0.82	0.5	1.28
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.9	44.9	0.17	34.4	0.23	8.1	0.98	10.8	0.72
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.5	0.76	4.0	0.86	3.8	0.91	4.4	0.79
Obstetrics	2.1	2.4	0.88	2.4	0.90	2.1	1.02	2.0	1.04
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.69	4.2	0.80	3.8	0.88	4.1	0.81
Surgical Operations									
Inpatient	150	989	0.15	966	0.16	135	1.11	329	0.46
Outpatient	2,923	4,208	0.69	5,983	0.49	1,616	1.81	3,147	0.93
Inpatient as % of All Surgeries	4.9%	19.0%	0.26	13.9%	0.35	7.7%	0.63	9.5%	0.52
Outpatient Visits									
Non-Emergency Visits	42,828	131,799	0.32	87,094	0.49	55,406	0.77	42,780	1.00
Emergency Visits	7,965	16,822	0.47	15,140	0.53	8,784	0.91	8,183	0.97
Full-Time Equivalents (FTEs)									
Administrators	9.0	17.5	0.51	11.2	0.80	10.8	0.83	8.0	1.13
Nurses, Licensed	52.4	232.9	0.22	165.8	0.32	65.3	0.80	56.4	0.93
Ancillary Nursing Personnel	1.7	42.6	0.04	14.8	0.12	8.4	0.20	3.4	0.50
All Other Personnel	116.9	453.0	0.26	252.7	0.46	151.7	0.77	127.0	0.92
Total FTEs	180.0	746.0	0.24	444.5	0.40	236.3	0.76	194.8	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.5	12.3	1.75	9.5	2.27	21.5	1.00	14.2	1.51
Nurses, Licensed	124.9	163.8	0.76	140.0	0.89	129.7	0.96	100.0	1.25
Ancillary Nursing Personnel	4.1	30.0	0.14	12.5	0.33	16.8	0.24	6.0	0.67
All Other Personnel	278.9	318.6	0.88	213.4	1.31	301.4	0.93	225.1	1.24
Total FTEs	429.4	524.6	0.82	375.4	1.14	469.3	0.91	345.3	1.24

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	108
Inpatient Days	2,868			Inpatient Days	0	Newborn Days	191

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	409	1,418	22.9%	3.9	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	3	0	22	73	0.0%	0.2	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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	115	245	22.4%	0.7	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	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	311	1,132	62.0%	3.1	3.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
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	4	3	4.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	3	12.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	3	2.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	40	32	52.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	5	0	5.0
Ancillary Nursing Personnel	1	2	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	26	5	28.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	41	12	45.6
Pharmacy Personnel	4	1	4.5				
Clinical Laboratory Personnel	5	2	5.8				
				Total	155	65	180.0

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$82,156,583	53.3%	48.2%	1.11	49.9%	1.07	50.4%	1.06	53.9%	0.99
Medical Assistance	\$16,454,488	10.7%	14.2%	0.75	11.2%	0.95	11.9%	0.89	11.5%	0.93
Commercial	\$53,721,454	34.8%	32.4%	1.08	35.7%	0.97	34.9%	1.00	33.1%	1.05
All Other	\$1,938,228	1.3%	5.2%	0.24	3.1%	0.40	2.7%	0.46	1.6%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$59,022,565	38.3%	37.1%	1.03	36.8%	1.04	34.8%	1.10	37.8%	1.01
Medical Assistance	\$12,875,959	8.3%	11.2%	0.75	8.8%	0.95	8.4%	0.99	8.8%	0.95
Commercial	\$21,887,156	14.2%	14.9%	0.95	16.3%	0.87	13.4%	1.06	14.1%	1.01
Charity Care	\$1,147,875	0.7%	0.7%	1.02	0.8%	0.96	0.7%	1.08	0.8%	0.99
Bad Debt	\$2,778,203	1.8%	0.8%	2.12	0.7%	2.43	1.0%	1.88	1.5%	1.19
All Other	\$789,672	0.5%	3.1%	0.16	1.8%	0.29	1.9%	0.28	0.7%	0.76
Total Deductions	\$98,501,430	63.8%	67.9%	0.94	65.2%	0.98	60.1%	1.06	63.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	6.4%	0.10	2.4%	0.26	3.7%	0.17	4.2%	0.15	
Net Gains/Losses as % of Net Income	0.3%	11.1%	0.03	16.2%	0.02	21.8%	0.02	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,656,663	43.9%	41.6%	1.06	38.2%	1.15	46.1%	0.95	45.0%	0.98
Supplies & Services	\$27,651,514	47.3%	52.7%	0.90	56.2%	0.84	46.6%	1.02	46.6%	1.02
Capital Component	\$5,095,609	8.7%	5.7%	1.52	5.6%	1.54	7.3%	1.20	8.4%	1.04
Fiscal Statistics										
Operating Margin (%)	-4.1%	6.4%	N/A	11.1%	N/A	8.5%	N/A	15.7%	N/A	
Total Hospital Net Income (%)	-4.1%	7.1%	N/A	13.0%	N/A	10.7%	N/A	15.7%	N/A	
Return on Equity (%)	-3.0%	3.1%	N/A	9.2%	N/A	2.9%	N/A	13.9%	N/A	
Current Ratio	-4,577.8	2.9	N/A	27.3	N/A	1.7	N/A	7.6	N/A	
Days in Net Patient Accounts Receivable	38.6	85.9	0.45	50.2	0.77	136.5	0.28	54.1	0.71	
Average Payment Period	0.0	125.5	N/A	13.9	N/A	286.0	N/A	24.6	N/A	
Equity Financing (%)	98.7%	57.8%	1.71	94.3%	1.05	49.5%	1.99	95.4%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.4	0.03	0.0	61.77	0.6	0.02	0.0	N/A	
Times Interest Earned	0.0	12.0	N/A	761.1	N/A	15.7	N/A	0.0	N/A	
Total Asset Turnover	0.7	0.4	1.69	0.7	1.04	0.3	2.75	0.9	0.82	
Average Age of Plant (Years)	4.9	19.6	0.25	8.8	0.55	26.1	0.19	8.5	0.57	
Increase (Decrease) Total Net Patient Revenue	-2.2%	3.9%	N/A	5.6%	N/A	9.7%	N/A	3.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	81.5%	67.6%	1.21	71.7%	1.14	84.3%	0.97	80.9%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,525	\$19,469	0.64	\$13,116	0.95	\$14,823	0.84	\$10,957	1.14	
Inpatient Net Revenue per Day	\$3,804	\$3,859	0.99	\$3,156	1.21	\$3,524	1.08	\$2,674	1.42	
Outpatient Net Revenue per Visit	\$941	\$875	1.08	\$911	1.03	\$832	1.13	\$960	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$154,270,754	Cash & Cash Equivalents	\$12,813,670	Current Liabilities	-\$4,670
Less Deductions	\$98,501,430	Net Patient Receivables	\$5,898,537	Long-Term Debt	\$1,009,782
Net Patient Revenue	\$55,769,324	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$354,531			Subtotal	\$1,005,112
Total Revenue	\$56,123,857	Land, Buildings & Equipment (Net)	\$56,151,789	Unrestricted Fund Balance	\$76,524,943
Less Expenses	\$58,403,786	Other Assets	\$2,666,057	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$7,790			Total Liabilities & Fund Balance	\$77,530,055
Net Income	-\$2,287,719	Total Assets	\$77,530,053		

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 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.0%	61.5%	0.80	47.2%	1.04	32.8%	1.50	30.4%	1.61
Obstetrics	10.3%	41.1%	0.25	53.6%	0.01	18.9%	0.54	13.3%	0.77
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.5%	61.6%	0.61	51.9%	0.72	35.7%	1.05	24.9%	1.51
Average Census (Patients)									
Adult Medical-Surgical	8.8	24.9	0.35	17.2	0.51	5.6	1.58	5.5	1.61
Obstetrics	0.5	5.0	0.10	4.4	0.12	0.8	0.63	0.7	0.77
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.4	44.9	0.21	28.6	0.33	8.1	1.17	6.2	1.51
Average Length of Stay (Days)									
Adult Medical-Surgical	7.2	4.5	1.58	3.7	1.96	3.8	1.89	4.4	1.63
Obstetrics	1.8	2.4	0.75	2.0	0.90	2.1	0.86	2.4	0.77
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.8	4.9	1.40	4.2	1.61	3.8	1.79	3.0	2.28
Surgical Operations									
Inpatient	87	989	0.09	840	0.10	135	0.65	122	0.71
Outpatient	2,155	4,208	0.51	3,492	0.62	1,616	1.33	1,678	1.28
Inpatient as % of All Surgeries	3.9%	19.0%	0.20	19.4%	0.20	7.7%	0.50	6.8%	0.57
Outpatient Visits									
Non-Emergency Visits	10,310	131,799	0.08	137,645	0.07	55,406	0.19	9,375	1.10
Emergency Visits	10,254	16,822	0.61	15,585	0.66	8,784	1.17	7,817	1.31
Full-Time Equivalents (FTEs)									
Administrators	20.0	17.5	1.14	13.0	1.54	10.8	1.85	24.0	0.83
Nurses, Licensed	60.2	232.9	0.26	152.9	0.39	65.3	0.92	75.0	0.80
Ancillary Nursing Personnel	19.3	42.6	0.45	23.1	0.83	8.4	2.28	16.7	1.16
All Other Personnel	167.8	453.0	0.37	424.9	0.39	151.7	1.11	171.4	0.98
Total FTEs	267.3	746.0	0.36	613.9	0.44	236.3	1.13	287.1	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.3	12.3	3.03	7.6	4.92	21.5	1.73	58.2	0.64
Nurses, Licensed	112.3	163.8	0.69	89.3	1.26	129.7	0.87	181.7	0.62
Ancillary Nursing Personnel	35.9	30.0	1.20	13.5	2.66	16.8	2.14	40.4	0.89
All Other Personnel	312.8	318.6	0.98	248.3	1.26	301.4	1.04	415.3	0.75
Total FTEs	498.2	524.6	0.95	358.8	1.39	469.3	1.06	695.6	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	0
Discharges	503	Preferred Provider Organization (PPO)	Yes	Discharges	58	Total Births	104
Inpatient Days	3,425			Inpatient Days	1,165	Newborn Days	166

014 Black River Memorial Hospital
Black River Falls, WI 54615

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	449	3,222	49.0%	8.8	7.2
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	2	1	6	15	4.1%	0.0	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	5	1	0	0	0.0%	0.0	0.0
Obstetrics	1	5	104	188	10.3%	0.5	1.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	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	20	0	20.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	1	13	4.9	Radiological Services Personnel	8	4	10.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	2	7.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.6
Registered Nurses	41	19	52.1	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	3.4
Licensed Practical Nurses	0	1	0.7	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	16	4	19.3	Recreational Therapists	0	0	0.0
Physician Assistants	3	5	3.8	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	5	2	5.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	4	1.8	Social Workers	1	1	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	3	21.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	76	12	85.1
Pharmacy Personnel	4	1	4.0				
Clinical Laboratory Personnel	8	1	8.9				
				Total	228	78	267.3

014 Black River Memorial Hospital

Black River Falls, WI 54615

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$45,632,727	47.7%	48.2%	0.99	47.0%	1.02	50.4%	0.95	46.0%	1.04	
Medical Assistance	\$16,540,647	17.3%	14.2%	1.22	10.2%	1.70	11.9%	1.45	18.9%	0.91	
Commercial	\$32,280,443	33.7%	32.4%	1.04	34.4%	0.98	34.9%	0.97	33.7%	1.00	
All Other	\$1,221,860	1.3%	5.2%	0.24	8.4%	0.15	2.7%	0.47	1.4%	0.91	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$14,181,162	14.8%	37.1%	0.40	34.0%	0.44	34.8%	0.43	15.6%	0.95	
Medical Assistance	\$8,748,753	9.1%	11.2%	0.82	8.1%	1.12	8.4%	1.09	12.4%	0.74	
Commercial	\$8,004,906	8.4%	14.9%	0.56	15.7%	0.53	13.4%	0.63	7.7%	1.09	
Charity Care	\$437,849	0.5%	0.7%	0.63	1.1%	0.42	0.7%	0.66	1.1%	0.43	
Bad Debt	\$2,918,835	3.1%	0.8%	3.60	0.9%	3.38	1.0%	3.18	2.2%	1.37	
All Other	\$30	0.0%	3.1%	0.00	6.3%	0.00	1.9%	0.00	0.4%	0.00	
Total Deductions	\$34,291,535	35.8%	67.9%	0.53	66.1%	0.54	60.1%	0.60	39.3%	0.91	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.7%	6.4%	0.27	22.5%	0.08	3.7%	0.47	3.2%	0.53	
Net Gains/Losses as % of Net Income		90.4%	11.1%	8.17	110.0%	0.82	21.8%	4.16	68.8%	1.31	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$34,686,207	56.6%	41.6%	1.36	54.1%	1.05	46.1%	1.23	55.3%	1.02	
Supplies & Services	\$22,359,866	36.5%	52.7%	0.69	41.9%	0.87	46.6%	0.78	37.0%	0.98	
Capital Component	\$4,263,559	7.0%	5.7%	1.21	4.0%	1.74	7.3%	0.96	7.7%	0.90	
Fiscal Statistics											
Operating Margin (%)		1.8%	6.4%	0.29	-0.2%	N/A	8.5%	0.21	-2.5%	N/A	
Total Hospital Net Income (%)		16.3%	7.1%	2.30	2.0%	8.15	10.7%	1.53	-8.5%	N/A	
Return on Equity (%)		11.9%	3.1%	3.90	1.6%	7.38	2.9%	4.14	-5.3%	N/A	
Current Ratio		9.3	2.9	3.25	31.1	0.30	1.7	5.43	3.5	2.64	
Days in Net Patient Accounts Receivable		60.4	85.9	0.70	60.3	1.00	136.5	0.44	60.5	1.00	
Average Payment Period		37.6	125.5	0.30	10.3	3.66	286.0	0.13	58.5	0.64	
Equity Financing (%)		71.9%	57.8%	1.24	87.7%	0.82	49.5%	1.45	67.5%	1.06	
Long-Term Debt to Equity Ratio		0.0	0.4	0.04	0.1	0.25	0.6	0.02	0.3	0.04	
Times Interest Earned		18.4	12.0	1.53	12.7	1.45	15.7	1.18	-5.6	N/A	
Total Asset Turnover		0.6	0.4	1.46	0.8	0.79	0.3	2.37	0.7	0.95	
Average Age of Plant (Years)		14.3	19.6	0.73	10.0	1.43	26.1	0.55	12.3	1.16	
Increase (Decrease) Total Net Patient Revenue		9.6%	3.9%	2.43	-2.2%	N/A	9.7%	0.99	1.9%	4.95	
Outpatient Gross Revenue (% of Total GPR)		88.5%	67.6%	1.31	82.8%	1.07	84.3%	1.05	84.1%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$17,747	\$19,469	0.91	\$19,060	0.93	\$14,823	1.20	\$18,414	0.96	
Inpatient Net Revenue per Day		\$2,588	\$3,859	0.67	\$4,078	0.63	\$3,524	0.73	\$4,268	0.61	
Outpatient Net Revenue per Visit		\$2,597	\$875	2.97	\$880	2.95	\$832	3.12	\$2,461	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$95,675,677	Cash & Cash Equivalents	\$10,497,549	Current Liabilities	\$5,989,185
Less Deductions	\$34,291,535	Net Patient Receivables	\$10,159,997	Long-Term Debt	\$1,006,317
Net Patient Revenue	\$61,384,142	Other Receivables	\$477,370	Other Liabilities	\$21,166,897
Plus Other Revenue	\$1,071,720			Subtotal	\$28,162,399
Total Revenue	\$62,455,862	Land, Buildings & Equipment (Net)	\$26,335,723	Unrestricted Fund Balance	\$71,938,096
Less Expenses	\$61,309,632	Other Assets	\$52,629,856	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$10,802,619			Total Liabilities & Fund Balance	\$100,100,495
Net Income	\$11,948,849	Total Assets	\$100,100,495		

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: 2

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.4%	61.5%	0.20	56.8%	0.22	19.5%	0.64	17.6%	0.71
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	12.4%	61.6%	0.20	54.3%	0.23	19.6%	0.63	17.6%	0.71
Average Census (Patients)									
Adult Medical-Surgical	2.7	24.9	0.11	12.6	0.22	2.6	1.06	1.4	1.95
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	44.9	0.06	18.5	0.15	2.9	0.95	1.4	1.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.5	0.77	4.3	0.81	3.6	0.96	3.1	1.13
Obstetrics	0.0	2.4	N/A	2.3	N/A	1.8	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	3.5	4.9	0.72	4.4	0.79	3.2	1.08	3.1	1.13
Surgical Operations									
Inpatient	0	989	N/A	358	N/A	169	N/A	0	N/A
Outpatient	0	4,208	N/A	2,715	N/A	1,744	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	11.6%	N/A	8.9%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	50,011	131,799	0.38	80,185	0.62	28,500	1.75	46,793	1.07
Emergency Visits	3,781	16,822	0.22	8,854	0.43	5,439	0.70	3,680	1.03
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	10.4	N/A	5.9	N/A	0.0	N/A
Nurses, Licensed	57.1	232.9	0.24	132.4	0.43	39.4	1.45	51.4	1.11
Ancillary Nursing Personnel	7.1	42.6	0.17	20.9	0.34	6.0	1.18	10.6	0.67
All Other Personnel	113.1	453.0	0.25	273.9	0.41	78.1	1.45	88.8	1.27
Total FTEs	177.2	746.0	0.24	437.6	0.40	129.4	1.37	150.8	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	13.2	N/A	29.9	N/A	0.0	N/A
Nurses, Licensed	334.1	163.8	2.04	167.9	1.99	199.9	1.67	539.2	0.62
Ancillary Nursing Personnel	41.4	30.0	1.38	26.5	1.56	30.4	1.36	111.5	0.37
All Other Personnel	662.4	318.6	2.08	347.5	1.91	396.6	1.67	932.1	0.71
Total FTEs	1,037.9	524.6	1.98	555.1	1.87	656.8	1.58	1,582.8	0.66

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	22	Health Maintenance Organization (HMO)	Yes	Average Beds Used	8	Bassinets	0
Discharges	285	Preferred Provider Organization (PPO)	Yes	Discharges	179	Total Births	0
Inpatient Days	998			Inpatient Days	3,079	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 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	285	998	12.4%	2.7	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	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	0	0.0
Physicians & Dentists	10	3	11.7	Radiological Services Personnel	0	9	7.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	10	5.3
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.6
Registered Nurses	10	62	47.2	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	5	6.0
Licensed Practical Nurses	5	6	8.0	Physical Therapy Assistants/Aides	2	5	4.9
Ancillary Nursing Personnel	0	11	7.1	Recreational Therapists	0	0	0.0
Physician Assistants	3	5	6.0	Dietitians & Nutritionists	0	2	0.8
Nurse Practitioners	1	2	1.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	1.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	6	18.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	19	12	27.3
Pharmacy Personnel	0	12	2.4				
Clinical Laboratory Personnel	8	4	10.7				
				Total	87	161	177.2

015 Mayo Clinic Health System - Chippewa Valley in Bloomer

Bloomer, WI 54724

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$45,437,167	56.3%	48.2%	1.17	51.7%	1.09	47.8%	1.18	54.3%	1.04
Medical Assistance	\$7,466,815	9.3%	14.2%	0.65	12.2%	0.76	12.9%	0.72	10.4%	0.89
Commercial	\$25,799,685	32.0%	32.4%	0.99	31.5%	1.01	35.2%	0.91	32.8%	0.98
All Other	\$1,991,541	2.5%	5.2%	0.47	4.7%	0.53	4.2%	0.59	2.5%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$21,446,495	26.6%	37.1%	0.72	34.8%	0.76	28.9%	0.92	23.2%	1.15
Medical Assistance	\$5,373,373	6.7%	11.2%	0.60	8.8%	0.75	8.0%	0.83	7.0%	0.96
Commercial	\$7,147,403	8.9%	14.9%	0.59	10.5%	0.85	13.7%	0.65	8.4%	1.06
Charity Care	\$833,608	1.0%	0.7%	1.42	0.4%	2.74	0.6%	1.82	1.8%	0.58
Bad Debt	\$1,555,760	1.9%	0.8%	2.27	1.1%	1.69	0.8%	2.34	1.5%	1.27
All Other	\$833,764	1.0%	3.1%	0.33	3.0%	0.34	5.2%	0.20	1.1%	0.97
Total Deductions	\$37,190,403	46.1%	67.9%	0.68	58.7%	0.79	57.3%	0.80	42.9%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.2%	6.4%	0.03	4.2%	0.05	2.9%	0.08	0.2%	1.07
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	33.8%	N/A	7.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,507,988	55.5%	41.6%	1.33	48.8%	1.14	41.9%	1.32	56.5%	0.98
Supplies & Services	\$16,065,429	41.5%	52.7%	0.79	46.5%	0.89	51.7%	0.80	40.3%	1.03
Capital Component	\$1,177,722	3.0%	5.7%	0.53	4.7%	0.65	6.4%	0.47	3.2%	0.95
Fiscal Statistics										
Operating Margin (%)		11.1%	6.4%	1.75	4.9%	2.28	12.9%	0.86	5.2%	2.15
Total Hospital Net Income (%)		11.1%	7.1%	1.57	7.2%	1.55	13.9%	0.80	5.2%	2.15
Return on Equity (%)		21.7%	3.1%	7.08	1.3%	16.59	1.2%	18.48	12.0%	1.80
Current Ratio		43.9	2.9	15.28	1.1	38.96	1.0	44.16	11.0	3.99
Days in Net Patient Accounts Receivable		43.1	85.9	0.50	210.1	0.20	442.3	0.10	42.7	1.01
Average Payment Period		3.4	125.5	0.03	460.7	0.01	1183.6	0.00	9.1	0.37
Equity Financing (%)		69.2%	57.8%	1.20	38.6%	1.79	33.2%	2.08	69.6%	0.99
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.9	N/A	1.2	N/A	0.0	N/A
Times Interest Earned		3,562.0	12.0	296.02	22.9	155.21	46.5	76.55	2,444.3	1.46
Total Asset Turnover		1.9	0.4	4.56	0.2	10.98	0.1	23.28	2.3	0.84
Average Age of Plant (Years)		16.8	19.6	0.86	56.0	0.30	99.6	0.17	15.8	1.06
Increase (Decrease) Total Net Patient Revenue		9.1%	3.9%	2.32	7.4%	1.23	20.1%	0.45	-4.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.0%	67.6%	1.24	76.6%	1.10	85.5%	0.98	85.1%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$27,858		\$19,469	1.43	\$17,024	1.64	\$16,973	1.64	\$32,682	0.85
Inpatient Net Revenue per Day	\$2,963		\$3,859	0.77	\$3,633	0.82	\$3,576	0.83	\$2,397	1.24
Outpatient Net Revenue per Visit	\$588		\$875	0.67	\$979	0.60	\$948	0.62	\$592	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$80,695,208	Cash & Cash Equivalents	\$0	Current Liabilities	\$348,082
Less Deductions	\$37,190,403	Net Patient Receivables	\$5,133,401	Long-Term Debt	\$0
Net Patient Revenue	\$43,504,805	Other Receivables	\$22,739	Other Liabilities	\$6,553,375
Plus Other Revenue	\$96,428			Subtotal	\$6,901,457
Total Revenue	\$43,601,233	Land, Buildings & Equipment (Net)	\$7,043,538		
Less Expenses	\$38,751,139	Other Assets	\$10,201,282	Unrestricted Fund Balance	\$15,499,503
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$59,665
Net Income	\$4,850,094	Total Assets	\$22,400,960	Total Liabilities & Fund Balance	\$22,400,960

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

Fiscal Year: 10/1 to 9/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.8%	61.5%	0.44	59.9%	0.45	19.5%	1.38	29.9%	0.90
Obstetrics	0.0%	41.1%	N/A	39.5%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	26.8%	61.6%	0.43	61.8%	0.43	19.6%	1.36	16.2%	1.65
Average Census (Patients)									
Adult Medical-Surgical	1.3	24.9	0.05	26.8	0.05	2.6	0.52	1.2	1.12
Obstetrics	0.0	5.0	N/A	4.5	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.3	44.9	0.03	55.6	0.02	2.9	0.46	1.3	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.5	0.71	4.5	0.71	3.6	0.89	3.0	1.08
Obstetrics	0.0	2.4	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.79	5.1	0.76	3.2	1.19	3.1	1.25
Surgical Operations									
Inpatient	0	989	N/A	948	N/A	169	N/A	3	0.00
Outpatient	119	4,208	0.03	4,423	0.03	1,744	0.07	134	0.89
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	17.6%	N/A	8.9%	N/A	2.2%	0.00
Outpatient Visits									
Non-Emergency Visits	40,071	131,799	0.30	185,542	0.22	28,500	1.41	33,350	1.20
Emergency Visits	5,033	16,822	0.30	18,373	0.27	5,439	0.93	5,023	1.00
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.5	0.17	18.2	0.16	5.9	0.51	4.0	0.75
Nurses, Licensed	45.0	232.9	0.19	281.6	0.16	39.4	1.14	38.8	1.16
Ancillary Nursing Personnel	4.1	42.6	0.10	39.5	0.10	6.0	0.68	5.3	0.77
All Other Personnel	86.4	453.0	0.19	649.6	0.13	78.1	1.11	90.7	0.95
Total FTEs	138.5	746.0	0.19	989.0	0.14	129.4	1.07	138.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.4	12.3	1.41	11.4	1.52	29.9	0.58	17.0	1.02
Nurses, Licensed	260.5	163.8	1.59	176.3	1.48	199.9	1.30	164.8	1.58
Ancillary Nursing Personnel	23.7	30.0	0.79	24.8	0.96	30.4	0.78	22.5	1.05
All Other Personnel	500.0	318.6	1.57	406.7	1.23	396.6	1.26	385.1	1.30
Total FTEs	801.6	524.6	1.53	619.1	1.29	656.8	1.22	589.4	1.36

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	5	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	0
Discharges	127	Preferred Provider Organization (PPO)	Yes	Discharges	49	Total Births	0
Inpatient Days	489			Inpatient Days	849	Newborn Days	0

016 Gundersen Boscobel Area Hospital and Clinics
 Boscobel, WI 53805

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 9/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	5	151	489	26.8%	1.3	3.2
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	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	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	3	1.1
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	3	4	3.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.6
Registered Nurses	18	33	42.0	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	3.6
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	0	12	4.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.3	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	1	0.9
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	5	1	5.0
Health Info Mgmt-Administrators/Technicians	3	1	3.8	All Other Personnel	35	16	43.1
Pharmacy Personnel	3	1	3.9				
Clinical Laboratory Personnel	6	2	6.3				
				Total	94	81	138.5

016 Gundersen Boscobel Area Hospital and Clinics

Boscobel, WI 53805

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,332,412	47.8%	48.2%	0.99	43.0%	1.11	47.8%	1.00	46.4%	1.03
Medical Assistance	\$9,552,534	17.3%	14.2%	1.22	12.2%	1.43	12.9%	1.35	17.0%	1.02
Commercial	\$16,641,147	30.2%	32.4%	0.93	35.7%	0.85	35.2%	0.86	30.3%	1.00
All Other	\$2,555,116	4.6%	5.2%	0.89	9.2%	0.50	4.2%	1.10	6.2%	0.74
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,361,520	22.4%	37.1%	0.61	33.3%	0.67	28.9%	0.78	20.0%	1.12
Medical Assistance	\$4,492,457	8.2%	11.2%	0.73	9.7%	0.84	8.0%	1.01	10.6%	0.77
Commercial	\$7,790,354	14.1%	14.9%	0.95	17.9%	0.79	13.7%	1.03	16.3%	0.87
Charity Care	\$427,558	0.8%	0.7%	1.06	0.6%	1.25	0.6%	1.37	0.5%	1.58
Bad Debt	\$491,862	0.9%	0.8%	1.05	0.9%	0.97	0.8%	1.08	1.8%	0.51
All Other	\$1,268,774	2.3%	3.1%	0.74	5.1%	0.45	5.2%	0.44	2.9%	0.81
Total Deductions	\$26,832,525	48.7%	67.9%	0.72	67.5%	0.72	57.3%	0.85	52.0%	0.94
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	6.4%	0.11	3.6%	0.19	2.9%	0.24	5.0%	0.14
Net Gains/Losses as % of Net Income		13.4%	11.1%	1.21	53.3%	0.25	7.9%	1.70	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,188,861	48.7%	41.6%	1.17	45.0%	1.08	41.9%	1.16	56.8%	0.86
Supplies & Services	\$11,781,154	47.1%	52.7%	0.89	48.7%	0.97	51.7%	0.91	38.9%	1.21
Capital Component	\$1,060,915	4.2%	5.7%	0.74	6.4%	0.66	6.4%	0.66	4.4%	0.97
Fiscal Statistics										
Operating Margin (%)		12.0%	6.4%	1.89	3.7%	3.21	12.9%	0.93	8.6%	1.40
Total Hospital Net Income (%)		13.6%	7.1%	1.92	7.7%	1.78	13.9%	0.98	5.2%	2.61
Return on Equity (%)		11.4%	3.1%	3.74	3.8%	3.00	1.2%	9.77	4.5%	2.53
Current Ratio		13.1	2.9	4.56	3.0	4.32	1.0	13.19	12.4	1.06
Days in Net Patient Accounts Receivable		31.5	85.9	0.37	65.9	0.48	442.3	0.07	28.6	1.10
Average Payment Period		30.7	125.5	0.24	98.2	0.31	1183.6	0.03	27.3	1.12
Equity Financing (%)		2.2%	57.8%	0.04	50.5%	0.04	33.2%	0.07	91.3%	0.02
Long-Term Debt to Equity Ratio		0.2	0.4	0.42	0.4	0.39	1.2	0.14	0.0	31.65
Times Interest Earned		833.9	12.0	69.30	9.1	91.83	46.5	17.92	459.7	1.81
Total Asset Turnover		0.8	0.4	1.93	0.5	1.73	0.1	9.88	0.9	0.92
Average Age of Plant (Years)		18.1	19.6	0.93	15.8	1.14	99.6	0.18	16.9	1.07
Increase (Decrease) Total Net Patient Revenue		6.7%	3.9%	1.69	7.9%	0.84	20.1%	0.33	3.1%	2.16
Outpatient Gross Revenue (% of Total GPR)		93.9%	67.6%	1.39	64.7%	1.45	85.5%	1.10	94.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$25,848		\$19,469	1.33	\$21,761	1.19	\$16,973	1.52	\$8,604	3.00
Inpatient Net Revenue per Day	\$3,795		\$3,859	0.98	\$4,214	0.90	\$3,576	1.06	\$1,297	2.93
Outpatient Net Revenue per Visit	\$540		\$875	0.62	\$819	0.66	\$948	0.57	\$672	0.80

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,081,207	Cash & Cash Equivalents	\$14,287,756	Current Liabilities	\$2,026,637
Less Deductions	\$26,832,525	Net Patient Receivables	\$2,440,671	Long-Term Debt	\$123,167
Net Patient Revenue	\$28,248,682	Other Receivables	\$291,875	Other Liabilities	\$31,546,381
Plus Other Revenue	\$198,698			Subtotal	\$33,696,185
Total Revenue	\$28,447,381	Land, Buildings & Equipment (Net)	\$6,967,750		
Less Expenses	\$25,030,930	Other Assets	\$10,460,966	Unrestricted Fund Balance	\$752,833
Non-Operating Gains/Losses	\$527,197			Restricted Fund Balance	\$0
Net Income	\$3,943,648	Total Assets	\$34,449,018	Total Liabilities & Fund Balance	\$34,449,018

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	0.0%	61.5%	N/A	63.8%	N/A	54.8%	N/A	0.0%	N/A	
Obstetrics	82.3%	41.1%	2.00	44.7%	0.06	34.5%	2.38	36.0%	2.29	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	99.9%	61.6%	1.62	63.4%	1.58	59.6%	1.68	91.1%	1.10	
Average Census (Patients)										
Adult Medical-Surgical	0.0	24.9	N/A	22.9	N/A	15.8	N/A	0.0	N/A	
Obstetrics	2.5	5.0	0.49	5.1	0.49	2.9	0.84	2.9	0.86	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	45.9	44.9	1.02	42.7	1.08	29.6	1.55	53.8	0.85	
Average Length of Stay (Days)										
Adult Medical-Surgical	0.0	4.5	N/A	4.3	N/A	4.2	N/A	0.0	N/A	
Obstetrics	2.1	2.4	0.89	2.3	0.92	2.3	0.93	2.3	0.93	
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	1.05	4.4	1.08	5.3	0.89	
Surgical Operations										
Inpatient	1,188	989	1.20	1,038	1.14	409	2.90	1,331	0.89	
Outpatient	4,714	4,208	1.12	4,019	1.17	2,735	1.72	4,944	0.95	
Inpatient as % of All Surgeries	20.1%	19.0%	1.06	20.5%	0.98	13.0%	1.55	21.2%	0.95	
Outpatient Visits										
Non-Emergency Visits	147,207	131,799	1.12	117,094	1.26	92,528	1.59	148,085	0.99	
Emergency Visits	11,836	16,822	0.70	18,746	0.63	17,976	0.66	12,256	0.97	
Full-Time Equivalents (FTEs)										
Administrators	19.0	17.5	1.09	14.2	1.34	12.7	1.49	19.0	1.00	
Nurses, Licensed	194.6	232.9	0.84	188.0	1.04	137.2	1.42	179.8	1.08	
Ancillary Nursing Personnel	24.3	42.6	0.57	37.4	0.65	29.9	0.81	24.8	0.98	
All Other Personnel	202.1	453.0	0.45	333.2	0.61	239.1	0.85	229.9	0.88	
Total FTEs	439.9	746.0	0.59	572.8	0.77	418.9	1.05	453.5	0.97	
FTEs per 100 Patient Census (Adjusted)										
Administrators	11.8	12.3	0.96	10.1	1.17	10.9	1.09	11.2	1.06	
Nurses, Licensed	121.3	163.8	0.74	134.3	0.90	117.7	1.03	106.0	1.14	
Ancillary Nursing Personnel	15.1	30.0	0.51	26.7	0.57	25.6	0.59	14.6	1.04	
All Other Personnel	126.0	318.6	0.40	238.0	0.53	205.0	0.61	135.6	0.93	
Total FTEs	274.4	524.6	0.52	409.2	0.67	359.2	0.76	267.4	1.03	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	46	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	3,559	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	352
Inpatient Days	16,769			Inpatient Days	0	Newborn Days	597

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	5	125	1,638	89.8%	4.5	13.1
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	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	420	901	82.3%	2.5	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	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	8	297	2,181	74.7%	6.0	7.3
Step-Down (Special Care)	1	30	2,717	12,049	110.0%	33.0	4.4
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	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	19	0	19.0	Surgical Personnel	20	19	25.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	29	16	36.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	8	11.9
Dental Hygienists	0	0	0.0	Occupational Therapists	3	11	5.1
Registered Nurses	128	123	190.7	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	6	5.7
Licensed Practical Nurses	2	1	2.0	Physical Therapy Assistants/Aides	0	2	0.6
Ancillary Nursing Personnel	16	55	24.3	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	8	4.9
Clinical Nurse Specialists	1	1	1.9	All Other Health Professionals	35	15	41.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	41	11	45.9
Pharmacy Personnel	8	9	13.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	324	292	439.9

017 Ascension SE Wisconsin - Elmbrook Campus

Brookfield, WI 53045

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$293,941,537	54.6%	48.2%	1.13	53.0%	1.03	51.3%	1.06	53.7%	1.02
Medical Assistance	\$52,059,580	9.7%	14.2%	0.68	11.4%	0.85	15.3%	0.63	9.2%	1.05
Commercial	\$176,580,476	32.8%	32.4%	1.01	32.8%	1.00	29.5%	1.11	33.5%	0.98
All Other	\$15,677,299	2.9%	5.2%	0.56	2.8%	1.04	3.8%	0.76	3.7%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$226,394,856	42.1%	37.1%	1.13	43.5%	0.97	39.7%	1.06	41.0%	1.03
Medical Assistance	\$46,024,463	8.6%	11.2%	0.76	9.4%	0.91	12.1%	0.71	8.3%	1.03
Commercial	\$80,393,542	14.9%	14.9%	1.00	15.9%	0.94	13.1%	1.14	15.3%	0.98
Charity Care	\$2,447,948	0.5%	0.7%	0.62	0.8%	0.55	0.8%	0.56	0.9%	0.53
Bad Debt	\$4,059,754	0.8%	0.8%	0.89	0.9%	0.84	1.2%	0.64	1.2%	0.60
All Other	\$12,283,345	2.3%	3.1%	0.73	1.8%	1.30	2.2%	1.02	2.6%	0.86
Total Deductions	\$371,603,910	69.0%	67.9%	1.02	72.2%	0.96	69.2%	1.00	69.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.4%	6.4%	0.06	4.3%	0.09	3.8%	0.10	0.8%	0.48
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	N/A	N/A	15.2%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$47,981,308	30.1%	41.6%	0.72	38.8%	0.78	40.1%	0.75	33.1%	0.91
Supplies & Services	\$102,216,555	64.0%	52.7%	1.22	53.3%	1.20	54.4%	1.18	60.4%	1.06
Capital Component	\$9,442,466	5.9%	5.7%	1.03	7.9%	0.75	5.5%	1.08	6.4%	0.92
Fiscal Statistics										
Operating Margin (%)		4.6%	6.4%	0.72	9.2%	0.50	5.0%	0.92	5.2%	0.88
Total Hospital Net Income (%)		4.6%	7.1%	0.64	8.1%	0.56	5.8%	0.78	5.2%	0.88
Return on Equity (%)		5.6%	3.1%	1.82	4.9%	1.14	2.3%	2.41	6.1%	0.91
Current Ratio		4.5	2.9	1.58	12.4	0.37	2.8	1.62	4.2	1.07
Days in Net Patient Accounts Receivable		46.4	85.9	0.54	50.4	0.92	86.5	0.54	50.3	0.92
Average Payment Period		24.3	125.5	0.19	31.3	0.78	128.9	0.19	27.2	0.89
Equity Financing (%)		79.2%	57.8%	1.37	85.9%	0.92	62.5%	1.27	78.8%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	8.8	N/A	12.9	N/A	0.0	N/A
Total Asset Turnover		1.2	0.4	2.86	0.6	2.01	0.4	3.10	1.2	1.04
Average Age of Plant (Years)		8.2	19.6	0.42	11.9	0.69	21.5	0.38	6.7	1.23
Increase (Decrease) Total Net Patient Revenue		-1.2%	3.9%	N/A	0.8%	N/A	0.2%	N/A	1.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		71.5%	67.6%	1.06	68.7%	1.04	74.2%	0.96	68.3%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,864	\$19,469	0.76	\$14,690	1.01	\$12,524	1.19	\$15,701	0.95	
Inpatient Net Revenue per Day	\$3,166	\$3,859	0.82	\$3,206	0.99	\$2,770	1.14	\$2,974	1.06	
Outpatient Net Revenue per Visit	\$741	\$875	0.85	\$746	0.99	\$766	0.97	\$730	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$538,258,892	Cash & Cash Equivalents	\$209,022	Current Liabilities	\$10,139,411
Less Deductions	\$371,603,910	Net Patient Receivables	\$21,208,458	Long-Term Debt	\$0
Net Patient Revenue	\$166,654,982	Other Receivables	\$425,178	Other Liabilities	\$18,278,442
Plus Other Revenue	\$671,791			Subtotal	\$28,417,853
Total Revenue	\$167,326,776	Land, Buildings & Equipment (Net)	\$88,706,477	Unrestricted Fund Balance	\$108,260,000
Less Expenses	\$159,640,329	Other Assets	\$26,128,719	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$74,492	Total Assets	\$136,677,854	Total Liabilities & Fund Balance	\$136,677,853
Net Income	\$7,611,955				

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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	58.1%	61.5%	0.95	63.8%	0.91	54.8%	1.06	82.8%	0.70
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	34.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	60.7%	61.6%	0.99	63.4%	0.96	59.6%	1.02	82.7%	0.73
Average Census (Patients)									
Adult Medical-Surgical	19.2	24.9	0.77	22.9	0.84	15.8	1.21	19.0	1.01
Obstetrics	0.0	5.0	N/A	5.1	N/A	2.9	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.1	44.9	0.58	42.7	0.61	29.6	0.88	28.1	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.85	4.3	0.90	4.2	0.94	4.5	0.87
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.3	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	4.3	4.9	0.89	4.5	0.96	4.4	0.99	4.8	0.89
Surgical Operations									
Inpatient	418	989	0.42	1,038	0.40	409	1.02	410	1.02
Outpatient	4,045	4,208	0.96	4,019	1.01	2,735	1.48	3,888	1.04
Inpatient as % of All Surgeries	9.4%	19.0%	0.49	20.5%	0.46	13.0%	0.72	9.5%	0.98
Outpatient Visits									
Non-Emergency Visits	89,334	131,799	0.68	117,094	0.76	92,528	0.97	85,612	1.04
Emergency Visits	14,396	16,822	0.86	18,746	0.77	17,976	0.80	13,787	1.04
Full-Time Equivalents (FTEs)									
Administrators	7.0	17.5	0.40	14.2	0.49	12.7	0.55	7.0	1.00
Nurses, Licensed	91.5	232.9	0.39	188.0	0.49	137.2	0.67	102.7	0.89
Ancillary Nursing Personnel	34.7	42.6	0.81	37.4	0.93	29.9	1.16	33.0	1.05
All Other Personnel	202.4	453.0	0.45	333.2	0.61	239.1	0.85	205.9	0.98
Total FTEs	335.5	746.0	0.45	572.8	0.59	418.9	0.80	348.5	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.0	12.3	0.49	10.1	0.59	10.9	0.55	5.4	1.11
Nurses, Licensed	78.5	163.8	0.48	134.3	0.58	117.7	0.67	79.0	0.99
Ancillary Nursing Personnel	29.7	30.0	0.99	26.7	1.11	25.6	1.16	25.4	1.17
All Other Personnel	173.7	318.6	0.55	238.0	0.73	205.0	0.85	158.5	1.10
Total FTEs	287.9	524.6	0.55	409.2	0.70	359.2	0.80	268.4	1.07

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	43	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,211	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	9,528			Inpatient Days	0	Newborn Days	0

018 Aurora Medical Center Burlington
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	33	1,801	7,001	58.1%	19.2	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	51	124	0.0%	0.3	2.4
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	362	2,262	62.0%	6.2	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	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	12	141	0.0%	0.4	11.8

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	12	13	13.7	Radiological Services Personnel	14	8	17.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	2	5.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	1.5
Registered Nurses	75	17	79.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	1	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	23	27	34.7	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.5	Dietitians & Nutritionists	0	2	1.5
Nurse Practitioners	5	2	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	2	4.9	Social Workers	0	2	1.1
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	21	6	22.0
Health Info Mgmt-Administrators/Technicians	5	1	5.8	All Other Personnel	74	31	88.0
Pharmacy Personnel	8	5	10.3				
Clinical Laboratory Personnel	15	11	20.4				
				Total	280	143	335.5

018 Aurora Medical Center Burlington

Burlington, WI 53105

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$270,097,694	56.4%	48.2%	1.17	53.0%	1.06	51.3%	1.10	56.4%	1.00
Medical Assistance	\$41,847,421	8.7%	14.2%	0.61	11.4%	0.77	15.3%	0.57	9.8%	0.89
Commercial	\$149,471,773	31.2%	32.4%	0.96	32.8%	0.95	29.5%	1.06	29.7%	1.05
All Other	\$17,594,650	3.7%	5.2%	0.70	2.8%	1.32	3.8%	0.96	4.1%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$225,832,237	47.1%	37.1%	1.27	43.5%	1.08	39.7%	1.19	46.5%	1.01
Medical Assistance	\$36,866,109	7.7%	11.2%	0.69	9.4%	0.82	12.1%	0.64	8.5%	0.90
Commercial	\$71,959,377	15.0%	14.9%	1.01	15.9%	0.95	13.1%	1.14	13.6%	1.10
Charity Care	\$5,083,877	1.1%	0.7%	1.45	0.8%	1.29	0.8%	1.30	1.0%	1.02
Bad Debt	\$3,997,054	0.8%	0.8%	0.98	0.9%	0.93	1.2%	0.70	0.9%	0.90
All Other	\$7,543,174	1.6%	3.1%	0.50	1.8%	0.90	2.2%	0.70	2.1%	0.76
Total Deductions	\$351,281,828	73.3%	67.9%	1.08	72.2%	1.02	69.2%	1.06	72.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.4%	6.4%	0.37		4.3%	0.56	3.8%	0.63	1.4%	1.77
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		N/A	N/A	15.2%	N/A	0.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,827,964	39.5%	41.6%	0.95	38.8%	1.02	40.1%	0.99	38.5%	1.03
Supplies & Services	\$52,118,201	51.7%	52.7%	0.98	53.3%	0.97	54.4%	0.95	52.6%	0.98
Capital Component	\$8,858,577	8.8%	5.7%	1.53	7.9%	1.11	5.5%	1.60	8.9%	0.98
Fiscal Statistics										
Operating Margin (%)	23.0%	6.4%	3.61		9.2%	2.51	5.0%	4.62	16.4%	1.40
Total Hospital Net Income (%)	23.0%	7.1%	3.23		8.1%	2.83	5.8%	3.95	16.4%	1.40
Return on Equity (%)	7.3%	3.1%	2.38		4.9%	1.48	2.3%	3.14	4.8%	1.50
Current Ratio	36.2	2.9	12.61		12.4	2.93	2.8	12.94	32.3	1.12
Days in Net Patient Accounts Receivable	56.9	85.9	0.66		50.4	1.13	86.5	0.66	60.7	0.94
Average Payment Period	31.3	125.5	0.25		31.3	1.00	128.9	0.24	33.8	0.93
Equity Financing (%)	97.9%	57.8%	1.70		85.9%	1.14	62.5%	1.57	95.0%	1.03
Long-Term Debt to Equity Ratio	0.0	0.4	0.00		0.1	0.02	0.3	0.00	0.0	0.76
Times Interest Earned	16.3	12.0	1.35		8.8	1.84	12.9	1.26	10.5	1.55
Total Asset Turnover	0.3	0.4	0.74		0.6	0.52	0.4	0.80	0.3	1.08
Average Age of Plant (Years)	10.2	19.6	0.52		11.9	0.86	21.5	0.48	9.8	1.04
Increase (Decrease) Total Net Patient Revenue	7.5%	3.9%	1.90		0.8%	8.97	0.2%	39.21	2.9%	2.61
Outpatient Gross Revenue (% of Total GPR)	78.1%	67.6%	1.15		68.7%	1.14	74.2%	1.05	76.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,482	\$19,469	0.69		\$14,690	0.92	\$12,524	1.08	\$13,973	0.96
Inpatient Net Revenue per Day	\$3,194	\$3,859	0.83		\$3,206	1.00	\$2,770	1.15	\$2,679	1.19
Outpatient Net Revenue per Visit	\$983	\$875	1.12		\$746	1.32	\$766	1.28	\$937	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$479,011,538	Cash & Cash Equivalents	\$267,718,822	Current Liabilities	\$8,069,037
Less Deductions	\$351,281,828	Net Patient Receivables	\$19,896,161	Long-Term Debt	\$356,109
Net Patient Revenue	\$127,729,710	Other Receivables	\$59,078	Other Liabilities	\$94,497
Plus Other Revenue	\$3,139,805			Subtotal	\$8,519,643
Total Revenue	\$130,869,514	Land, Buildings & Equipment (Net)	\$121,145,692	Unrestricted Fund Balance	\$404,954,894
Less Expenses	\$100,804,742	Other Assets	\$4,654,782	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$6,350	Total Assets	\$413,474,535	Total Liabilities & Fund Balance	\$413,474,537
Net Income	\$30,058,422				

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: 3

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.4%	61.5%	0.15	60.2%	0.16	32.8%	0.29	15.8%	0.60
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	18.9%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.4%	61.6%	0.15	57.4%	0.16	35.7%	0.26	15.8%	0.60
Average Census (Patients)									
Adult Medical-Surgical	1.1	24.9	0.05	23.5	0.05	5.6	0.20	1.9	0.60
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.8	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.1	44.9	0.03	34.4	0.03	8.1	0.14	1.9	0.60
Average Length of Stay (Days)									
Adult Medical-Surgical	2.4	4.5	0.53	4.0	0.59	3.8	0.63	2.9	0.81
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.7	4.9	0.34	4.2	0.40	3.8	0.44	2.1	0.79
Surgical Operations									
Inpatient	27	989	0.03	966	0.03	135	0.20	26	1.04
Outpatient	1,068	4,208	0.25	5,983	0.18	1,616	0.66	1,075	0.99
Inpatient as % of All Surgeries	2.5%	19.0%	0.13	13.9%	0.18	7.7%	0.32	2.4%	1.04
Outpatient Visits									
Non-Emergency Visits	76,638	131,799	0.58	87,094	0.88	55,406	1.38	77,071	0.99
Emergency Visits	5,323	16,822	0.32	15,140	0.35	8,784	0.61	5,073	1.05
Full-Time Equivalents (FTEs)									
Administrators	2.0	17.5	0.11	11.2	0.18	10.8	0.18	3.0	0.67
Nurses, Licensed	31.8	232.9	0.14	165.8	0.19	65.3	0.49	29.2	1.09
Ancillary Nursing Personnel	5.0	42.6	0.12	14.8	0.34	8.4	0.59	1.0	5.00
All Other Personnel	44.6	453.0	0.10	252.7	0.18	151.7	0.29	52.5	0.85
Total FTEs	83.4	746.0	0.11	444.5	0.19	236.3	0.35	85.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.1	12.3	0.66	9.5	0.86	21.5	0.38	10.8	0.75
Nurses, Licensed	129.3	163.8	0.79	140.0	0.92	129.7	1.00	105.4	1.23
Ancillary Nursing Personnel	20.3	30.0	0.68	12.5	1.63	16.8	1.21	3.6	5.63
All Other Personnel	181.6	318.6	0.57	213.4	0.85	301.4	0.60	189.6	0.96
Total FTEs	339.3	524.6	0.65	375.4	0.90	469.3	0.72	309.4	1.10

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	12	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	249	Preferred Provider Organization (PPO)	Yes	Discharges	65	Total Births	0
Inpatient Days	413			Inpatient Days	747	Newborn Days	0

019 Ascension Calumet Hospital
Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	172	413	9.4%	1.1	2.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	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	2	0	2.0	Surgical Personnel	1	2	2.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	4	7.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.5
Registered Nurses	20	16	27.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	5	9	5.0	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	1	0.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	2	4.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	3	9.1
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	67	40	83.4

019 Ascension Calumet Hospital

Chilton, WI 53014

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$39,202,493	58.3%	48.2%	1.21	49.9%	1.17	50.4%	1.16	54.6%	1.07
Medical Assistance	\$6,330,164	9.4%	14.2%	0.66	11.2%	0.84	11.9%	0.79	8.9%	1.06
Commercial	\$20,131,678	29.9%	32.4%	0.92	35.7%	0.84	34.9%	0.86	32.9%	0.91
All Other	\$1,618,695	2.4%	5.2%	0.46	3.1%	0.76	2.7%	0.88	3.6%	0.66
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,824,182	31.0%	37.1%	0.83	36.8%	0.84	34.8%	0.89	27.1%	1.14
Medical Assistance	\$4,181,082	6.2%	11.2%	0.56	8.8%	0.71	8.4%	0.74	6.7%	0.93
Commercial	\$6,030,857	9.0%	14.9%	0.60	16.3%	0.55	13.4%	0.67	9.5%	0.95
Charity Care	\$687,888	1.0%	0.7%	1.40	0.8%	1.32	0.7%	1.48	1.0%	1.06
Bad Debt	\$1,318,465	2.0%	0.8%	2.31	0.7%	2.64	1.0%	2.04	2.1%	0.96
All Other	\$1,805,793	2.7%	3.1%	0.86	1.8%	1.50	1.9%	1.45	3.3%	0.81
Total Deductions	\$34,848,267	51.8%	67.9%	0.76	65.2%	0.79	60.1%	0.86	49.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%	6.4%	0.28	2.4%	0.74	3.7%	0.49	2.2%	0.83	
Net Gains/Losses as % of Net Income	2.0%	11.1%	0.18	16.2%	0.12	21.8%	0.09	14.0%	0.14	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,102,204	29.6%	41.6%	0.71	38.2%	0.77	46.1%	0.64	31.8%	0.93
Supplies & Services	\$20,289,324	66.0%	52.7%	1.25	56.2%	1.17	46.6%	1.42	63.4%	1.04
Capital Component	\$1,372,023	4.5%	5.7%	0.78	5.6%	0.79	7.3%	0.61	4.8%	0.94
Fiscal Statistics										
Operating Margin (%)	6.9%	6.4%	1.08	11.1%	0.62	8.5%	0.80	14.2%	0.49	
Total Hospital Net Income (%)	7.0%	7.1%	0.98	13.0%	0.54	10.7%	0.66	16.1%	0.43	
Return on Equity (%)	9.7%	3.1%	3.16	9.2%	1.05	2.9%	3.35	28.8%	0.33	
Current Ratio	5.8	2.9	2.01	27.3	0.21	1.7	3.35	3.0	1.89	
Days in Net Patient Accounts Receivable	53.2	85.9	0.62	50.2	1.06	136.5	0.39	49.0	1.08	
Average Payment Period	23.4	125.5	0.19	13.9	1.68	286.0	0.08	26.4	0.89	
Equity Financing (%)	57.9%	57.8%	1.00	94.3%	0.61	49.5%	1.17	72.6%	0.80	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.0	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	0.0	12.0	N/A	761.1	N/A	15.7	N/A	0.0	N/A	
Total Asset Turnover	1.4	0.4	3.23	0.7	1.98	0.3	5.23	1.8	0.79	
Average Age of Plant (Years)	9.9	19.6	0.50	8.8	1.12	26.1	0.38	8.9	1.11	
Increase (Decrease) Total Net Patient Revenue	-6.7%	3.9%	N/A	5.6%	N/A	9.7%	N/A	5.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	94.9%	67.6%	1.40	71.7%	1.32	84.3%	1.13	92.9%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,663	\$19,469	0.55	\$13,116	0.81	\$14,823	0.72	\$11,981	0.89	
Inpatient Net Revenue per Day	\$2,501	\$3,859	0.65	\$3,156	0.79	\$3,524	0.71	\$2,873	0.87	
Outpatient Net Revenue per Visit	\$369	\$875	0.42	\$911	0.41	\$832	0.44	\$379	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$67,283,032	Cash & Cash Equivalents	\$1,824	Current Liabilities	\$1,893,779
Less Deductions	\$34,848,267	Net Patient Receivables	\$4,727,361	Long-Term Debt	\$0
Net Patient Revenue	\$32,434,765	Other Receivables	\$85,289	Other Liabilities	\$8,186,656
Plus Other Revenue	\$596,254			Subtotal	\$10,080,435
Total Revenue	\$33,031,020	Land, Buildings & Equipment (Net)	\$13,019,143	Unrestricted Fund Balance	\$13,858,049
Less Expenses	\$30,763,551	Other Assets	\$6,104,867	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$45,162			Total Liabilities & Fund Balance	\$23,938,484
Net Income	\$2,312,633	Total Assets	\$23,938,484		

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	69.6%	61.5%	1.13	56.8%	1.23	42.9%	1.62	35.1%	1.98
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	20.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.2%	61.6%	0.85	54.3%	0.96	39.2%	1.33	50.4%	1.04
Average Census (Patients)									
Adult Medical-Surgical	13.2	24.9	0.53	12.6	1.05	9.2	1.43	6.7	1.98
Obstetrics	0.0	5.0	N/A	2.6	N/A	1.1	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	27.7	44.9	0.62	18.5	1.49	12.6	2.20	28.7	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	7.8	4.5	1.72	4.3	1.82	3.7	2.09	3.7	2.12
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.0	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	5.5	4.9	1.13	4.4	1.24	3.8	1.45	5.3	1.03
Surgical Operations									
Inpatient	20	989	0.02	358	0.06	224	0.09	36	0.56
Outpatient	669	4,208	0.16	2,715	0.25	2,033	0.33	655	1.02
Inpatient as % of All Surgeries	2.9%	19.0%	0.15	11.6%	0.25	9.9%	0.29	5.2%	0.56
Outpatient Visits									
Non-Emergency Visits	32,623	131,799	0.25	80,185	0.41	77,115	0.42	33,718	0.97
Emergency Visits	9,493	16,822	0.56	8,854	1.07	11,550	0.82	9,437	1.01
Full-Time Equivalents (FTEs)									
Administrators	10.5	17.5	0.60	10.4	1.01	10.6	0.99	9.8	1.07
Nurses, Licensed	78.2	232.9	0.34	132.4	0.59	97.4	0.80	78.8	0.99
Ancillary Nursing Personnel	8.2	42.6	0.19	20.9	0.39	15.0	0.55	12.5	0.66
All Other Personnel	110.1	453.0	0.24	273.9	0.40	210.0	0.52	107.4	1.02
Total FTEs	206.9	746.0	0.28	437.6	0.47	333.0	0.62	208.5	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.3	12.3	0.68	13.2	0.63	15.0	0.56	8.8	0.94
Nurses, Licensed	62.4	163.8	0.38	167.9	0.37	138.1	0.45	71.2	0.88
Ancillary Nursing Personnel	6.5	30.0	0.22	26.5	0.25	21.2	0.31	11.3	0.58
All Other Personnel	87.8	318.6	0.28	347.5	0.25	297.9	0.29	97.1	0.91
Total FTEs	165.1	524.6	0.31	555.1	0.30	472.2	0.35	188.4	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	53	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,846	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	10,099			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 06/30/2023	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	617	4,828	69.6%	13.2	7.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	1	34	1,229	5,271	42.5%	14.4	4.3
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.

* 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	8	8	10.5	Surgical Personnel	0	3	1.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	13	8.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	2	4.8
Dental Hygienists	0	0	0.0	Occupational Therapists	4	5	6.4
Registered Nurses	43	51	76.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	7	13.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	2	1.7
Ancillary Nursing Personnel	2	12	8.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.1
Nurse Practitioners	0	3	1.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	14	25.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	24	9	29.4
Pharmacy Personnel	4	5	6.7				
Clinical Laboratory Personnel	5	3	7.2				
				Total	125	147	206.9

020 St Joseph's Hospital
Chippewa Falls, WI 54729

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$51,887,789	44.8%	48.2%	0.93	51.7%	0.87	47.9%	0.94	44.2%	1.01	
Medical Assistance	\$27,891,678	24.1%	14.2%	1.70	12.2%	1.98	13.8%	1.74	21.1%	1.14	
Commercial	\$27,889,193	24.1%	32.4%	0.74	31.5%	0.76	33.5%	0.72	25.9%	0.93	
All Other	\$8,096,383	7.0%	5.2%	1.34	4.7%	1.50	4.8%	1.47	8.8%	0.80	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$34,581,834	29.9%	37.1%	0.81	34.8%	0.86	33.7%	0.89	28.6%	1.05	
Medical Assistance	\$18,615,313	16.1%	11.2%	1.44	8.8%	1.82	10.5%	1.53	13.7%	1.17	
Commercial	\$10,028,101	8.7%	14.9%	0.58	10.5%	0.83	14.1%	0.61	8.7%	1.00	
Charity Care	\$198,643	0.2%	0.7%	0.24	0.4%	0.46	0.6%	0.28	0.7%	0.24	
Bad Debt	\$1,736,214	1.5%	0.8%	1.77	1.1%	1.31	1.0%	1.45	1.1%	1.34	
All Other	\$5,951,785	5.1%	3.1%	1.64	3.0%	1.69	2.9%	1.76	6.4%	0.80	
Total Deductions	\$71,111,890	61.4%	67.9%	0.90	58.7%	1.05	62.8%	0.98	59.3%	1.04	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.6%	6.4%	0.57	4.2%	0.87	6.2%	0.58	5.0%	0.74	
Net Gains/Losses as % of Net Income		67.7%	11.1%	6.11	33.8%	2.00	28.7%	2.36	142.2%	0.48	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$17,014,221	38.5%	41.6%	0.93	48.8%	0.79	47.2%	0.82	39.8%	0.97	
Supplies & Services	\$23,485,229	53.1%	52.7%	1.01	46.5%	1.14	46.1%	1.15	52.4%	1.01	
Capital Component	\$3,730,242	8.4%	5.7%	1.47	4.7%	1.80	6.7%	1.26	7.8%	1.08	
Fiscal Statistics											
Operating Margin (%)		4.6%	6.4%	0.72	4.9%	0.94	6.7%	0.68	5.5%	0.83	
Total Hospital Net Income (%)		12.9%	7.1%	1.81	7.2%	1.79	9.1%	1.41	-16.0%	N/A	
Return on Equity (%)		4.4%	3.1%	1.44	1.3%	3.37	4.6%	0.96	-4.2%	N/A	
Current Ratio		1.4	2.9	0.49	1.1	1.25	14.3	0.10	0.9	1.62	
Days in Net Patient Accounts Receivable		48.0	85.9	0.56	210.1	0.23	49.3	0.97	48.0	1.00	
Average Payment Period		56.8	125.5	0.45	460.7	0.12	35.0	1.62	87.8	0.65	
Equity Financing (%)		88.8%	57.8%	1.54	38.6%	2.30	57.4%	1.55	85.5%	1.04	
Long-Term Debt to Equity Ratio		0.1	0.4	0.19	0.9	0.08	0.1	0.58	0.1	0.87	
Times Interest Earned		33.0	12.0	2.75	22.9	1.44	16.7	1.98	-41.0	N/A	
Total Asset Turnover		0.3	0.4	0.73	0.2	1.76	0.5	0.63	0.3	0.96	
Average Age of Plant (Years)		23.4	19.6	1.20	56.0	0.42	11.3	2.08	20.8	1.12	
Increase (Decrease) Total Net Patient Revenue		-1.6%	3.9%	N/A	7.4%	N/A	3.0%	N/A	3.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)		78.0%	67.6%	1.15	76.6%	1.02	82.2%	0.95	74.0%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$6,586	\$19,469	0.34	\$17,024	0.39	\$12,086	0.54	\$7,275	0.91	
Inpatient Net Revenue per Day		\$1,207	\$3,859	0.31	\$3,633	0.33	\$3,093	0.39	\$1,371	0.88	
Outpatient Net Revenue per Visit		\$813	\$875	0.93	\$979	0.83	\$740	1.10	\$747	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$115,765,042	Cash & Cash Equivalents	\$235,268	Current Liabilities	\$6,541,976
Less Deductions	\$71,111,890	Net Patient Receivables	\$5,870,312	Long-Term Debt	\$9,838,473
Net Patient Revenue	\$44,653,152	Other Receivables	\$701,660	Other Liabilities	\$204,808
Plus Other Revenue	\$1,690,439			Subtotal	\$16,585,257
Total Revenue	\$46,343,592	Land, Buildings & Equipment (Net)	\$21,517,795	Unrestricted Fund Balance	\$131,904,142
Less Expenses	\$44,229,692	Other Assets	\$120,164,365	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,421,639			Total Liabilities & Fund Balance	\$148,489,399
Net Income	\$6,535,539	Total Assets	\$148,489,400		

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: 3

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.7%	61.5%	0.69	59.9%	0.71	32.8%	1.30	54.2%	0.79
Obstetrics	21.6%	41.1%	0.53	39.5%	0.02	18.9%	1.14	21.9%	0.99
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.2%	61.6%	0.51	61.8%	0.50	35.7%	0.87	39.1%	0.80
Average Census (Patients)									
Adult Medical-Surgical	6.0	24.9	0.24	26.8	0.22	5.6	1.07	7.6	0.79
Obstetrics	0.9	5.0	0.17	4.5	0.19	0.8	1.05	0.9	0.99
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.8	44.9	0.17	55.6	0.14	8.1	0.97	9.8	0.80
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.5	0.93	4.5	0.93	3.8	1.12	4.7	0.90
Obstetrics	2.2	2.4	0.91	2.6	0.86	2.1	1.06	2.3	0.98
Pediatrics	0.0	3.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.73	5.1	0.70	3.8	0.93	3.6	0.99
Surgical Operations									
Inpatient	169	989	0.17	948	0.18	135	1.26	345	0.49
Outpatient	704	4,208	0.17	4,423	0.16	1,616	0.44	906	0.78
Inpatient as % of All Surgeries	19.4%	19.0%	1.02	17.6%	1.10	7.7%	2.52	27.6%	0.70
Outpatient Visits									
Non-Emergency Visits	78,793	131,799	0.60	185,542	0.42	55,406	1.42	74,185	1.06
Emergency Visits	5,499	16,822	0.33	18,373	0.30	8,784	0.63	5,129	1.07
Full-Time Equivalents (FTEs)									
Administrators	13.0	17.5	0.74	18.2	0.71	10.8	1.20	10.0	1.30
Nurses, Licensed	78.8	232.9	0.34	281.6	0.28	65.3	1.21	73.4	1.07
Ancillary Nursing Personnel	8.7	42.6	0.20	39.5	0.22	8.4	1.03	6.8	1.28
All Other Personnel	205.0	453.0	0.45	649.6	0.32	151.7	1.35	193.4	1.06
Total FTEs	305.5	746.0	0.41	989.0	0.31	236.3	1.29	283.6	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.6	12.3	2.00	11.4	2.15	21.5	1.14	22.7	1.08
Nurses, Licensed	148.9	163.8	0.91	176.3	0.84	129.7	1.15	166.6	0.89
Ancillary Nursing Personnel	16.4	30.0	0.55	24.8	0.66	16.8	0.98	15.5	1.06
All Other Personnel	387.5	318.6	1.22	406.7	0.95	301.4	1.29	439.0	0.88
Total FTEs	577.4	524.6	1.10	619.1	0.93	469.3	1.23	643.8	0.90

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	4
Discharges	806	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	138
Inpatient Days	2,844			Inpatient Days	0	Newborn Days	259

022 Prairie Ridge Health
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	515	2,180	42.7%	6.0	4.2
Orthopedic	1	3	41	47	4.3%	0.1	1.1
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	143	316	21.6%	0.9	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	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	107	301	20.6%	0.8	2.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	0	13.0	Surgical Personnel	3	1	3.7
Physicians & Dentists	9	3	11.6	Radiological Services Personnel	6	10	11.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	6	3.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.8
Registered Nurses	29	66	68.3	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	7	13.1
Licensed Practical Nurses	5	2	5.8	Physical Therapy Assistants/Aides	0	2	1.4
Ancillary Nursing Personnel	4	7	8.7	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	4	3	5.9
Nurse Practitioners	4	1	4.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	7	27.8
Health Info Mgmt-Administrators/Technicians	3	1	3.5	All Other Personnel	48	64	92.3
Pharmacy Personnel	2	4	3.5				
Clinical Laboratory Personnel	5	5	8.2				
				Total	179	195	305.5

022 Prairie Ridge Health
Columbus, WI 53925

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$73,464,599	44.1%	48.2%	0.91	43.0%	1.03	50.4%	0.87	45.0%	0.98
Medical Assistance	\$18,355,756	11.0%	14.2%	0.77	12.2%	0.91	11.9%	0.92	9.8%	1.13
Commercial	\$71,838,121	43.1%	32.4%	1.33	35.7%	1.21	34.9%	1.23	43.3%	0.99
All Other	\$3,070,714	1.8%	5.2%	0.35	9.2%	0.20	2.7%	0.67	1.9%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$46,369,163	27.8%	37.1%	0.75	33.3%	0.84	34.8%	0.80	28.4%	0.98
Medical Assistance	\$14,501,600	8.7%	11.2%	0.78	9.7%	0.89	8.4%	1.03	7.4%	1.17
Commercial	\$28,508,939	17.1%	14.9%	1.15	17.9%	0.96	13.4%	1.28	17.0%	1.01
Charity Care	\$885,717	0.5%	0.7%	0.73	0.6%	0.86	0.7%	0.77	0.6%	0.95
Bad Debt	\$1,651,567	1.0%	0.8%	1.17	0.9%	1.08	1.0%	1.03	0.7%	1.38
All Other	\$5,229,468	3.1%	3.1%	1.00	5.1%	0.62	1.9%	1.69	2.5%	1.25
Total Deductions	\$97,146,454	58.3%	67.9%	0.86	67.5%	0.86	60.1%	0.97	56.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	6.4%	0.56	3.6%	0.99	3.7%	0.98	3.1%	1.16
Net Gains/Losses as % of Net Income		35.3%	11.1%	3.19	53.3%	0.66	21.8%	1.62	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,104,903	55.5%	41.6%	1.34	45.0%	1.24	46.1%	1.20	53.2%	1.04
Supplies & Services	\$23,926,122	35.8%	52.7%	0.68	48.7%	0.74	46.6%	0.77	38.1%	0.94
Capital Component	\$5,799,117	8.7%	5.7%	1.51	6.4%	1.36	7.3%	1.19	8.7%	1.00
Fiscal Statistics										
Operating Margin (%)		7.4%	6.4%	1.16	3.7%	1.98	8.5%	0.87	14.0%	0.53
Total Hospital Net Income (%)		11.0%	7.1%	1.55	7.7%	1.44	10.7%	1.03	9.6%	1.15
Return on Equity (%)		6.8%	3.1%	2.22	3.8%	1.78	2.9%	2.35	5.8%	1.17
Current Ratio		4.1	2.9	1.41	3.0	1.34	1.7	2.36	4.4	0.91
Days in Net Patient Accounts Receivable		57.7	85.9	0.67	65.9	0.87	136.5	0.42	58.8	0.98
Average Payment Period		58.7	125.5	0.47	98.2	0.60	286.0	0.21	65.0	0.90
Equity Financing (%)		76.5%	57.8%	1.32	50.5%	1.51	49.5%	1.54	73.7%	1.04
Long-Term Debt to Equity Ratio		0.2	0.4	0.50	0.4	0.47	0.6	0.32	0.2	0.85
Times Interest Earned		13.0	12.0	1.08	9.1	1.43	15.7	0.83	10.6	1.22
Total Asset Turnover		0.6	0.4	1.39	0.5	1.24	0.3	2.25	0.6	0.93
Average Age of Plant (Years)		11.0	19.6	0.56	15.8	0.69	26.1	0.42	10.4	1.06
Increase (Decrease) Total Net Patient Revenue		-1.8%	3.9%	N/A	7.9%	N/A	9.7%	N/A	11.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		85.1%	67.6%	1.26	64.7%	1.31	84.3%	1.01	77.7%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,980		\$19,469	1.03	\$21,761	0.92	\$14,823	1.35	\$20,700	0.97
Inpatient Net Revenue per Day	\$5,578		\$3,859	1.45	\$4,214	1.32	\$3,524	1.58	\$5,727	0.97
Outpatient Net Revenue per Visit	\$654		\$875	0.75	\$819	0.80	\$832	0.79	\$646	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$166,729,190	Cash & Cash Equivalents	\$11,180,288	Current Liabilities	\$10,057,118
Less Deductions	\$97,146,454	Net Patient Receivables	\$10,990,780	Long-Term Debt	\$18,405,480
Net Patient Revenue	\$69,582,736	Other Receivables	\$1,733,991	Other Liabilities	\$182,151
Plus Other Revenue	\$2,595,473			Subtotal	\$28,644,749
Total Revenue	\$72,178,209	Land, Buildings & Equipment (Net)	\$48,202,323	Unrestricted Fund Balance	\$93,284,557
Less Expenses	\$66,830,142	Other Assets	\$49,821,924	Restricted Fund Balance	\$1,673,489
Non-Operating Gains/Losses	\$2,920,672			Total Liabilities & Fund Balance	\$121,929,306
Net Income	\$8,268,739	Total Assets	\$121,929,306		

182 Aurora St. Luke's 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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.9%	61.5%	0.75	76.0%	0.60	54.8%	0.84	44.3%	1.04
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	34.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	56.3%	61.6%	0.91	76.0%	0.74	59.6%	0.94	40.3%	1.40
Average Census (Patients)									
Adult Medical-Surgical	31.7	24.9	1.27	84.6	0.37	15.8	2.00	30.6	1.04
Obstetrics	0.0	5.0	N/A	19.6	N/A	2.9	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	45.6	44.9	1.01	130.7	0.35	29.6	1.54	47.2	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	4.5	1.08	5.4	0.90	4.2	1.18	5.2	0.95
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.9	4.9	1.00	6.0	0.81	4.4	1.12	5.2	0.93
Surgical Operations									
Inpatient	408	989	0.41	2,630	0.16	409	1.00	359	1.14
Outpatient	1,898	4,208	0.45	5,126	0.37	2,735	0.69	1,528	1.24
Inpatient as % of All Surgeries	17.7%	19.0%	0.93	33.9%	0.52	13.0%	1.36	19.0%	0.93
Outpatient Visits									
Non-Emergency Visits	33,833	131,799	0.26	218,170	0.16	92,528	0.37	29,026	1.17
Emergency Visits	22,985	16,822	1.37	34,394	0.67	17,976	1.28	22,836	1.01
Full-Time Equivalents (FTEs)									
Administrators	5.0	17.5	0.29	42.7	0.12	12.7	0.39	6.0	0.83
Nurses, Licensed	175.6	232.9	0.75	550.7	0.32	137.2	1.28	173.3	1.01
Ancillary Nursing Personnel	66.3	42.6	1.56	120.2	0.55	29.9	2.22	75.1	0.88
All Other Personnel	341.9	453.0	0.75	947.6	0.36	239.1	1.43	340.9	1.00
Total FTEs	588.8	746.0	0.79	1,661.2	0.35	418.9	1.41	595.2	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.5	12.3	0.28	14.4	0.24	10.9	0.32	3.9	0.90
Nurses, Licensed	122.7	163.8	0.75	185.1	0.66	117.7	1.04	111.8	1.10
Ancillary Nursing Personnel	46.3	30.0	1.55	40.4	1.15	25.6	1.81	48.4	0.96
All Other Personnel	238.9	318.6	0.75	318.5	0.75	205.0	1.17	220.0	1.09
Total FTEs	411.4	524.6	0.78	558.3	0.74	359.2	1.15	384.1	1.07

Total Hospital:
 Beds Set Up & Staffed 81
 Discharges 3,413
 Inpatient Days 16,634

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

182 Aurora St. Luke's South Shore
Cudahy, WI 53110

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	69	2,359	11,559	45.9%	31.7	4.9
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	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	3	0	767	2,702	0.0%	7.4	3.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	12	296	2,373	54.2%	6.5	8.0
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	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	3	0	0	0	0.0%	0.0	0.0

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

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	13	3	14.8
Physicians & Dentists	29	12	30.1	Radiological Services Personnel	26	13	29.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	3	8.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	6	5.0
Registered Nurses	139	61	165.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	5	9.7
Licensed Practical Nurses	3	2	3.0	Physical Therapy Assistants/Aides	0	4	2.1
Ancillary Nursing Personnel	36	77	66.3	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.0	Dietitians & Nutritionists	0	2	1.5
Nurse Practitioners	7	0	7.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	5	8.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	15	38.5
Health Info Mgmt-Administrators/Technicians	5	4	8.0	All Other Personnel	95	52	115.4
Pharmacy Personnel	20	8	22.9				
Clinical Laboratory Personnel	21	10	26.1				
				Total	479	286	588.8

182 Aurora St. Luke's South Shore

Cudahy, WI 53110

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$299,788,897	56.6%	48.2%	1.17	47.5%	1.19	51.3%	1.10	54.6%	1.04
Medical Assistance	\$97,794,627	18.5%	14.2%	1.30	20.6%	0.89	15.3%	1.21	19.4%	0.95
Commercial	\$116,072,857	21.9%	32.4%	0.68	29.1%	0.75	29.5%	0.74	23.4%	0.94
All Other	\$15,842,075	3.0%	5.2%	0.57	2.7%	1.09	3.8%	0.78	2.6%	1.17
Deductions as % of Total Gross Patient Revenue										
Medicare	\$257,835,849	48.7%	37.1%	1.31	38.0%	1.28	39.7%	1.23	46.0%	1.06
Medical Assistance	\$81,888,304	15.5%	11.2%	1.38	16.0%	0.97	12.1%	1.28	17.0%	0.91
Commercial	\$58,761,350	11.1%	14.9%	0.74	14.2%	0.78	13.1%	0.85	10.7%	1.03
Charity Care	\$5,938,584	1.1%	0.7%	1.54	1.0%	1.18	0.8%	1.37	1.2%	0.96
Bad Debt	\$5,939,169	1.1%	0.8%	1.32	0.8%	1.47	1.2%	0.95	0.9%	1.29
All Other	\$5,006,440	0.9%	3.1%	0.30	1.4%	0.67	2.2%	0.42	1.0%	0.90
Total Deductions	\$415,369,696	78.4%	67.9%	1.16	71.4%	1.10	69.2%	1.13	76.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.4%	0.46	9.2%	0.32	3.8%	0.76	2.2%	1.31
Net Gains/Losses as % of Net Income		0.9%	11.1%	0.08	N/A	N/A	15.2%	0.06	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$46,969,947	43.1%	41.6%	1.04	33.3%	1.29	40.1%	1.08	44.0%	0.98
Supplies & Services	\$58,177,265	53.4%	52.7%	1.01	61.4%	0.87	54.4%	0.98	52.4%	1.02
Capital Component	\$3,787,556	3.5%	5.7%	0.61	5.3%	0.66	5.5%	0.63	3.6%	0.97
Fiscal Statistics										
Operating Margin (%)		7.3%	6.4%	1.15	9.2%	0.80	5.0%	1.48	3.1%	2.39
Total Hospital Net Income (%)		7.4%	7.1%	1.04	5.8%	1.28	5.8%	1.27	3.1%	2.41
Return on Equity (%)		3.5%	3.1%	1.13	4.0%	0.86	2.3%	1.49	1.5%	2.35
Current Ratio		23.7	2.9	8.25	13.4	1.76	2.8	8.47	27.5	0.86
Days in Net Patient Accounts Receivable		66.6	85.9	0.77	55.9	1.19	86.5	0.77	65.3	1.02
Average Payment Period		32.4	125.5	0.26	25.4	1.27	128.9	0.25	25.8	1.26
Equity Financing (%)		96.2%	57.8%	1.67	88.1%	1.09	62.5%	1.54	91.7%	1.05
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		22.6	12.0	1.88	9.8	2.32	12.9	1.75	6.2	3.65
Total Asset Turnover		0.5	0.4	1.09	0.7	0.65	0.4	1.18	0.5	0.98
Average Age of Plant (Years)		18.8	19.6	0.96	13.4	1.40	21.5	0.88	17.4	1.08
Increase (Decrease) Total Net Patient Revenue		7.3%	3.9%	1.84	2.3%	3.15	0.2%	38.00	-4.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		66.4%	67.6%	0.98	56.1%	1.18	74.2%	0.89	65.0%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,398		\$19,469	0.59	\$27,430	0.42	\$12,524	0.91	\$8,193	1.39
Inpatient Net Revenue per Day	\$2,216		\$3,859	0.57	\$4,579	0.48	\$2,770	0.80	\$1,361	1.63
Outpatient Net Revenue per Visit	\$1,429		\$875	1.63	\$907	1.58	\$766	1.87	\$1,608	0.89

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$529,498,457	Cash & Cash Equivalents	\$193,564,711	Current Liabilities	\$9,385,126
Less Deductions	\$415,369,696	Net Patient Receivables	\$20,821,233	Long-Term Debt	\$0
Net Patient Revenue	\$114,128,761	Other Receivables	\$586,968	Other Liabilities	\$120,955
Plus Other Revenue	\$3,437,874			Subtotal	\$9,506,081
Total Revenue	\$117,566,635	Land, Buildings & Equipment (Net)	\$29,552,051	Unrestricted Fund Balance	\$242,693,476
Less Expenses	\$108,934,768	Other Assets	\$7,674,593	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$78,035			Total Liabilities & Fund Balance	\$252,199,557
Net Income	\$8,709,902	Total Assets	\$252,199,556		

024 Cumberland Healthcare
 1705 16th Ave
 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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.2%	61.5%	0.56	56.8%	0.60	13.7%	2.50	20.9%	1.64
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	34.2%	61.6%	0.55	54.3%	0.63	19.0%	1.80	20.9%	1.64
Average Census (Patients)									
Adult Medical-Surgical	3.1	24.9	0.12	12.6	0.24	1.7	1.82	3.3	0.92
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	3.1	44.9	0.07	18.5	0.17	2.5	1.25	3.3	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.5	0.95	4.3	1.00	3.5	1.24	4.0	1.09
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	3.2	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.89	4.4	0.98	4.4	0.98	2.4	1.77
Surgical Operations									
Inpatient	35	989	0.04	358	0.10	63	0.56	18	1.94
Outpatient	281	4,208	0.07	2,715	0.10	1,640	0.17	226	1.24
Inpatient as % of All Surgeries	11.1%	19.0%	0.58	11.6%	0.95	3.7%	3.01	7.4%	1.50
Outpatient Visits									
Non-Emergency Visits	15,112	131,799	0.11	80,185	0.19	15,186	1.00	13,208	1.14
Emergency Visits	3,055	16,822	0.18	8,854	0.35	3,910	0.78	3,061	1.00
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	10.4	0.10	1.9	0.53	1.0	1.00
Nurses, Licensed	40.8	232.9	0.18	132.4	0.31	31.3	1.30	45.0	0.91
Ancillary Nursing Personnel	10.0	42.6	0.23	20.9	0.48	6.3	1.59	15.6	0.64
All Other Personnel	137.2	453.0	0.30	273.9	0.50	60.7	2.26	114.8	1.19
Total FTEs	189.0	746.0	0.25	437.6	0.43	100.2	1.89	176.4	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.7	12.3	0.46	13.2	0.43	12.8	0.44	2.6	2.20
Nurses, Licensed	231.0	163.8	1.41	167.9	1.38	213.7	1.08	115.9	1.99
Ancillary Nursing Personnel	56.7	30.0	1.89	26.5	2.13	43.1	1.31	40.0	1.41
All Other Personnel	777.3	318.6	2.44	347.5	2.24	414.9	1.87	295.6	2.63
Total FTEs	1,070.6	524.6	2.04	555.1	1.93	684.6	1.56	454.1	2.36

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	9	Health Maintenance Organization (HMO)	No	Average Beds Used	1	Bassinets	0
Discharges	260	Preferred Provider Organization (PPO)	Yes	Discharges	33	Total Births	0
Inpatient Days	1,123			Inpatient Days	472	Newborn Days	0

024 Cumberland Healthcare
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	9	260	1,123	34.2%	3.1	4.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	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	1	0	1.0	Surgical Personnel	2	1	3.9
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	7	0	7.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	4.9
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	29	7	34.7	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	9	1	10.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
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	24	4	26.6
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	44	1	44.6
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	8	2	9.6				
				Total	169	21	189.0

024 Cumberland Healthcare

Cumberland, WI 54829

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$31,352,322	52.8%	48.2%	1.10	51.7%	1.02	44.4%	1.19	52.3%	1.01
Medical Assistance	\$9,527,030	16.1%	14.2%	1.13	12.2%	1.32	14.1%	1.13	12.8%	1.25
Commercial	\$16,076,863	27.1%	32.4%	0.84	31.5%	0.86	37.2%	0.73	27.7%	0.98
All Other	\$2,381,757	4.0%	5.2%	0.77	4.7%	0.86	4.3%	0.94	7.2%	0.56
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,514,014	26.1%	37.1%	0.71	34.8%	0.75	25.2%	1.04	23.4%	1.12
Medical Assistance	\$6,139,677	10.3%	11.2%	0.93	8.8%	1.17	10.0%	1.03	8.0%	1.29
Commercial	\$5,420,768	9.1%	14.9%	0.61	10.5%	0.87	12.1%	0.76	8.7%	1.05
Charity Care	\$124,945	0.2%	0.7%	0.29	0.4%	0.56	0.3%	0.63	0.2%	1.39
Bad Debt	\$1,112,429	1.9%	0.8%	2.21	1.1%	1.64	0.8%	2.25	1.6%	1.17
All Other	\$1,190,879	2.0%	3.1%	0.64	3.0%	0.66	3.5%	0.58	3.2%	0.63
Total Deductions	\$29,502,712	49.7%	67.9%	0.73	58.7%	0.85	51.9%	0.96	45.1%	1.10
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.0%	6.4%	0.16		4.2%	0.24	3.9%	0.26	0.9%	1.06
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		33.8%	N/A	5.4%	N/A	136.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,738,188	52.2%	41.6%	1.26	48.8%	1.07	47.1%	1.11	52.3%	1.00
Supplies & Services	\$12,113,468	35.6%	52.7%	0.68	46.5%	0.77	43.9%	0.81	39.6%	0.90
Capital Component	\$4,133,441	12.2%	5.7%	2.12	4.7%	2.59	9.0%	1.35	8.1%	1.50
Fiscal Statistics										
Operating Margin (%)	-12.8%	6.4%	N/A		4.9%	N/A	7.7%	N/A	-1.5%	8.38
Total Hospital Net Income (%)	-9.5%	7.1%	N/A		7.2%	N/A	8.1%	N/A	4.0%	N/A
Return on Equity (%)	-4.4%	3.1%	N/A		1.3%	N/A	8.5%	N/A	2.7%	N/A
Current Ratio	1.9	2.9	0.65		1.1	1.65	2.4	0.77	3.5	0.53
Days in Net Patient Accounts Receivable	55.6	85.9	0.65		210.1	0.26	60.0	0.93	64.7	0.86
Average Payment Period	58.8	125.5	0.47		460.7	0.13	45.4	1.29	49.9	1.18
Equity Financing (%)	0.0%	57.8%	N/A		38.6%	N/A	37.9%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.9	N/A	1.0	N/A	0.0	N/A
Times Interest Earned	-9.0	12.0	N/A		22.9	N/A	7.3	N/A	332.3	N/A
Total Asset Turnover	0.5	0.4	1.06		0.2	2.56	1.0	0.43	0.6	0.71
Average Age of Plant (Years)	6.3	19.6	0.32		56.0	0.11	5.6	1.12	8.6	0.73
Increase (Decrease) Total Net Patient Revenue	-2.5%	3.9%	N/A		7.4%	N/A	7.6%	N/A	26.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	82.9%	67.6%	1.23		76.6%	1.08	83.4%	0.99	87.8%	0.94
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,430	\$19,469	1.10		\$17,024	1.26	\$20,257	1.06	\$6,836	3.13
Inpatient Net Revenue per Day	\$3,809	\$3,859	0.99		\$3,633	1.05	\$3,306	1.15	\$1,635	2.33
Outpatient Net Revenue per Visit	\$1,357	\$875	1.55		\$979	1.39	\$992	1.37	\$1,709	0.79

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$59,337,972	Cash & Cash Equivalents	\$258,271	Current Liabilities	\$4,910,956
Less Deductions	\$29,502,712	Net Patient Receivables	\$4,548,162	Long-Term Debt	\$40,768,687
Net Patient Revenue	\$29,835,260	Other Receivables	\$1,367,786	Other Liabilities	\$20,681,252
Plus Other Revenue	\$304,648			Subtotal	\$66,360,895
Total Revenue	\$30,139,908	Land, Buildings & Equipment (Net)	\$24,136,474	Unrestricted Fund Balance	\$0
Less Expenses	\$33,985,097	Other Assets	\$36,050,202	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$893,896			Total Liabilities & Fund Balance	\$66,360,895
Net Income	-\$2,951,293	Total Assets	\$66,360,895		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	4.5%	61.5%	0.07	59.9%	0.08	13.7%	0.33	7.2%	0.62
Obstetrics	0.0%	41.1%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	5.4%	61.6%	0.09	61.8%	0.09	19.0%	0.28	7.2%	0.74
Average Census (Patients)									
Adult Medical-Surgical	1.1	24.9	0.05	26.8	0.04	1.7	0.67	1.8	0.62
Obstetrics	0.0	5.0	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	1.3	44.9	0.03	55.6	0.02	2.5	0.54	1.8	0.74
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.5	0.54	4.5	0.55	3.5	0.71	2.5	0.97
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.2	N/A	0.0	N/A
Total Hospital	2.2	4.9	0.46	5.1	0.44	4.4	0.50	2.5	0.87
Surgical Operations									
Inpatient	71	989	0.07	948	0.07	63	1.13	75	0.95
Outpatient	585	4,208	0.14	4,423	0.13	1,640	0.36	450	1.30
Inpatient as % of All Surgeries	10.8%	19.0%	0.57	17.6%	0.61	3.7%	2.95	14.3%	0.76
Outpatient Visits									
Non-Emergency Visits	31,379	131,799	0.24	185,542	0.17	15,186	2.07	25,470	1.23
Emergency Visits	2,128	16,822	0.13	18,373	0.12	3,910	0.54	2,001	1.06
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	18.2	0.33	1.9	3.19	5.0	1.20
Nurses, Licensed	48.0	232.9	0.21	281.6	0.17	31.3	1.53	46.4	1.04
Ancillary Nursing Personnel	12.8	42.6	0.30	39.5	0.32	6.3	2.03	12.3	1.04
All Other Personnel	85.5	453.0	0.19	649.6	0.13	60.7	1.41	81.7	1.05
Total FTEs	152.3	746.0	0.20	989.0	0.15	100.2	1.52	145.4	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	53.9	12.3	4.38	11.4	4.72	12.8	4.20	45.0	1.20
Nurses, Licensed	431.3	163.8	2.63	176.3	2.45	213.7	2.02	417.4	1.03
Ancillary Nursing Personnel	115.0	30.0	3.84	24.8	4.65	43.1	2.67	110.7	1.04
All Other Personnel	768.2	318.6	2.41	406.7	1.89	414.9	1.85	735.6	1.04
Total FTEs	1,368.4	524.6	2.61	619.1	2.21	684.6	2.00	1,308.7	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	25	Bassinets	0
Discharges	221	Preferred Provider Organization (PPO)	Yes	Discharges	36	Total Births	0
Inpatient Days	491			Inpatient Days	271	Newborn Days	0

025 Memorial Hospital of Lafayette Co.
Darlington, WI 53530

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	25	166	411	4.5%	1.1	2.5
Orthopedic	2	0	55	80	0.0%	0.2	1.5
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	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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	6	0	6.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	7	0	7.0	Radiological Services Personnel	6	3	7.5
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	39	5	42.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	11	4	12.8	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	32	3	33.7
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	5	1	5.7				
				Total	141	20	152.3

025 Memorial Hospital of Lafayette Co.

Darlington, WI 53530

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,479,059	54.0%	48.2%	1.12	43.0%	1.26	44.4%	1.22	55.0%	0.98
Medical Assistance	\$4,413,177	9.0%	14.2%	0.63	12.2%	0.74	14.1%	0.64	9.0%	1.00
Commercial	\$17,667,672	36.0%	32.4%	1.11	35.7%	1.01	37.2%	0.97	35.1%	1.03
All Other	\$475,386	1.0%	5.2%	0.19	9.2%	0.11	4.3%	0.23	0.9%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,976,016	22.4%	37.1%	0.60	33.3%	0.67	25.2%	0.89	22.7%	0.98
Medical Assistance	\$2,414,524	4.9%	11.2%	0.44	9.7%	0.51	10.0%	0.49	4.9%	1.00
Commercial	\$6,965,963	14.2%	14.9%	0.95	17.9%	0.79	12.1%	1.18	13.0%	1.09
Charity Care	\$91,839	0.2%	0.7%	0.26	0.6%	0.30	0.3%	0.56	0.5%	0.38
Bad Debt	\$535,940	1.1%	0.8%	1.29	0.9%	1.19	0.8%	1.31	0.2%	6.47
All Other	\$147,807	0.3%	3.1%	0.10	5.1%	0.06	3.5%	0.09	0.4%	0.85
Total Deductions	\$21,132,089	43.1%	67.9%	0.63	67.5%	0.64	51.9%	0.83	41.7%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	8.1%	6.4%	1.26	3.6%	2.23	3.9%	2.05	3.1%	2.62	
Net Gains/Losses as % of Net Income	14.4%	11.1%	1.30	53.3%	0.27	5.4%	2.68	8.3%	1.74	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,503,661	50.9%	41.6%	1.22	45.0%	1.13	47.1%	1.08	47.1%	1.08
Supplies & Services	\$12,903,053	39.8%	52.7%	0.76	48.7%	0.82	43.9%	0.91	47.8%	0.83
Capital Component	\$3,020,359	9.3%	5.7%	1.62	6.4%	1.46	9.0%	1.04	5.1%	1.81
Fiscal Statistics										
Operating Margin (%)	-6.8%	6.4%	N/A	3.7%	N/A	7.7%	N/A	3.8%	N/A	
Total Hospital Net Income (%)	-8.1%	7.1%	N/A	7.7%	N/A	8.1%	N/A	4.2%	N/A	
Return on Equity (%)	-6.9%	3.1%	N/A	3.8%	N/A	8.5%	N/A	5.5%	N/A	
Current Ratio	1.6	2.9	0.55	3.0	0.52	2.4	0.65	2.5	0.63	
Days in Net Patient Accounts Receivable	55.6	85.9	0.65	65.9	0.84	60.0	0.93	48.2	1.15	
Average Payment Period	65.2	125.5	0.52	98.2	0.66	45.4	1.44	37.5	1.74	
Equity Financing (%)	57.1%	57.8%	0.99	50.5%	1.13	37.9%	1.51	76.4%	0.75	
Long-Term Debt to Equity Ratio	0.3	0.4	0.64	0.4	0.60	1.0	0.24	0.0	N/A	
Times Interest Earned	-2.1	12.0	N/A	9.1	N/A	7.3	N/A	91.2	N/A	
Total Asset Turnover	0.9	0.4	2.01	0.5	1.80	1.0	0.82	1.3	0.65	
Average Age of Plant (Years)	6.6	19.6	0.34	15.8	0.42	5.6	1.17	14.1	0.47	
Increase (Decrease) Total Net Patient Revenue	8.5%	3.9%	2.16	7.9%	1.07	7.6%	1.13	6.6%	1.29	
Outpatient Gross Revenue (% of Total GPR)	87.9%	67.6%	1.30	64.7%	1.36	83.4%	1.05	83.7%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,828	\$19,469	0.81	\$21,761	0.73	\$20,257	0.78	\$17,170	0.92	
Inpatient Net Revenue per Day	\$4,419	\$3,859	1.15	\$4,214	1.05	\$3,306	1.34	\$4,697	0.94	
Outpatient Net Revenue per Visit	\$721	\$875	0.82	\$819	0.88	\$992	0.73	\$744	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$49,035,293	Cash & Cash Equivalents	\$832,248	Current Liabilities	\$5,453,078
Less Deductions	\$21,132,089	Net Patient Receivables	\$4,254,270	Long-Term Debt	\$5,050,000
Net Patient Revenue	\$27,903,204	Other Receivables	\$277,637	Other Liabilities	\$4,636,199
Plus Other Revenue	\$2,447,220			Subtotal	\$15,139,277
Total Revenue	\$30,350,424	Land, Buildings & Equipment (Net)	\$18,487,673	Unrestricted Fund Balance	\$20,151,670
Less Expenses	\$32,427,073	Other Assets	\$11,439,119	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$348,470	Total Assets	\$35,290,947	Total Liabilities & Fund Balance	\$35,290,947
Net Income	-\$2,425,119				

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: 4

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.5%	61.5%	0.58	59.9%	0.59	42.9%	0.83	38.6%	0.92
Obstetrics	30.2%	41.1%	0.74	39.5%	0.04	20.5%	1.47	33.3%	0.91
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.8%	61.6%	0.52	61.8%	0.51	39.2%	0.81	36.9%	0.86
Average Census (Patients)									
Adult Medical-Surgical	6.0	24.9	0.24	26.8	0.23	9.2	0.66	6.6	0.92
Obstetrics	1.5	5.0	0.30	4.5	0.34	1.1	1.36	1.7	0.91
Pediatrics	0.0	1.7	0.03	2.8	0.02	0.0	0.03	0.1	0.84
Total Hospital	7.9	44.9	0.18	55.6	0.14	12.6	0.63	9.2	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.81	4.5	0.81	3.7	0.99	4.2	0.88
Obstetrics	2.3	2.4	0.95	2.6	0.90	2.0	1.14	2.3	1.00
Pediatrics	2.0	3.8	0.53	4.6	0.43	2.0	1.00	1.9	1.05
Total Hospital	3.4	4.9	0.71	5.1	0.68	3.8	0.91	3.5	0.99
Surgical Operations									
Inpatient	156	989	0.16	948	0.16	224	0.70	177	0.88
Outpatient	2,849	4,208	0.68	4,423	0.64	2,033	1.40	2,602	1.09
Inpatient as % of All Surgeries	5.2%	19.0%	0.27	17.6%	0.29	9.9%	0.52	6.4%	0.82
Outpatient Visits									
Non-Emergency Visits	78,100	131,799	0.59	185,542	0.42	77,115	1.01	85,474	0.91
Emergency Visits	9,050	16,822	0.54	18,373	0.49	11,550	0.78	8,008	1.13
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	18.2	0.22	10.6	0.38	4.0	1.00
Nurses, Licensed	99.3	232.9	0.43	281.6	0.35	97.4	1.02	86.7	1.15
Ancillary Nursing Personnel	11.1	42.6	0.26	39.5	0.28	15.0	0.74	10.1	1.10
All Other Personnel	270.1	453.0	0.60	649.6	0.42	210.0	1.29	248.8	1.09
Total FTEs	384.5	746.0	0.52	989.0	0.39	333.0	1.15	349.5	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.9	12.3	0.48	11.4	0.52	15.0	0.40	6.1	0.97
Nurses, Licensed	147.6	163.8	0.90	176.3	0.84	138.1	1.07	133.1	1.11
Ancillary Nursing Personnel	16.5	30.0	0.55	24.8	0.67	21.2	0.78	15.5	1.07
All Other Personnel	401.6	318.6	1.26	406.7	0.99	297.9	1.35	382.0	1.05
Total FTEs	571.7	524.6	1.09	619.1	0.92	472.2	1.21	536.7	1.07

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 846
 Inpatient Days 2,898

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 36
 Inpatient Days 323

Newborn Nursery:
 Bassinets 1
 Total Births 234
 Newborn Days 441

026 Upland Hills Health Inc
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	598	2,205	35.5%	6.0	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	2	0	11	31	0.0%	0.1	2.8
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	8	16	0.0%	0.0	2.0
Obstetrics	1	5	239	552	30.2%	1.5	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	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	47	94	8.6%	0.3	2.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	14	5	18.0	Radiological Services Personnel	3	7	7.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	6.5
Dental Hygienists	0	0	0.0	Occupational Therapists	4	0	4.0
Registered Nurses	36	66	76.4	Occupational Therapy Assistants/Aides	0	3	1.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	4	11.9
Licensed Practical Nurses	8	6	12.2	Physical Therapy Assistants/Aides	3	2	4.1
Ancillary Nursing Personnel	5	12	11.1	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	2	0.4
Nurse Practitioners	6	1	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	1	1	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	9	14.6
Health Info Mgmt-Administrators/Technicians	11	3	12.6	All Other Personnel	97	76	142.6
Pharmacy Personnel	3	6	6.8				
Clinical Laboratory Personnel	14	6	17.4				
				Total	248	225	384.5

026 Upland Hills Health Inc
Dodgeville, WI 53533

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$67,607,976	32.6%	48.2%	0.68	43.0%	0.76	47.9%	0.68	33.1%	0.99
Medical Assistance	\$23,569,895	11.4%	14.2%	0.80	12.2%	0.93	13.8%	0.82	11.2%	1.02
Commercial	\$110,967,692	53.5%	32.4%	1.65	35.7%	1.50	33.5%	1.60	53.3%	1.00
All Other	\$5,278,085	2.5%	5.2%	0.49	9.2%	0.28	4.8%	0.53	2.5%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$53,449,089	25.8%	37.1%	0.69	33.3%	0.77	33.7%	0.77	27.2%	0.95
Medical Assistance	\$19,181,389	9.2%	11.2%	0.83	9.7%	0.95	10.5%	0.88	8.8%	1.05
Commercial	\$46,948,130	22.6%	14.9%	1.52	17.9%	1.27	14.1%	1.61	19.9%	1.14
Charity Care	\$1,474,436	0.7%	0.7%	0.97	0.6%	1.15	0.6%	1.16	0.8%	0.93
Bad Debt	\$1,043,464	0.5%	0.8%	0.59	0.9%	0.55	1.0%	0.49	0.8%	0.62
All Other	\$3,912,336	1.9%	3.1%	0.60	5.1%	0.37	2.9%	0.64	1.5%	1.27
Total Deductions	\$126,008,844	60.7%	67.9%	0.89	67.5%	0.90	62.8%	0.97	58.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.4%	0.45	3.6%	0.79	6.2%	0.46	2.3%	1.22
Net Gains/Losses as % of Net Income		34.1%	11.1%	3.08	53.3%	0.64	28.7%	1.19	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,169,784	56.0%	41.6%	1.35	45.0%	1.24	47.2%	1.19	54.5%	1.03
Supplies & Services	\$25,336,800	34.4%	52.7%	0.65	48.7%	0.71	46.1%	0.75	35.4%	0.97
Capital Component	\$7,059,940	9.6%	5.7%	1.67	6.4%	1.51	6.7%	1.44	10.1%	0.95
Fiscal Statistics										
Operating Margin (%)		12.2%	6.4%	1.92	3.7%	3.27	6.7%	1.83	14.5%	0.84
Total Hospital Net Income (%)		17.4%	7.1%	2.46	7.7%	2.28	9.1%	1.92	12.6%	1.39
Return on Equity (%)		10.2%	3.1%	3.33	3.8%	2.67	4.6%	2.21	7.0%	1.46
Current Ratio		2.2	2.9	0.76	3.0	0.72	14.3	0.15	3.4	0.64
Days in Net Patient Accounts Receivable		36.8	85.9	0.43	65.9	0.56	49.3	0.75	35.6	1.03
Average Payment Period		42.2	125.5	0.34	98.2	0.43	35.0	1.20	58.4	0.72
Equity Financing (%)		80.0%	57.8%	1.38	50.5%	1.58	57.4%	1.39	75.4%	1.06
Long-Term Debt to Equity Ratio		0.2	0.4	0.59	0.4	0.55	0.1	1.81	0.3	0.82
Times Interest Earned		19.0	12.0	1.58	9.1	2.10	16.7	1.14	12.1	1.57
Total Asset Turnover		0.5	0.4	1.28	0.5	1.15	0.5	1.11	0.6	0.97
Average Age of Plant (Years)		10.9	19.6	0.56	15.8	0.69	11.3	0.97	10.3	1.06
Increase (Decrease) Total Net Patient Revenue		3.5%	3.9%	0.89	7.9%	0.44	3.0%	1.17	13.4%	0.26
Outpatient Gross Revenue (% of Total GPR)		88.3%	67.6%	1.31	64.7%	1.36	82.2%	1.07	85.4%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,692		\$19,469	0.91	\$21,761	0.81	\$12,086	1.46	\$14,411	1.23
Inpatient Net Revenue per Day	\$4,875		\$3,859	1.26	\$4,214	1.16	\$3,093	1.58	\$3,944	1.24
Outpatient Net Revenue per Visit	\$767		\$875	0.88	\$819	0.94	\$740	1.04	\$703	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$207,423,648	Cash & Cash Equivalents	\$4,377,831	Current Liabilities	\$7,849,028
Less Deductions	\$126,008,844	Net Patient Receivables	\$8,204,905	Long-Term Debt	\$28,277,143
Net Patient Revenue	\$81,414,804	Other Receivables	\$718,224	Other Liabilities	\$0
Plus Other Revenue	\$2,396,187			Subtotal	\$36,126,171
Total Revenue	\$83,810,991	Land, Buildings & Equipment (Net)	\$51,044,014	Unrestricted Fund Balance	\$122,197,639
Less Expenses	\$73,566,524	Other Assets	\$88,388,453	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,297,489			Total Liabilities & Fund Balance	\$158,323,810
Net Income	\$15,541,956	Total Assets	\$152,733,427		

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	3.3%	61.5%	0.05	56.8%	0.06	13.7%	0.24	3.8%	0.86
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	3.3%	61.6%	0.05	54.3%	0.06	19.0%	0.17	3.8%	0.86
Average Census (Patients)									
Adult Medical-Surgical	0.8	24.9	0.03	12.6	0.06	1.7	0.48	0.9	0.86
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	0.8	44.9	0.02	18.5	0.04	2.5	0.33	0.9	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.5	0.55	4.3	0.58	3.5	0.72	2.6	0.96
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	3.2	N/A	0.0	N/A
Total Hospital	2.5	4.9	0.52	4.4	0.57	4.4	0.57	2.7	0.95
Surgical Operations									
Inpatient	0	989	N/A	358	N/A	63	N/A	0	N/A
Outpatient	453	4,208	0.11	2,715	0.17	1,640	0.28	197	2.30
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	11.6%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	18,850	131,799	0.14	80,185	0.24	15,186	1.24	28,699	0.66
Emergency Visits	1,668	16,822	0.10	8,854	0.19	3,910	0.43	1,665	1.00
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	10.4	0.10	1.9	0.53	1.0	1.00
Nurses, Licensed	18.8	232.9	0.08	132.4	0.14	31.3	0.60	20.6	0.91
Ancillary Nursing Personnel	7.8	42.6	0.18	20.9	0.37	6.3	1.24	9.9	0.79
All Other Personnel	46.6	453.0	0.10	273.9	0.17	60.7	0.77	45.2	1.03
Total FTEs	74.2	746.0	0.10	437.6	0.17	100.2	0.74	76.6	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.9	12.3	0.64	13.2	0.60	12.8	0.61	11.4	0.69
Nurses, Licensed	148.0	163.8	0.90	167.9	0.88	213.7	0.69	235.0	0.63
Ancillary Nursing Personnel	61.5	30.0	2.05	26.5	2.32	43.1	1.43	113.1	0.54
All Other Personnel	367.2	318.6	1.15	347.5	1.06	414.9	0.89	515.8	0.71
Total FTEs	584.6	524.6	1.11	555.1	1.05	684.6	0.85	875.3	0.67

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	118	Preferred Provider Organization (PPO)	Yes	Discharges	22	Total Births	0
Inpatient Days	298			Inpatient Days	166	Newborn Days	0

027 AdventHealth Durand
Durand, WI 54736

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	119	298	3.3%	0.8	2.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	1	0.6
Physicians & Dentists	3	1	3.6	Radiological Services Personnel	2	3	4.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	9	3	10.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	1	2.6	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	8	7.8	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	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	4	0	4.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	10	23.7
Pharmacy Personnel	1	1	1.4				
Clinical Laboratory Personnel	5	2	6.2				
				Total	58	31	74.2

027 AdventHealth Durand

Durand, WI 54736

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$20,202,917	61.9%	48.2%	1.29	51.7%	1.20	44.4%	1.40	66.3%	0.93
Medical Assistance	\$2,782,793	8.5%	14.2%	0.60	12.2%	0.70	14.1%	0.60	9.4%	0.90
Commercial	\$9,031,374	27.7%	32.4%	0.86	31.5%	0.88	37.2%	0.74	23.1%	1.20
All Other	\$597,566	1.8%	5.2%	0.35	4.7%	0.39	4.3%	0.43	1.2%	1.52
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,762,795	33.0%	37.1%	0.89	34.8%	0.95	25.2%	1.31	27.8%	1.19
Medical Assistance	\$1,265,423	3.9%	11.2%	0.35	8.8%	0.44	10.0%	0.39	6.4%	0.61
Commercial	\$2,483,730	7.6%	14.9%	0.51	10.5%	0.73	12.1%	0.63	4.5%	1.70
Charity Care	\$340,216	1.0%	0.7%	1.43	0.4%	2.77	0.3%	3.12	0.6%	1.70
Bad Debt	\$513,820	1.6%	0.8%	1.86	1.1%	1.38	0.8%	1.89	1.8%	0.88
All Other	\$102,167	0.3%	3.1%	0.10	3.0%	0.10	3.5%	0.09	0.9%	0.36
Total Deductions	\$15,468,151	47.4%	67.9%	0.70	58.7%	0.81	51.9%	0.91	42.0%	1.13
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.9%	6.4%	1.08	4.2%	1.65	3.9%	1.76	7.7%	0.89
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	33.8%	N/A	5.4%	N/A	386.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,958,911	56.2%	41.6%	1.35	48.8%	1.15	47.1%	1.19	59.5%	0.94
Supplies & Services	\$6,522,689	40.9%	52.7%	0.78	46.5%	0.88	43.9%	0.93	37.8%	1.08
Capital Component	\$468,437	2.9%	5.7%	0.51	4.7%	0.63	9.0%	0.33	2.7%	1.10
Fiscal Statistics										
Operating Margin (%)		13.4%	6.4%	2.11	4.9%	2.75	7.7%	1.73	7.3%	1.84
Total Hospital Net Income (%)		12.8%	7.1%	1.81	7.2%	1.79	8.1%	1.58	-2.8%	N/A
Return on Equity (%)		17.0%	3.1%	5.57	1.3%	13.06	8.5%	2.00	-4.5%	N/A
Current Ratio		2.0	2.9	0.71	1.1	1.82	2.4	0.85	2.5	0.82
Days in Net Patient Accounts Receivable		56.9	85.9	0.66	210.1	0.27	60.0	0.95	39.2	1.45
Average Payment Period		124.6	125.5	0.99	460.7	0.27	45.4	2.74	76.6	1.63
Equity Financing (%)		39.8%	57.8%	0.69	38.6%	1.03	37.9%	1.05	34.7%	1.15
Long-Term Debt to Equity Ratio		0.5	0.4	1.37	0.9	0.58	1.0	0.52	0.9	0.61
Times Interest Earned		160.1	12.0	13.30	22.9	6.98	7.3	21.82	-33.9	N/A
Total Asset Turnover		1.3	0.4	3.12	0.2	7.53	1.0	1.28	1.8	0.76
Average Age of Plant (Years)		2.8	19.6	0.14	56.0	0.05	5.6	0.49	2.5	1.13
Increase (Decrease) Total Net Patient Revenue		9.6%	3.9%	2.43	7.4%	1.30	7.6%	1.27	-5.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		93.6%	67.6%	1.38	76.6%	1.22	83.4%	1.12	89.2%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,082	\$19,469	0.98	\$17,024	1.12	\$20,257	0.94	\$22,217	0.86	
Inpatient Net Revenue per Day	\$5,716	\$3,859	1.48	\$3,633	1.57	\$3,306	1.73	\$6,389	0.89	
Outpatient Net Revenue per Visit	\$731	\$875	0.84	\$979	0.75	\$992	0.74	\$419	1.75	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,614,650	Cash & Cash Equivalents	\$7,552,027	Current Liabilities	\$5,315,471
Less Deductions	\$15,468,151	Net Patient Receivables	\$2,672,788	Long-Term Debt	\$2,935,431
Net Patient Revenue	\$17,146,499	Other Receivables	\$232,264	Other Liabilities	\$59,853
Plus Other Revenue	\$1,273,732			Subtotal	\$8,310,755
Total Revenue	\$18,420,231	Land, Buildings & Equipment (Net)	\$2,388,297		
Less Expenses	\$15,950,037	Other Assets	\$955,468	Unrestricted Fund Balance	\$5,490,089
Non-Operating Gains/Losses	-\$118,457			Restricted Fund Balance	\$0
Net Income	\$2,351,737	Total Assets	\$13,800,844	Total Liabilities & Fund Balance	\$13,800,844

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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.3%	61.5%	0.66	56.9%	0.71	13.7%	2.95	13.7%	2.95
Obstetrics	0.0%	41.1%	N/A	33.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	40.3%	61.6%	0.65	51.1%	0.79	19.0%	2.12	13.7%	2.95
Average Census (Patients)									
Adult Medical-Surgical	4.4	24.9	0.18	14.9	0.30	1.7	2.63	3.7	1.20
Obstetrics	0.0	5.0	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.3	N/A	0.0	N/A
Total Hospital	4.4	44.9	0.10	28.6	0.15	2.5	1.79	3.7	1.20
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.5	1.11	4.7	1.09	3.5	1.46	4.7	1.09
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.2	N/A	0.0	N/A
Total Hospital	5.1	4.9	1.04	4.1	1.22	4.4	1.14	4.7	1.09
Surgical Operations									
Inpatient	0	989	N/A	1,050	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	4,075	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	15,900	131,799	0.12	89,194	0.18	15,186	1.05	14,280	1.11
Emergency Visits	6,229	16,822	0.37	12,167	0.51	3,910	1.59	5,376	1.16
Full-Time Equivalents (FTEs)									
Administrators	5.8	17.5	0.33	21.2	0.27	1.9	3.08	4.0	1.45
Nurses, Licensed	21.8	232.9	0.09	219.5	0.10	31.3	0.70	22.9	0.95
Ancillary Nursing Personnel	5.5	42.6	0.13	62.9	0.09	6.3	0.87	7.8	0.71
All Other Personnel	30.5	453.0	0.07	424.5	0.07	60.7	0.50	27.1	1.13
Total FTEs	63.5	746.0	0.09	728.1	0.09	100.2	0.63	61.7	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.6	12.3	2.25	16.3	1.70	12.8	2.15	19.4	1.43
Nurses, Licensed	104.0	163.8	0.63	168.3	0.62	213.7	0.49	110.8	0.94
Ancillary Nursing Personnel	26.3	30.0	0.88	48.2	0.55	43.1	0.61	37.7	0.70
All Other Personnel	145.8	318.6	0.46	325.5	0.45	414.9	0.35	131.1	1.11
Total FTEs	303.7	524.6	0.58	558.3	0.54	684.6	0.44	299.0	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	11	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	320	Preferred Provider Organization (PPO)	Yes	Discharges	62	Total Births	0
Inpatient Days	1,619			Inpatient Days	780	Newborn Days	0

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	320	1,619	40.3%	4.4	5.1
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	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	2	12	5.8	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	5.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.7
Registered Nurses	12	16	21.8	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	5	5.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.1
Ancillary Nursing Personnel	5	1	5.5	Recreational Therapists	0	0	0.0
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	1	0	1.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	11	8.7
Pharmacy Personnel	0	1	0.7				
Clinical Laboratory Personnel	4	1	4.1				
				Total	40	58	63.5

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$27,116,267	58.7%	48.2%	1.22	51.9%	1.13	44.4%	1.32	58.3%	1.01
Medical Assistance	\$6,183,157	13.4%	14.2%	0.94	13.6%	0.99	14.1%	0.95	13.0%	1.03
Commercial	\$9,833,054	21.3%	32.4%	0.66	28.8%	0.74	37.2%	0.57	22.7%	0.94
All Other	\$3,044,858	6.6%	5.2%	1.26	5.7%	1.15	4.3%	1.54	6.0%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,614,753	40.3%	37.1%	1.09	38.3%	1.05	25.2%	1.60	35.6%	1.13
Medical Assistance	\$5,042,476	10.9%	11.2%	0.98	10.8%	1.01	10.0%	1.09	9.6%	1.14
Commercial	\$2,478,084	5.4%	14.9%	0.36	10.2%	0.53	12.1%	0.45	6.5%	0.82
Charity Care	\$265,409	0.6%	0.7%	0.79	0.5%	1.19	0.3%	1.72	1.4%	0.41
Bad Debt	\$113,153	0.2%	0.8%	0.29	0.7%	0.37	0.8%	0.29	1.3%	0.19
All Other	\$2,349,474	5.1%	3.1%	1.62	3.7%	1.37	3.5%	1.47	4.1%	1.25
Total Deductions	\$28,863,347	62.5%	67.9%	0.92	64.1%	0.98	51.9%	1.21	58.5%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	6.4%	0.18	3.3%	0.34	3.9%	0.29	2.6%	0.43
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	43.0%	N/A	5.4%	N/A	0.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,075,179	55.4%	41.6%	1.33	38.8%	1.43	47.1%	1.18	52.3%	1.06
Supplies & Services	\$6,162,964	37.6%	52.7%	0.71	56.2%	0.67	43.9%	0.86	42.0%	0.90
Capital Component	\$1,138,700	7.0%	5.7%	1.21	4.9%	1.41	9.0%	0.77	5.7%	1.21
Fiscal Statistics										
Operating Margin (%)		6.5%	6.4%	1.02	1.4%	4.54	7.7%	0.84	12.0%	0.54
Total Hospital Net Income (%)		6.5%	7.1%	0.91	2.5%	2.61	8.1%	0.80	12.0%	0.54
Return on Equity (%)		13.8%	3.1%	4.52	0.6%	24.91	8.5%	1.62	25.1%	0.55
Current Ratio		2.1	2.9	0.73	1.0	2.02	2.4	0.87	5.2	0.40
Days in Net Patient Accounts Receivable		55.0	85.9	0.64	174.2	0.32	60.0	0.92	53.3	1.03
Average Payment Period		31.1	125.5	0.25	378.0	0.08	45.4	0.69	13.4	2.32
Equity Financing (%)		8.8%	57.8%	0.15	34.7%	0.25	37.9%	0.23	21.4%	0.41
Long-Term Debt to Equity Ratio		8.5	0.4	21.72	1.1	7.48	1.0	8.26	3.3	2.55
Times Interest Earned		7.1	12.0	0.59	5.7	1.25	7.3	0.97	15.3	0.47
Total Asset Turnover		2.1	0.4	4.99	0.2	9.64	1.0	2.04	2.1	1.02
Average Age of Plant (Years)		1.4	19.6	0.07	39.8	0.04	5.6	0.25	0.9	1.49
Increase (Decrease) Total Net Patient Revenue		10.5%	3.9%	2.67	3.0%	3.48	7.6%	1.39	5.2%	2.02
Outpatient Gross Revenue (% of Total GPR)		78.8%	67.6%	1.17	73.4%	1.07	83.4%	0.94	82.1%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,944		\$19,469	0.41	\$16,243	0.49	\$20,257	0.39	\$8,710	0.91
Inpatient Net Revenue per Day	\$1,265		\$3,859	0.33	\$3,215	0.39	\$3,306	0.38	\$1,395	0.91
Outpatient Net Revenue per Visit	\$650		\$875	0.74	\$1,234	0.53	\$992	0.65	\$768	0.85

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,177,335	Cash & Cash Equivalents	\$975	Current Liabilities	\$1,319,301
Less Deductions	\$28,863,347	Net Patient Receivables	\$2,610,907	Long-Term Debt	\$6,129,129
Net Patient Revenue	\$17,313,988	Other Receivables	\$0	Other Liabilities	\$50,000
Plus Other Revenue	\$198,239			Subtotal	\$7,498,430
Total Revenue	\$17,512,226	Land, Buildings & Equipment (Net)	\$5,435,784	Unrestricted Fund Balance	\$720,684
Less Expenses	\$16,376,843	Other Assets	\$171,446	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$8,219,114
Net Income	\$1,135,384	Total Assets	\$8,219,112		

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	59.9%	61.5%	0.97	56.8%	1.05	62.5%	0.96	72.1%	0.83
Obstetrics	34.1%	41.1%	0.83	34.7%	0.08	35.5%	0.96	33.7%	1.01
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	57.2%	61.6%	0.93	54.3%	1.05	61.3%	0.93	66.8%	0.86
Average Census (Patients)									
Adult Medical-Surgical	24.5	24.9	0.98	12.6	1.95	27.9	0.88	29.6	0.83
Obstetrics	2.7	5.0	0.54	2.6	1.05	4.2	0.65	2.7	1.01
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	32.1	44.9	0.71	18.5	1.73	54.3	0.59	37.4	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	5.7	4.5	1.25	4.3	1.32	4.4	1.29	6.0	0.95
Obstetrics	2.2	2.4	0.90	2.3	0.95	2.4	0.90	2.2	1.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.1	4.9	1.04	4.4	1.15	4.7	1.07	5.4	0.94
Surgical Operations									
Inpatient	825	989	0.83	358	2.31	1,120	0.74	881	0.94
Outpatient	9,144	4,208	2.17	2,715	3.37	5,321	1.72	8,100	1.13
Inpatient as % of All Surgeries	8.3%	19.0%	0.43	11.6%	0.71	17.4%	0.48	9.8%	0.84
Outpatient Visits									
Non-Emergency Visits	191,306	131,799	1.45	80,185	2.39	201,183	0.95	190,919	1.00
Emergency Visits	10,903	16,822	0.65	8,854	1.23	23,507	0.46	10,860	1.00
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	10.4	0.58	18.1	0.33	3.0	2.00
Nurses, Licensed	291.5	232.9	1.25	132.4	2.20	312.2	0.93	333.9	0.87
Ancillary Nursing Personnel	25.6	42.6	0.60	20.9	1.23	44.9	0.57	38.4	0.67
All Other Personnel	613.0	453.0	1.35	273.9	2.24	592.5	1.03	685.1	0.89
Total FTEs	936.1	746.0	1.25	437.6	2.14	967.7	0.97	1,060.4	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.5	12.3	0.20	13.2	0.19	9.7	0.26	1.3	1.98
Nurses, Licensed	122.1	163.8	0.75	167.9	0.73	167.7	0.73	141.5	0.86
Ancillary Nursing Personnel	10.7	30.0	0.36	26.5	0.40	24.1	0.45	16.3	0.66
All Other Personnel	256.7	318.6	0.81	347.5	0.74	318.3	0.81	290.4	0.88
Total FTEs	392.0	524.6	0.75	555.1	0.71	519.9	0.75	449.4	0.87

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	2,315	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	446
Inpatient Days	11,701			Inpatient Days	0	Newborn Days	905

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	41	1,572	8,957	59.9%	24.5	5.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	458	995	34.1%	2.7	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	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	285	1,749	68.5%	4.8	6.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	26	10	26.8
Physicians & Dentists	60	33	68.7	Radiological Services Personnel	27	18	34.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	5	11.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	4	5.7
Registered Nurses	204	120	239.7	Occupational Therapy Assistants/Aides	1	1	1.1
Certified Nurse Midwives	6	0	6.0	Physical Therapists	8	7	13.0
Licensed Practical Nurses	5	5	7.6	Physical Therapy Assistants/Aides	2	1	2.3
Ancillary Nursing Personnel	13	49	25.6	Recreational Therapists	0	0	0.0
Physician Assistants	13	3	14.6	Dietitians & Nutritionists	1	4	3.3
Nurse Practitioners	26	4	27.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	11	9	11.2	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	163	69	190.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	117	34	126.9
Pharmacy Personnel	26	18	31.5				
Clinical Laboratory Personnel	23	4	24.8				
				Total	798	427	936.1

322 Marshfield Medical Center - Eau Claire

Eau Claire, WI 54701

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$311,966,387	47.7%	48.2%	0.99	51.7%	0.92	44.9%	1.06	50.2%	0.95
Medical Assistance	\$94,176,557	14.4%	14.2%	1.01	12.2%	1.18	18.0%	0.80	13.1%	1.10
Commercial	\$207,441,360	31.7%	32.4%	0.98	31.5%	1.01	32.5%	0.97	30.4%	1.04
All Other	\$41,005,710	6.3%	5.2%	1.20	4.7%	1.34	4.6%	1.38	6.3%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$219,391,038	33.5%	37.1%	0.90	34.8%	0.96	35.8%	0.94	37.4%	0.90
Medical Assistance	\$81,656,255	12.5%	11.2%	1.12	8.8%	1.41	14.0%	0.89	11.1%	1.12
Commercial	\$90,024,211	13.8%	14.9%	0.92	10.5%	1.31	13.9%	0.99	11.4%	1.21
Charity Care	-\$250,256	0.0%	0.7%	N/A	0.4%	N/A	0.5%	N/A	0.5%	N/A
Bad Debt	\$7,998,195	1.2%	0.8%	1.44	1.1%	1.07	0.8%	1.47	0.9%	1.36
All Other	\$28,835,884	4.4%	3.1%	1.41	3.0%	1.45	2.9%	1.53	4.7%	0.95
Total Deductions	\$427,655,328	65.3%	67.9%	0.96	58.7%	1.11	67.9%	0.96	65.9%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%	6.4%	0.05	4.2%	0.07	6.1%	0.05	0.3%	0.93	
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A	33.8%	N/A	10.0%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$100,102,976	40.2%	41.6%	0.97	48.8%	0.82	43.9%	0.92	42.0%	0.96
Supplies & Services	\$137,976,626	55.4%	52.7%	1.05	46.5%	1.19	49.1%	1.13	53.6%	1.03
Capital Component	\$10,903,664	4.4%	5.7%	0.76	4.7%	0.93	6.9%	0.63	4.4%	1.00
Fiscal Statistics										
Operating Margin (%)	-9.4%	6.4%	N/A	4.9%	N/A	7.1%	N/A	-20.8%	0.45	
Total Hospital Net Income (%)	-9.4%	7.1%	N/A	7.2%	N/A	7.8%	N/A	-20.8%	0.45	
Return on Equity (%)	-0.7%	3.1%	N/A	1.3%	N/A	2.1%	N/A	-1.5%	0.51	
Current Ratio	0.9	2.9	0.31	1.1	0.79	2.2	0.40	1.5	0.59	
Days in Net Patient Accounts Receivable	435.3	85.9	5.07	210.1	2.07	119.9	3.63	569.7	0.76	
Average Payment Period	1,036.4	125.5	8.26	460.7	2.25	229.7	4.51	599.3	1.73	
Equity Financing (%)	31.3%	57.8%	0.54	38.6%	0.81	53.3%	0.59	37.8%	0.83	
Long-Term Debt to Equity Ratio	1.3	0.4	3.31	0.9	1.42	0.5	2.65	1.2	1.09	
Times Interest Earned	0.0	12.0	N/A	22.9	N/A	9.1	N/A	0.0	N/A	
Total Asset Turnover	0.1	0.4	0.18	0.2	0.45	0.3	0.30	0.1	1.13	
Average Age of Plant (Years)	91.3	19.6	4.66	56.0	1.63	25.3	3.61	81.4	1.12	
Increase (Decrease) Total Net Patient Revenue	7.7%	3.9%	1.94	7.4%	1.03	4.1%	1.87	-6.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	86.4%	67.6%	1.28	76.6%	1.13	71.5%	1.21	84.1%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,747	\$19,469	0.71	\$17,024	0.81	\$18,306	0.75	\$15,186	0.91	
Inpatient Net Revenue per Day	\$2,692	\$3,859	0.70	\$3,633	0.74	\$3,976	0.68	\$2,829	0.95	
Outpatient Net Revenue per Visit	\$1,004	\$875	1.15	\$979	1.03	\$752	1.34	\$886	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$654,590,014	Cash & Cash Equivalents	-\$12,808,371	Current Liabilities	\$676,370,414
Less Deductions	\$427,655,328	Net Patient Receivables	\$270,627,028	Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$226,934,686	Other Receivables	\$219,577,908	Other Liabilities	\$131,289,257
Plus Other Revenue	\$698,730			Subtotal	\$1,979,950,372
Total Revenue	\$227,633,417	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$248,983,267	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$21,349,851	Total Assets	\$2,883,677,481		

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	85.2%	61.5%	1.39	56.8%	1.50	75.8%	1.12	88.3%	0.96
Obstetrics	33.2%	41.1%	0.81	34.7%	0.22	51.5%	0.64	29.8%	1.11
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	76.9%	61.6%	1.25	54.3%	1.42	70.4%	1.09	76.0%	1.01
Average Census (Patients)									
Adult Medical-Surgical	96.2	24.9	3.86	12.6	7.64	100.5	0.96	87.4	1.10
Obstetrics	7.6	5.0	1.52	2.6	2.93	13.4	0.57	6.9	1.11
Pediatrics	0.0	1.7	N/A	0.0	N/A	4.8	N/A	0.0	N/A
Total Hospital	146.1	44.9	3.25	18.5	7.88	190.9	0.77	132.2	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	4.5	1.03	4.3	1.09	4.8	0.97	4.9	0.96
Obstetrics	2.3	2.4	0.96	2.3	1.02	2.5	0.93	2.3	0.99
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.8	4.9	1.00	4.4	1.10	5.2	0.93	5.0	0.97
Surgical Operations									
Inpatient	2,779	989	2.81	358	7.77	3,644	0.76	2,366	1.17
Outpatient	7,216	4,208	1.71	2,715	2.66	11,922	0.61	6,518	1.11
Inpatient as % of All Surgeries	27.8%	19.0%	1.46	11.6%	2.39	23.4%	1.19	26.6%	1.04
Outpatient Visits									
Non-Emergency Visits	420,849	131,799	3.19	80,185	5.25	419,931	1.00	408,707	1.03
Emergency Visits	37,253	16,822	2.21	8,854	4.21	42,605	0.87	36,456	1.02
Full-Time Equivalents (FTEs)									
Administrators	49.0	17.5	2.80	10.4	4.72	59.1	0.83	53.4	0.92
Nurses, Licensed	1,034.0	232.9	4.44	132.4	7.81	886.0	1.17	866.9	1.19
Ancillary Nursing Personnel	155.9	42.6	3.66	20.9	7.45	175.9	0.89	120.2	1.30
All Other Personnel	2,196.8	453.0	4.85	273.9	8.02	1,728.4	1.27	2,220.8	0.99
Total FTEs	3,435.6	746.0	4.61	437.6	7.85	2,849.5	1.21	3,261.2	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.4	12.3	0.93	13.2	0.87	11.2	1.02	13.1	0.87
Nurses, Licensed	240.9	163.8	1.47	167.9	1.43	167.8	1.44	212.3	1.13
Ancillary Nursing Personnel	36.3	30.0	1.21	26.5	1.37	33.3	1.09	29.4	1.23
All Other Personnel	511.8	318.6	1.61	347.5	1.47	327.4	1.56	543.8	0.94
Total FTEs	800.4	524.6	1.53	555.1	1.44	539.8	1.48	798.6	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	190	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	11,019	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,141
Inpatient Days	53,335			Inpatient Days	0	Newborn Days	1,890

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	113	7,498	35,122	85.2%	96.2	4.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	1,198	2,786	33.2%	7.6	2.3
Psychiatric	1	24	1,196	5,862	66.9%	16.1	4.9
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	15	340	4,540	82.9%	12.4	13.4
Step-Down (Special Care)	1	12	688	4,105	93.7%	11.2	6.0
Neonatal Intensive/Intermediate Care	1	3	99	920	84.0%	2.5	9.3
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	49	0	49.0	Surgical Personnel	37	52	73.0
Physicians & Dentists	218	39	234.0	Radiological Services Personnel	39	69	89.0
Medical & Dental Residents	16	0	16.0	Respiratory Therapists	25	28	40.5
Dental Hygienists	0	0	0.0	Occupational Therapists	11	8	15.7
Registered Nurses	265	837	863.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	8	1	8.8	Physical Therapists	22	20	35.8
Licensed Practical Nurses	13	37	36.9	Physical Therapy Assistants/Aides	4	10	8.7
Ancillary Nursing Personnel	41	214	155.9	Recreational Therapists	5	6	9.3
Physician Assistants	44	25	59.0	Dietitians & Nutritionists	5	16	16.0
Nurse Practitioners	69	42	93.5	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	19	15	29.1	Social Workers	42	27	61.3
Clinical Nurse Specialists	2	1	2.5	All Other Health Professionals	531	154	634.0
Health Info Mgmt-Administrators/Technicians	77	12	87.9	All Other Personnel	415	179	533.2
Pharmacy Personnel	73	62	111.0				
Clinical Laboratory Personnel	50	29	73.2				
				Total	2,127	1,960	3,435.6

029 Mayo Clinic Health System - Eau Claire

Eau Claire, WI 54703

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	7 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,143,840,973	56.5%	48.2%	1.17	51.7%	1.09	48.7%	1.16	55.2%	1.02
Medical Assistance	\$198,752,803	9.8%	14.2%	0.69	12.2%	0.81	13.0%	0.76	10.0%	0.98
Commercial	\$601,870,632	29.7%	32.4%	0.92	31.5%	0.94	32.4%	0.92	31.7%	0.94
All Other	\$80,301,407	4.0%	5.2%	0.76	4.7%	0.85	5.9%	0.67	3.1%	1.29
Deductions as % of Total Gross Patient Revenue										
Medicare	\$862,349,797	42.6%	37.1%	1.15	34.8%	1.22	38.0%	1.12	41.2%	1.03
Medical Assistance	\$154,056,750	7.6%	11.2%	0.68	8.8%	0.86	10.4%	0.73	7.8%	0.97
Commercial	\$182,400,493	9.0%	14.9%	0.60	10.5%	0.86	15.8%	0.57	9.9%	0.91
Charity Care	\$9,049,136	0.4%	0.7%	0.61	0.4%	1.19	0.8%	0.56	0.4%	1.21
Bad Debt	\$19,723,032	1.0%	0.8%	1.15	1.1%	0.85	0.8%	1.26	0.7%	1.50
All Other	\$50,524,177	2.5%	3.1%	0.80	3.0%	0.82	3.4%	0.74	1.8%	1.38
Total Deductions	\$1,278,103,385	63.1%	67.9%	0.93	58.7%	1.08	69.2%	0.91	61.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.4%	6.4%	1.00	4.2%	1.53	7.4%	0.87	6.0%	1.07
Net Gains/Losses as % of Net Income		26.5%	11.1%	2.39	33.8%	0.78	7.6%	3.50	4,277.0%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$454,355,650	59.8%	41.6%	1.44	48.8%	1.23	40.0%	1.50	60.2%	0.99
Supplies & Services	\$280,117,881	36.9%	52.7%	0.70	46.5%	0.79	54.9%	0.67	36.2%	1.02
Capital Component	\$24,700,202	3.3%	5.7%	0.57	4.7%	0.69	5.1%	0.64	3.6%	0.90
Fiscal Statistics										
Operating Margin (%)		4.8%	6.4%	0.76	4.9%	0.99	5.8%	0.83	-1.1%	N/A
Total Hospital Net Income (%)		6.4%	7.1%	0.91	7.2%	0.90	6.3%	1.03	0.0%	251.37
Return on Equity (%)		9.9%	3.1%	3.23	1.3%	7.57	4.7%	2.12	0.0%	238.91
Current Ratio		29.1	2.9	10.12	1.1	25.81	5.7	5.12	2.4	12.05
Days in Net Patient Accounts Receivable		45.4	85.9	0.53	210.1	0.22	57.7	0.79	42.2	1.08
Average Payment Period		4.7	125.5	0.04	460.7	0.01	46.2	0.10	45.6	0.10
Equity Financing (%)		55.2%	57.8%	0.96	38.6%	1.43	72.7%	0.76	56.9%	0.97
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.9	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		3,041.1	12.0	252.73	22.9	132.52	12.2	248.47	3.5	871.38
Total Asset Turnover		1.5	0.4	3.53	0.2	8.51	0.7	2.04	1.6	0.94
Average Age of Plant (Years)		17.2	19.6	0.88	56.0	0.31	13.4	1.28	16.5	1.04
Increase (Decrease) Total Net Patient Revenue		10.4%	3.9%	2.63	7.4%	1.40	3.5%	2.99	0.8%	13.63
Outpatient Gross Revenue (% of Total GPR)		66.6%	67.6%	0.99	76.6%	0.87	62.1%	1.07	68.4%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$22,754	\$19,469	1.17	\$17,024	1.34	\$22,156	1.03	\$21,171	1.07
Inpatient Net Revenue per Day		\$4,796	\$3,859	1.24	\$3,633	1.32	\$4,083	1.17	\$4,330	1.11
Outpatient Net Revenue per Visit		\$1,126	\$875	1.29	\$979	1.15	\$987	1.14	\$1,088	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,024,765,815	Cash & Cash Equivalents	\$6,395	Current Liabilities	\$9,482,232
Less Deductions	\$1,278,103,385	Net Patient Receivables	\$92,891,738	Long-Term Debt	\$0
Net Patient Revenue	\$746,662,430	Other Receivables	\$3,431,633	Other Liabilities	\$227,492,475
Plus Other Revenue	\$50,931,097			Subtotal	\$236,974,707
Total Revenue	\$797,593,527	Land, Buildings & Equipment (Net)	\$196,345,636		
Less Expenses	\$759,173,733	Other Assets	\$236,433,099	Unrestricted Fund Balance	\$292,133,794
Non-Operating Gains/Losses	\$13,852,272			Restricted Fund Balance	\$6,137,404
Net Income	\$52,272,066	Total Assets	\$529,108,501	Total Liabilities & Fund Balance	\$529,108,501

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	84.2%	61.5%	1.37	56.8%	1.48	54.8%	1.54	72.5%	1.16
Obstetrics	45.3%	41.1%	1.10	34.7%	0.20	34.5%	1.31	30.4%	1.49
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	58.8%	61.6%	0.95	54.3%	1.08	59.6%	0.99	59.2%	0.99
Average Census (Patients)									
Adult Medical-Surgical	50.5	24.9	2.03	12.6	4.01	15.8	3.19	58.0	0.87
Obstetrics	6.8	5.0	1.36	2.6	2.61	2.9	2.32	4.6	1.49
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	84.1	44.9	1.87	18.5	4.54	29.6	2.84	96.0	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.5	1.00	4.3	1.05	4.2	1.09	5.6	0.80
Obstetrics	3.1	2.4	1.26	2.3	1.34	2.3	1.32	2.1	1.44
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.9	4.9	1.00	4.4	1.10	4.4	1.11	5.7	0.85
Surgical Operations									
Inpatient	1,140	989	1.15	358	3.19	409	2.79	1,105	1.03
Outpatient	2,108	4,208	0.50	2,715	0.78	2,735	0.77	1,855	1.14
Inpatient as % of All Surgeries	35.1%	19.0%	1.84	11.6%	3.02	13.0%	2.70	37.3%	0.94
Outpatient Visits									
Non-Emergency Visits	67,191	131,799	0.51	80,185	0.84	92,528	0.73	64,401	1.04
Emergency Visits	13,382	16,822	0.80	8,854	1.51	17,976	0.74	12,945	1.03
Full-Time Equivalents (FTEs)									
Administrators	23.5	17.5	1.34	10.4	2.26	12.7	1.84	33.7	0.70
Nurses, Licensed	231.6	232.9	0.99	132.4	1.75	137.2	1.69	241.1	0.96
Ancillary Nursing Personnel	53.0	42.6	1.24	20.9	2.53	29.9	1.77	66.0	0.80
All Other Personnel	299.0	453.0	0.66	273.9	1.09	239.1	1.25	332.2	0.90
Total FTEs	607.1	746.0	0.81	437.6	1.39	418.9	1.45	673.1	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.7	12.3	1.19	13.2	1.11	10.9	1.35	20.1	0.73
Nurses, Licensed	144.9	163.8	0.88	167.9	0.86	117.7	1.23	143.5	1.01
Ancillary Nursing Personnel	33.1	30.0	1.11	26.5	1.25	25.6	1.29	39.3	0.84
All Other Personnel	187.0	318.6	0.59	347.5	0.54	205.0	0.91	197.7	0.95
Total FTEs	379.7	524.6	0.72	555.1	0.68	359.2	1.06	400.5	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	143	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	20
Discharges	6,319	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	783
Inpatient Days	30,703			Inpatient Days	0	Newborn Days	1,484

030 Sacred Heart Hospital
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	4,073	18,429	84.2%	50.5	4.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	101	1,230	14.0%	3.4	12.2
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	810	2,480	45.3%	6.8	3.1
Psychiatric	1	26	1,005	5,402	56.9%	14.8	5.4
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	18	330	3,162	48.1%	8.7	9.6
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	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	18	8	23.5	Surgical Personnel	9	9	13.8
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	12	19	25.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	9	11.2
Dental Hygienists	0	0	0.0	Occupational Therapists	5	5	7.0
Registered Nurses	136	138	230.2	Occupational Therapy Assistants/Aides	1	1	1.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	11	12.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	5	3	6.2
Ancillary Nursing Personnel	12	82	53.0	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	3	6.0
Nurse Practitioners	1	2	1.5	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	29	25	46.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	76	32	95.6
Pharmacy Personnel	23	6	26.2				
Clinical Laboratory Personnel	25	13	32.8				
				Total	372	379	607.1

030 Sacred Heart Hospital
Eau Claire, WI 54701

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$237,355,233	49.5%	48.2%	1.03	51.7%	0.96	51.3%	0.96	50.3%	0.98
Medical Assistance	\$78,361,231	16.3%	14.2%	1.15	12.2%	1.34	15.3%	1.07	15.0%	1.09
Commercial	\$126,123,484	26.3%	32.4%	0.81	31.5%	0.83	29.5%	0.89	26.7%	0.99
All Other	\$37,713,699	7.9%	5.2%	1.50	4.7%	1.69	3.8%	2.06	8.1%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$174,445,410	36.4%	37.1%	0.98	34.8%	1.04	39.7%	0.92	36.7%	0.99
Medical Assistance	\$56,395,984	11.8%	11.2%	1.05	8.8%	1.33	12.1%	0.97	10.5%	1.12
Commercial	\$44,704,776	9.3%	14.9%	0.62	10.5%	0.89	13.1%	0.71	8.9%	1.05
Charity Care	\$1,602,689	0.3%	0.7%	0.46	0.4%	0.89	0.8%	0.41	0.8%	0.41
Bad Debt	\$4,711,602	1.0%	0.8%	1.16	1.1%	0.86	1.2%	0.83	0.9%	1.08
All Other	\$27,600,184	5.8%	3.1%	1.84	3.0%	1.89	2.2%	2.57	6.0%	0.96
Total Deductions	\$309,460,645	64.5%	67.9%	0.95	58.7%	1.10	69.2%	0.93	63.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	6.4%	0.06		4.2%	0.09	3.8%	0.10	3.8%	0.11
Net Gains/Losses as % of Net Income	137.9%	11.1%	12.46		33.8%	4.08	15.2%	9.05	63.0%	2.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$49,025,160	27.6%	41.6%	0.66	48.8%	0.57	40.1%	0.69	32.5%	0.85
Supplies & Services	\$116,998,206	65.9%	52.7%	1.25	46.5%	1.42	54.4%	1.21	61.0%	1.08
Capital Component	\$11,605,018	6.5%	5.7%	1.14	4.7%	1.39	5.5%	1.19	6.6%	1.00
Fiscal Statistics										
Operating Margin (%)	-4.0%	6.4%	N/A		4.9%	N/A	5.0%	N/A	-13.6%	0.30
Total Hospital Net Income (%)	9.2%	7.1%	1.30		7.2%	1.29	5.8%	1.59	-47.9%	N/A
Return on Equity (%)	2.8%	3.1%	0.91		1.3%	2.13	2.3%	1.20	-9.4%	N/A
Current Ratio	2.3	2.9	0.81		1.1	2.07	2.8	0.83	1.0	2.36
Days in Net Patient Accounts Receivable	54.6	85.9	0.64		210.1	0.26	86.5	0.63	54.3	1.01
Average Payment Period	36.8	125.5	0.29		460.7	0.08	128.9	0.29	77.5	0.48
Equity Financing (%)	93.2%	57.8%	1.61		38.6%	2.41	62.5%	1.49	89.5%	1.04
Long-Term Debt to Equity Ratio	0.0	0.4	0.11		0.9	0.05	0.3	0.14	0.0	0.88
Times Interest Earned	24.5	12.0	2.03		22.9	1.07	12.9	1.89	-109.0	N/A
Total Asset Turnover	0.3	0.4	0.61		0.2	1.48	0.4	0.67	0.3	1.03
Average Age of Plant (Years)	21.3	19.6	1.09		56.0	0.38	21.5	0.99	20.2	1.06
Increase (Decrease) Total Net Patient Revenue	5.3%	3.9%	1.36		7.4%	0.72	0.2%	28.01	-2.2%	N/A
Outpatient Gross Revenue (% of Total GPR)	47.3%	67.6%	0.70		76.6%	0.62	74.2%	0.64	42.9%	1.10
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,863	\$19,469	0.76		\$17,024	0.87	\$12,524	1.19	\$15,743	0.94
Inpatient Net Revenue per Day	\$3,056	\$3,859	0.79		\$3,633	0.84	\$2,770	1.10	\$2,741	1.11
Outpatient Net Revenue per Visit	\$1,004	\$875	1.15		\$979	1.03	\$766	1.31	\$899	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$479,553,647	Cash & Cash Equivalents	\$25,547	Current Liabilities	\$17,000,062
Less Deductions	\$309,460,645	Net Patient Receivables	\$25,437,102	Long-Term Debt	\$26,449,970
Net Patient Revenue	\$170,093,002	Other Receivables	\$1,346,704	Other Liabilities	\$1,078,301
Plus Other Revenue	\$676,388			Subtotal	\$44,528,333
Total Revenue	\$170,769,390	Land, Buildings & Equipment (Net)	\$84,968,905	Unrestricted Fund Balance	\$606,550,922
Less Expenses	\$177,628,384	Other Assets	\$539,300,998	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$24,962,181			Total Liabilities & Fund Balance	\$651,079,255
Net Income	\$18,103,187	Total Assets	\$651,079,256		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	8.1%	61.5%	0.13	59.9%	0.14	13.7%	0.59	10.3%	0.79
Obstetrics	0.0%	41.1%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	8.1%	61.6%	0.13	61.8%	0.13	19.0%	0.43	10.3%	0.79
Average Census (Patients)									
Adult Medical-Surgical	1.3	24.9	0.05	26.8	0.05	1.7	0.77	1.6	0.79
Obstetrics	0.0	5.0	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	1.3	44.9	0.03	55.6	0.02	2.5	0.53	1.6	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.5	0.75	4.5	0.75	3.5	0.98	3.5	0.97
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.2	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.69	5.1	0.66	4.4	0.76	3.5	0.96
Surgical Operations									
Inpatient	9	989	0.01	948	0.01	63	0.14	1	9.00
Outpatient	1,262	4,208	0.30	4,423	0.29	1,640	0.77	514	2.46
Inpatient as % of All Surgeries	0.7%	19.0%	0.04	17.6%	0.04	3.7%	0.19	0.2%	3.65
Outpatient Visits									
Non-Emergency Visits	28,971	131,799	0.22	185,542	0.16	15,186	1.91	27,103	1.07
Emergency Visits	4,065	16,822	0.24	18,373	0.22	3,910	1.04	1,855	2.19
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	18.2	0.22	1.9	2.13	4.0	1.00
Nurses, Licensed	52.0	232.9	0.22	281.6	0.18	31.3	1.66	38.7	1.34
Ancillary Nursing Personnel	14.6	42.6	0.34	39.5	0.37	6.3	2.32	9.6	1.52
All Other Personnel	97.4	453.0	0.22	649.6	0.15	60.7	1.60	82.2	1.18
Total FTEs	168.1	746.0	0.23	989.0	0.17	100.2	1.68	134.6	1.25
FTEs per 100 Patient Census (Adjusted)									
Administrators	57.4	12.3	4.67	11.4	5.02	12.8	4.47	55.3	1.04
Nurses, Licensed	746.3	163.8	4.56	176.3	4.23	213.7	3.49	535.0	1.39
Ancillary Nursing Personnel	209.8	30.0	7.00	24.8	8.48	43.1	4.87	133.1	1.58
All Other Personnel	1,397.4	318.6	4.39	406.7	3.44	414.9	3.37	1,136.4	1.23
Total FTEs	2,410.9	524.6	4.60	619.1	3.89	684.6	3.52	1,859.8	1.30

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance		Average Beds Used	6	Bassinets	0
Discharges	141	Organization (HMO)	Yes	Discharges	140	Total Births	0
Inpatient Days	474	Preferred Provider		Inpatient Days	1,877	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 12/31/2023	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	139	474	8.1%	1.3	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	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	4	0	4.0	Surgical Personnel	0	3	1.2
Physicians & Dentists	3	1	3.7	Radiological Services Personnel	4	10	9.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	2.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.7
Registered Nurses	27	26	40.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	4.0
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	1	4	2.7
Ancillary Nursing Personnel	12	6	14.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.9
Nurse Practitioners	2	4	5.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	2	1.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	4	2.5
Health Info Mgmt-Administrators/Technicians	19	12	23.5	All Other Personnel	19	9	25.7
Pharmacy Personnel	4	4	5.5				
Clinical Laboratory Personnel	7	4	9.5				
				Total	118	97	168.1

031 Edgerton Hospital and Health Services

Edgerton, WI 53534

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,141,687	52.0%	48.2%	1.08	43.0%	1.21	44.4%	1.17	55.9%	0.93
Medical Assistance	\$6,309,834	11.3%	14.2%	0.79	12.2%	0.93	14.1%	0.80	11.2%	1.00
Commercial	\$19,650,779	35.1%	32.4%	1.08	35.7%	0.98	37.2%	0.94	31.3%	1.12
All Other	\$928,987	1.7%	5.2%	0.32	9.2%	0.18	4.3%	0.39	1.6%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,937,698	26.7%	37.1%	0.72	33.3%	0.80	25.2%	1.06	27.6%	0.96
Medical Assistance	\$4,431,272	7.9%	11.2%	0.71	9.7%	0.81	10.0%	0.79	8.0%	0.98
Commercial	\$8,565,399	15.3%	14.9%	1.02	17.9%	0.85	12.1%	1.27	15.1%	1.02
Charity Care	\$11,759	0.0%	0.7%	0.03	0.6%	0.03	0.3%	0.06	0.0%	0.55
Bad Debt	\$502,361	0.9%	0.8%	1.06	0.9%	0.98	0.8%	1.08	1.5%	0.59
All Other	\$390,502	0.7%	3.1%	0.22	5.1%	0.14	3.5%	0.20	0.9%	0.77
Total Deductions	\$28,838,991	51.5%	67.9%	0.76	67.5%	0.76	51.9%	0.99	53.2%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.3%	6.4%	0.36	3.6%	0.63	3.9%	0.58	2.5%	0.92	
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	53.3%	N/A	5.4%	N/A	176.3%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,686,306	54.8%	41.6%	1.32	45.0%	1.22	47.1%	1.16	58.1%	0.94
Supplies & Services	\$10,913,246	35.8%	52.7%	0.68	48.7%	0.74	43.9%	0.82	31.6%	1.13
Capital Component	\$2,850,611	9.4%	5.7%	1.63	6.4%	1.47	9.0%	1.04	10.3%	0.91
Fiscal Statistics										
Operating Margin (%)	-9.4%	6.4%	N/A	3.7%	N/A	7.7%	N/A	-3.3%	2.84	
Total Hospital Net Income (%)	-3.7%	7.1%	N/A	7.7%	N/A	8.1%	N/A	4.0%	N/A	
Return on Equity (%)	-3.8%	3.1%	N/A	3.8%	N/A	8.5%	N/A	3.9%	N/A	
Current Ratio	1.3	2.9	0.45	3.0	0.42	2.4	0.53	2.0	0.64	
Days in Net Patient Accounts Receivable	59.9	85.9	0.70	65.9	0.91	60.0	1.00	54.8	1.09	
Average Payment Period	82.0	125.5	0.65	98.2	0.83	45.4	1.80	62.3	1.31	
Equity Financing (%)	13.8%	57.8%	0.24	50.5%	0.27	37.9%	0.36	17.6%	0.78	
Long-Term Debt to Equity Ratio	4.2	0.4	10.74	0.4	10.03	1.0	4.09	3.8	1.12	
Times Interest Earned	-0.3	12.0	N/A	9.1	N/A	7.3	N/A	2.3	N/A	
Total Asset Turnover	1.0	0.4	2.28	0.5	2.04	1.0	0.93	0.9	1.08	
Average Age of Plant (Years)	11.6	19.6	0.59	15.8	0.73	5.6	2.07	13.2	0.88	
Increase (Decrease) Total Net Patient Revenue	16.5%	3.9%	4.20	7.9%	2.08	7.6%	2.19	-0.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	81.4%	67.6%	1.20	64.7%	1.26	83.4%	0.98	77.2%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,024	\$19,469	0.93	\$21,761	0.83	\$20,257	0.89	\$15,305	1.18	
Inpatient Net Revenue per Day	\$2,167	\$3,859	0.56	\$4,214	0.51	\$3,306	0.66	\$1,920	1.13	
Outpatient Net Revenue per Visit	\$672	\$875	0.77	\$819	0.82	\$992	0.68	\$662	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,031,286	Cash & Cash Equivalents	\$2,523,511	Current Liabilities	\$6,493,511
Less Deductions	\$28,838,991	Net Patient Receivables	\$4,464,778	Long-Term Debt	\$16,544,667
Net Patient Revenue	\$27,192,295	Other Receivables	\$488,811	Other Liabilities	\$1,598,919
Plus Other Revenue	\$634,055			Subtotal	\$24,637,097
Total Revenue	\$27,826,350	Land, Buildings & Equipment (Net)	\$15,215,959	Unrestricted Fund Balance	\$3,934,082
Less Expenses	\$30,450,163	Other Assets	\$5,878,120	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,545,433			Total Liabilities & Fund Balance	\$28,571,179
Net Income	-\$1,078,380	Total Assets	\$28,571,179		

032 Aurora Lakeland Medical Center
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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.9%	61.5%	0.68	63.8%	0.66	54.8%	0.77	52.4%	0.80
Obstetrics	26.5%	41.1%	0.65	44.7%	0.08	34.5%	0.77	25.1%	1.06
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	45.2%	61.6%	0.73	63.4%	0.71	59.6%	0.76	54.9%	0.82
Average Census (Patients)									
Adult Medical-Surgical	15.1	24.9	0.61	22.9	0.66	15.8	0.95	15.7	0.96
Obstetrics	3.7	5.0	0.74	5.1	0.73	2.9	1.26	3.5	1.06
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	28.0	44.9	0.62	42.7	0.66	29.6	0.95	31.3	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.84	4.3	0.88	4.2	0.92	4.3	0.89
Obstetrics	2.0	2.4	0.81	2.3	0.85	2.3	0.85	1.9	1.03
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.76	4.5	0.82	4.4	0.84	4.2	0.87
Surgical Operations									
Inpatient	540	989	0.55	1,038	0.52	409	1.32	460	1.17
Outpatient	1,443	4,208	0.34	4,019	0.36	2,735	0.53	1,403	1.03
Inpatient as % of All Surgeries	27.2%	19.0%	1.43	20.5%	1.33	13.0%	2.09	24.7%	1.10
Outpatient Visits									
Non-Emergency Visits	65,468	131,799	0.50	117,094	0.56	92,528	0.71	60,607	1.08
Emergency Visits	16,425	16,822	0.98	18,746	0.88	17,976	0.91	15,741	1.04
Full-Time Equivalents (FTEs)									
Administrators	5.0	17.5	0.29	14.2	0.35	12.7	0.39	5.0	1.00
Nurses, Licensed	128.5	232.9	0.55	188.0	0.68	137.2	0.94	107.2	1.20
Ancillary Nursing Personnel	41.6	42.6	0.98	37.4	1.11	29.9	1.39	38.0	1.10
All Other Personnel	224.7	453.0	0.50	333.2	0.67	239.1	0.94	223.2	1.01
Total FTEs	399.8	746.0	0.54	572.8	0.70	418.9	0.95	373.4	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.3	12.3	0.51	10.1	0.62	10.9	0.58	5.4	1.17
Nurses, Licensed	161.5	163.8	0.99	134.3	1.20	117.7	1.37	115.2	1.40
Ancillary Nursing Personnel	52.4	30.0	1.75	26.7	1.96	25.6	2.04	40.8	1.28
All Other Personnel	282.6	318.6	0.89	238.0	1.19	205.0	1.38	239.8	1.18
Total FTEs	502.8	524.6	0.96	409.2	1.23	359.2	1.40	401.1	1.25

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	14
Discharges	2,781	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	659
Inpatient Days	10,229			Inpatient Days	0	Newborn Days	1,112

032 Aurora Lakeland Medical Center
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,439	5,508	41.9%	15.1	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	58	195	0.0%	0.5	3.4
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	14	687	1,355	26.5%	3.7	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	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	501	2,855	65.2%	7.8	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	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	100	316	0.0%	0.9	3.2

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	5	3	6.4
Physicians & Dentists	22	14	24.2	Radiological Services Personnel	9	11	12.4
Medical & Dental Residents	7	0	7.0	Respiratory Therapists	7	1	7.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	2	3.0
Registered Nurses	89	82	118.2	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.0
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	27	38	41.6	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	6	3	7.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	4	17.5
Health Info Mgmt-Administrators/Technicians	2	5	5.5	All Other Personnel	73	32	87.5
Pharmacy Personnel	16	6	16.9				
Clinical Laboratory Personnel	11	7	13.6				
				Total	322	217	399.8

032 Aurora Lakeland Medical Center
Elkhorn, WI 53121

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$155,850,348	50.0%	48.2%	1.04	53.0%	0.94	51.3%	0.97	50.8%	0.98
Medical Assistance	\$50,502,550	16.2%	14.2%	1.14	11.4%	1.42	15.3%	1.06	14.9%	1.09
Commercial	\$89,008,205	28.5%	32.4%	0.88	32.8%	0.87	29.5%	0.97	28.5%	1.00
All Other	\$16,607,169	5.3%	5.2%	1.02	2.8%	1.91	3.8%	1.40	5.8%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$127,710,005	40.9%	37.1%	1.10	43.5%	0.94	39.7%	1.03	41.4%	0.99
Medical Assistance	\$40,170,586	12.9%	11.2%	1.15	9.4%	1.37	12.1%	1.06	11.9%	1.08
Commercial	\$40,479,487	13.0%	14.9%	0.87	15.9%	0.82	13.1%	0.99	12.7%	1.02
Charity Care	\$5,840,467	1.9%	0.7%	2.56	0.8%	2.28	0.8%	2.29	2.1%	0.89
Bad Debt	\$3,918,166	1.3%	0.8%	1.48	0.9%	1.40	1.2%	1.06	1.4%	0.92
All Other	\$6,828,412	2.2%	3.1%	0.70	1.8%	1.25	2.2%	0.98	2.4%	0.90
Total Deductions	\$224,947,123	72.1%	67.9%	1.06	72.2%	1.00	69.2%	1.04	71.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.7%	6.4%	0.27		4.3%	0.40	3.8%	0.44	0.3%	6.74
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		N/A	N/A	15.2%	N/A	0.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,493,826	44.4%	41.6%	1.07	38.8%	1.15	40.1%	1.11	45.0%	0.99
Supplies & Services	\$35,653,957	48.7%	52.7%	0.92	53.3%	0.91	54.4%	0.90	48.0%	1.02
Capital Component	\$5,031,806	6.9%	5.7%	1.20	7.9%	0.87	5.5%	1.25	7.0%	0.98
Fiscal Statistics										
Operating Margin (%)	17.3%	6.4%	2.72		9.2%	1.89	5.0%	3.49	12.3%	1.40
Total Hospital Net Income (%)	17.3%	7.1%	2.44		8.1%	2.13	5.8%	2.98	12.4%	1.40
Return on Equity (%)	5.7%	3.1%	1.86		4.9%	1.16	2.3%	2.46	3.7%	1.55
Current Ratio	36.2	2.9	12.61		12.4	2.93	2.8	12.94	32.3	1.12
Days in Net Patient Accounts Receivable	54.4	85.9	0.63		50.4	1.08	86.5	0.63	59.1	0.92
Average Payment Period	27.7	125.5	0.22		31.3	0.88	128.9	0.21	31.3	0.88
Equity Financing (%)	97.9%	57.8%	1.70		85.9%	1.14	62.5%	1.57	95.0%	1.03
Long-Term Debt to Equity Ratio	0.0	0.4	0.00		0.1	0.02	0.3	0.00	0.0	0.76
Times Interest Earned	18.2	12.0	1.51		8.8	2.06	12.9	1.41	11.8	1.55
Total Asset Turnover	0.3	0.4	0.77		0.6	0.54	0.4	0.83	0.3	1.10
Average Age of Plant (Years)	11.5	19.6	0.59		11.9	0.96	21.5	0.54	11.6	0.99
Increase (Decrease) Total Net Patient Revenue	4.1%	3.9%	1.04		0.8%	4.90	0.2%	21.42	0.4%	10.86
Outpatient Gross Revenue (% of Total GPR)	66.3%	67.6%	0.98		68.7%	0.96	74.2%	0.89	64.0%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,067	\$19,469	0.67		\$14,690	0.89	\$12,524	1.04	\$13,283	0.98
Inpatient Net Revenue per Day	\$3,715	\$3,859	0.96		\$3,206	1.16	\$2,770	1.34	\$2,947	1.26
Outpatient Net Revenue per Visit	\$667	\$875	0.76		\$746	0.89	\$766	0.87	\$676	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$311,968,272	Cash & Cash Equivalents	\$174,358,594	Current Liabilities	\$5,255,163
Less Deductions	\$224,947,123	Net Patient Receivables	\$12,957,874	Long-Term Debt	\$231,925
Net Patient Revenue	\$87,021,149	Other Receivables	\$38,476	Other Liabilities	\$61,543
Plus Other Revenue	\$1,506,114			Subtotal	\$5,548,631
Total Revenue	\$88,527,265	Land, Buildings & Equipment (Net)	\$78,899,168	Unrestricted Fund Balance	\$263,737,025
Less Expenses	\$73,179,589	Other Assets	\$3,031,547	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$269,285,659	Total Liabilities & Fund Balance	\$269,285,656
Net Income	\$15,347,676				

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: 7

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.3%	61.5%	1.11	60.2%	1.13	75.8%	0.90	83.0%	0.82
Obstetrics	35.1%	41.1%	0.85	34.1%	0.20	51.5%	0.68	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	64.7%	61.6%	1.05	57.4%	1.13	70.4%	0.92	50.6%	1.28
Average Census (Patients)									
Adult Medical-Surgical	52.6	24.9	2.11	23.5	2.24	100.5	0.52	63.9	0.82
Obstetrics	6.7	5.0	1.33	4.7	1.41	13.4	0.50	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.5	N/A	4.8	N/A	0.0	N/A
Total Hospital	78.9	44.9	1.76	34.4	2.29	190.9	0.41	75.5	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.5	0.92	4.0	1.03	4.8	0.86	4.8	0.87
Obstetrics	2.7	2.4	1.10	2.4	1.13	2.5	1.06	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.88	4.2	1.02	5.2	0.83	4.6	0.92
Surgical Operations									
Inpatient	1,184	989	1.20	966	1.23	3,644	0.32	1,136	1.04
Outpatient	6,947	4,208	1.65	5,983	1.16	11,922	0.58	6,943	1.00
Inpatient as % of All Surgeries	14.6%	19.0%	0.77	13.9%	1.05	23.4%	0.62	14.1%	1.04
Outpatient Visits									
Non-Emergency Visits	159,257	131,799	1.21	87,094	1.83	419,931	0.38	195,494	0.81
Emergency Visits	31,086	16,822	1.85	15,140	2.05	42,605	0.73	30,607	1.02
Full-Time Equivalents (FTEs)									
Administrators	11.3	17.5	0.65	11.2	1.01	59.1	0.19	18.0	0.63
Nurses, Licensed	364.6	232.9	1.57	165.8	2.20	886.0	0.41	406.6	0.90
Ancillary Nursing Personnel	0.0	42.6	N/A	14.8	N/A	175.9	N/A	0.0	N/A
All Other Personnel	729.1	453.0	1.61	252.7	2.89	1,728.4	0.42	760.6	0.96
Total FTEs	1,105.0	746.0	1.48	444.5	2.49	2,849.5	0.39	1,185.1	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.4	12.3	0.36	9.5	0.46	11.2	0.39	6.8	0.65
Nurses, Licensed	141.4	163.8	0.86	140.0	1.01	167.8	0.84	153.2	0.92
Ancillary Nursing Personnel	0.0	30.0	N/A	12.5	N/A	33.3	N/A	0.0	N/A
All Other Personnel	282.8	318.6	0.89	213.4	1.32	327.4	0.86	286.5	0.99
Total FTEs	428.6	524.6	0.82	375.4	1.14	539.8	0.79	446.5	0.96

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	122	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	19
Discharges	6,724	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	823
Inpatient Days	28,792			Inpatient Days	0	Newborn Days	1,056

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	77	4,590	19,184	68.3%	52.6	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	64	816	44.7%	2.2	12.8
Hospice	1	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	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	915	2,431	35.1%	6.7	2.7
Psychiatric	2	9	819	3,088	94.0%	8.5	3.8
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	12	336	3,273	74.7%	9.0	9.7
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	7	6	11.3	Surgical Personnel	10	13	18.5
Physicians & Dentists	35	4	37.7	Radiological Services Personnel	13	35	37.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	4	10.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	8	9.9
Registered Nurses	118	314	329.4	Occupational Therapy Assistants/Aides	1	2	2.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	25	10	31.8
Licensed Practical Nurses	3	10	9.6	Physical Therapy Assistants/Aides	2	3	4.7
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	3	3.8
Nurse Practitioners	19	4	22.1	Psychologists	9	1	9.7
Certified Registered Nurse Anesthetists	3	1	3.6	Social Workers	2	6	5.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	110	225	241.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	169	160	263.7
Pharmacy Personnel	25	17	37.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	571	841	1,105.0

034 SSM Health St Agnes Hospital

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$502,823,736	54.8%	48.2%	1.14	49.9%	1.10	48.7%	1.13	54.0%	1.01
Medical Assistance	\$94,089,011	10.3%	14.2%	0.72	11.2%	0.91	13.0%	0.79	11.1%	0.92
Commercial	\$295,739,786	32.2%	32.4%	1.00	35.7%	0.90	32.4%	1.00	31.9%	1.01
All Other	\$24,373,011	2.7%	5.2%	0.51	3.1%	0.84	5.9%	0.45	2.9%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$387,703,190	42.3%	37.1%	1.14	36.8%	1.15	38.0%	1.11	40.4%	1.05
Medical Assistance	\$86,662,879	9.5%	11.2%	0.84	8.8%	1.07	10.4%	0.91	10.3%	0.91
Commercial	\$130,130,946	14.2%	14.9%	0.95	16.3%	0.87	15.8%	0.90	12.4%	1.15
Charity Care	\$8,864,104	1.0%	0.7%	1.32	0.8%	1.25	0.8%	1.20	0.3%	2.97
Bad Debt	-\$850,965	-0.1%	0.8%	N/A	0.7%	N/A	0.8%	N/A	1.4%	N/A
All Other	\$15,561,157	1.7%	3.1%	0.54	1.8%	0.95	3.4%	0.50	1.7%	0.99
Total Deductions	\$628,071,311	68.5%	67.9%	1.01	65.2%	1.05	69.2%	0.99	66.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	6.4%	0.42	2.4%	1.10	7.4%	0.36	0.1%	20.11
Net Gains/Losses as % of Net Income		47.0%	11.1%	4.25	16.2%	2.90	7.6%	6.21	29.2%	1.61
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$124,656,901	49.2%	41.6%	1.18	38.2%	1.29	40.0%	1.23	30.4%	1.62
Supplies & Services	\$112,805,968	44.5%	52.7%	0.84	56.2%	0.79	54.9%	0.81	57.5%	0.77
Capital Component	\$16,054,564	6.3%	5.7%	1.10	5.6%	1.12	5.1%	1.25	12.0%	0.53
Fiscal Statistics										
Operating Margin (%)		14.6%	6.4%	2.30	11.1%	1.32	5.8%	2.51	26.2%	0.56
Total Hospital Net Income (%)		24.4%	7.1%	3.44	13.0%	1.88	6.3%	3.89	33.4%	0.73
Return on Equity (%)		11.2%	3.1%	3.66	9.2%	1.21	4.7%	2.41	13.5%	0.83
Current Ratio		77.1	2.9	26.83	27.3	2.82	5.7	13.57	47.4	1.63
Days in Net Patient Accounts Receivable		47.3	85.9	0.55	50.2	0.94	57.7	0.82	50.9	0.93
Average Payment Period		9.9	125.5	0.08	13.9	0.71	46.2	0.22	22.4	0.44
Equity Financing (%)		96.0%	57.8%	1.66	94.3%	1.02	72.7%	1.32	76.4%	1.26
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.2	N/A	0.2	N/A
Times Interest Earned		-359,074.6	12.0	N/A	761.1	N/A	12.2	N/A	26.5	N/A
Total Asset Turnover		0.4	0.4	0.95	0.7	0.58	0.7	0.55	0.4	1.11
Average Age of Plant (Years)		6.8	19.6	0.35	8.8	0.77	13.4	0.50	4.5	1.50
Increase (Decrease) Total Net Patient Revenue		-2.4%	3.9%	N/A	5.6%	N/A	3.5%	N/A	0.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.0%	67.6%	1.04	71.7%	0.98	62.1%	1.13	71.5%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,347	\$19,469	0.69	\$13,116	1.02	\$22,156	0.60	\$13,870	0.96
Inpatient Net Revenue per Day		\$3,175	\$3,859	0.82	\$3,156	1.01	\$4,083	0.78	\$2,974	1.07
Outpatient Net Revenue per Visit		\$1,042	\$875	1.19	\$911	1.14	\$987	1.06	\$1,002	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$917,025,544	Cash & Cash Equivalents	\$1,900	Current Liabilities	\$6,520,261
Less Deductions	\$628,071,311	Net Patient Receivables	\$37,470,636	Long-Term Debt	\$0
Net Patient Revenue	\$288,954,233	Other Receivables	\$1,140,732	Other Liabilities	\$22,360,818
Plus Other Revenue	\$7,962,505			Subtotal	\$28,881,079
Total Revenue	\$296,916,739	Land, Buildings & Equipment (Net)	\$204,001,719	Unrestricted Fund Balance	\$701,670,094
Less Expenses	\$253,517,433	Other Assets	\$487,936,186	Restricted Fund Balance	\$7,907,851
Non-Operating Gains/Losses	\$38,469,928			Total Liabilities & Fund Balance	\$730,551,173
Net Income	\$81,869,234	Total Assets	\$730,551,173		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.4%	61.5%	1.05	59.9%	1.08	62.5%	1.03	82.3%	0.78
Obstetrics	26.7%	41.1%	0.65	39.5%	0.05	35.5%	0.75	25.8%	1.04
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	50.1%	61.6%	0.81	61.8%	0.81	61.3%	0.82	63.8%	0.78
Average Census (Patients)									
Adult Medical-Surgical	9.0	24.9	0.36	26.8	0.34	27.9	0.32	11.5	0.78
Obstetrics	2.1	5.0	0.43	4.5	0.47	4.2	0.51	2.1	1.04
Pediatrics	0.0	1.7	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	12.5	44.9	0.28	55.6	0.23	54.3	0.23	16.0	0.78
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.85	4.5	0.85	4.4	0.87	4.5	0.85
Obstetrics	2.3	2.4	0.94	2.6	0.89	2.4	0.95	2.4	0.95
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	5.1	0.71	4.7	0.76	4.4	0.82
Surgical Operations									
Inpatient	341	989	0.34	948	0.36	1,120	0.30	355	0.96
Outpatient	4,651	4,208	1.11	4,423	1.05	5,321	0.87	4,041	1.15
Inpatient as % of All Surgeries	6.8%	19.0%	0.36	17.6%	0.39	17.4%	0.39	8.1%	0.85
Outpatient Visits									
Non-Emergency Visits	248,835	131,799	1.89	185,542	1.34	201,183	1.24	241,457	1.03
Emergency Visits	17,932	16,822	1.07	18,373	0.98	23,507	0.76	17,285	1.04
Full-Time Equivalents (FTEs)									
Administrators	4.8	17.5	0.28	18.2	0.26	18.1	0.27	4.8	1.01
Nurses, Licensed	185.0	232.9	0.79	281.6	0.66	312.2	0.59	171.6	1.08
Ancillary Nursing Personnel	14.4	42.6	0.34	39.5	0.36	44.9	0.32	11.7	1.23
All Other Personnel	482.0	453.0	1.06	649.6	0.74	592.5	0.81	459.8	1.05
Total FTEs	686.2	746.0	0.92	989.0	0.69	967.7	0.71	647.8	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.5	12.3	0.28	11.4	0.31	9.7	0.36	3.2	1.09
Nurses, Licensed	133.9	163.8	0.82	176.3	0.76	167.7	0.80	114.1	1.17
Ancillary Nursing Personnel	10.4	30.0	0.35	24.8	0.42	24.1	0.43	7.8	1.34
All Other Personnel	348.8	318.6	1.09	406.7	0.86	318.3	1.10	305.7	1.14
Total FTEs	496.6	524.6	0.95	619.1	0.80	519.9	0.96	430.8	1.15

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	10
Discharges	1,272	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	335
Inpatient Days	4,569			Inpatient Days	0	Newborn Days	615

035 Fort HealthCare
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	853	3,293	64.4%	9.0	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	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	8	342	781	26.7%	2.1	2.3
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	86	495	45.2%	1.4	5.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	1	4.8	Surgical Personnel	4	3	4.8
Physicians & Dentists	30	6	31.9	Radiological Services Personnel	14	14	23.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	6	2.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	7.2
Registered Nurses	58	120	143.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	16	18.7
Licensed Practical Nurses	10	17	19.6	Physical Therapy Assistants/Aides	2	2	3.5
Ancillary Nursing Personnel	10	22	14.4	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.9	Dietitians & Nutritionists	1	2	2.3
Nurse Practitioners	11	6	14.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	7	8.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	58	71	84.3
Health Info Mgmt-Administrators/Technicians	18	5	20.7	All Other Personnel	164	139	229.8
Pharmacy Personnel	5	8	8.8				
Clinical Laboratory Personnel	8	4	10.1				
				Total	440	468	686.2

035 Fort HealthCare
Fort Atkinson, WI 53538

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$193,071,285	44.4%	48.2%	0.92	43.0%	1.03	44.9%	0.99	43.9%	1.01
Medical Assistance	\$53,697,082	12.3%	14.2%	0.87	12.2%	1.02	18.0%	0.69	12.5%	0.98
Commercial	\$176,265,580	40.5%	32.4%	1.25	35.7%	1.14	32.5%	1.25	41.0%	0.99
All Other	\$11,912,896	2.7%	5.2%	0.52	9.2%	0.30	4.6%	0.60	2.5%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$157,201,210	36.1%	37.1%	0.97	33.3%	1.09	35.8%	1.01	35.0%	1.03
Medical Assistance	\$42,296,502	9.7%	11.2%	0.87	9.7%	1.00	14.0%	0.69	9.4%	1.04
Commercial	\$91,709,296	21.1%	14.9%	1.41	17.9%	1.18	13.9%	1.52	20.5%	1.03
Charity Care	\$1,925,803	0.4%	0.7%	0.61	0.6%	0.71	0.5%	0.83	0.4%	1.08
Bad Debt	\$2,013,148	0.5%	0.8%	0.55	0.9%	0.50	0.8%	0.56	1.0%	0.48
All Other	\$8,479,895	1.9%	3.1%	0.62	5.1%	0.38	2.9%	0.68	1.6%	1.20
Total Deductions	\$303,625,854	69.8%	67.9%	1.03	67.5%	1.03	67.9%	1.03	67.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.0%	6.4%	1.57	3.6%	2.77	6.1%	1.65	12.7%	0.79	
Net Gains/Losses as % of Net Income	93.2%	11.1%	8.42	53.3%	1.75	10.0%	9.33	127.4%	0.73	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$79,420,609	54.8%	41.6%	1.32	45.0%	1.22	43.9%	1.25	51.1%	1.07
Supplies & Services	\$53,954,581	37.3%	52.7%	0.71	48.7%	0.77	49.1%	0.76	40.1%	0.93
Capital Component	\$11,458,801	7.9%	5.7%	1.38	6.4%	1.24	6.9%	1.14	8.8%	0.90
Fiscal Statistics										
Operating Margin (%)	0.8%	6.4%	0.12	3.7%	0.20	7.1%	0.11	3.1%	0.24	
Total Hospital Net Income (%)	10.1%	7.1%	1.43	7.7%	1.32	7.8%	1.29	-13.4%	N/A	
Return on Equity (%)	6.6%	3.1%	2.15	3.8%	1.73	2.1%	3.14	-6.7%	N/A	
Current Ratio	2.0	2.9	0.68	3.0	0.65	2.2	0.89	2.4	0.80	
Days in Net Patient Accounts Receivable	52.9	85.9	0.62	65.9	0.80	119.9	0.44	53.7	0.98	
Average Payment Period	53.7	125.5	0.43	98.2	0.55	229.7	0.23	46.5	1.16	
Equity Financing (%)	76.9%	57.8%	1.33	50.5%	1.52	53.3%	1.44	72.1%	1.07	
Long-Term Debt to Equity Ratio	0.2	0.4	0.49	0.4	0.46	0.5	0.40	0.3	0.66	
Times Interest Earned	11.4	12.0	0.95	9.1	1.25	9.1	1.26	-9.7	N/A	
Total Asset Turnover	0.6	0.4	1.38	0.5	1.24	0.3	2.21	0.6	1.01	
Average Age of Plant (Years)	18.2	19.6	0.93	15.8	1.15	25.3	0.72	15.8	1.16	
Increase (Decrease) Total Net Patient Revenue	6.5%	3.9%	1.65	7.9%	0.82	4.1%	1.59	3.6%	1.80	
Outpatient Gross Revenue (% of Total GPR)	91.4%	67.6%	1.35	64.7%	1.41	71.5%	1.28	89.0%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,554	\$19,469	0.39	\$21,761	0.35	\$18,306	0.41	\$6,913	1.09	
Inpatient Net Revenue per Day	\$2,212	\$3,859	0.57	\$4,214	0.52	\$3,976	0.56	\$1,532	1.44	
Outpatient Net Revenue per Visit	\$464	\$875	0.53	\$819	0.57	\$752	0.62	\$455	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$434,946,843	Cash & Cash Equivalents	\$10,755,080	Current Liabilities	\$20,395,021
Less Deductions	\$303,625,854	Net Patient Receivables	\$19,022,052	Long-Term Debt	\$36,835,620
Net Patient Revenue	\$131,320,989	Other Receivables	\$4,318,150	Other Liabilities	\$0
Plus Other Revenue	\$14,626,574			Subtotal	\$57,230,641
Total Revenue	\$145,947,562	Land, Buildings & Equipment (Net)	\$49,465,199	Unrestricted Fund Balance	\$190,298,390
Less Expenses	\$144,833,991	Other Assets	\$163,968,550	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$15,201,656			Total Liabilities & Fund Balance	\$247,529,031
Net Income	\$16,315,227	Total Assets	\$247,529,031		

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 3		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	101.4%	61.5%	1.65	76.0%	1.33	32.8%	3.09	112.0%	0.91	
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	18.9%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	108.6%	61.6%	1.76	76.0%	1.43	35.7%	3.05	137.8%	0.79	
Average Census (Patients)										
Adult Medical-Surgical	15.2	24.9	0.61	84.6	0.18	5.6	2.72	17.9	0.85	
Obstetrics	0.0	5.0	N/A	19.6	N/A	0.8	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	35.8	44.9	0.80	130.7	0.27	8.1	4.45	44.1	0.81	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.7	4.5	1.04	5.4	0.87	3.8	1.24	5.2	0.92	
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	3.4	N/A	0.0	N/A	0.0	N/A	
Total Hospital	5.0	4.9	1.04	6.0	0.84	3.8	1.32	5.7	0.89	
Surgical Operations										
Inpatient	443	989	0.45	2,630	0.17	135	3.29	514	0.86	
Outpatient	1,187	4,208	0.28	5,126	0.23	1,616	0.73	1,208	0.98	
Inpatient as % of All Surgeries	27.2%	19.0%	1.43	33.9%	0.80	7.7%	3.53	29.8%	0.91	
Outpatient Visits										
Non-Emergency Visits	59,027	131,799	0.45	218,170	0.27	55,406	1.07	72,985	0.81	
Emergency Visits	19,748	16,822	1.17	34,394	0.57	8,784	2.25	21,170	0.93	
Full-Time Equivalents (FTEs)										
Administrators	8.0	17.5	0.46	42.7	0.19	10.8	0.74	11.0	0.73	
Nurses, Licensed	103.0	232.9	0.44	550.7	0.19	65.3	1.58	107.4	0.96	
Ancillary Nursing Personnel	20.4	42.6	0.48	120.2	0.17	8.4	2.41	19.5	1.04	
All Other Personnel	122.1	453.0	0.27	947.6	0.13	151.7	0.80	131.9	0.93	
Total FTEs	253.5	746.0	0.34	1,661.2	0.15	236.3	1.07	269.8	0.94	
FTEs per 100 Patient Census (Adjusted)										
Administrators	7.9	12.3	0.64	14.4	0.55	21.5	0.37	9.5	0.84	
Nurses, Licensed	102.0	163.8	0.62	185.1	0.55	129.7	0.79	92.3	1.11	
Ancillary Nursing Personnel	20.2	30.0	0.67	40.4	0.50	16.8	1.20	16.8	1.20	
All Other Personnel	121.0	318.6	0.38	318.5	0.38	301.4	0.40	113.5	1.07	
Total FTEs	251.1	524.6	0.48	558.3	0.45	469.3	0.54	232.1	1.08	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	33	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,599	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	13,078			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 06/30/2023	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	1,176	5,553	101.4%	15.2	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	18	1,421	7,525	114.5%	20.6	5.3
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	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	8	0	8.0	Surgical Personnel	8	4	8.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	21	30.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	4	11.3
Dental Hygienists	0	0	0.0	Occupational Therapists	4	6	4.5
Registered Nurses	82	47	102.0	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	5.3
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	1	0.0
Ancillary Nursing Personnel	11	36	20.4	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	3	4	4.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	11	19.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	17	10	21.6
Pharmacy Personnel	10	10	13.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	199	165	253.5

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	3 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$162,568,160	54.0%	48.2%	1.12	47.5%	1.14	50.4%	1.07	53.7%	1.01
Medical Assistance	\$39,235,691	13.0%	14.2%	0.92	20.6%	0.63	11.9%	1.09	11.4%	1.15
Commercial	\$93,235,151	31.0%	32.4%	0.96	29.1%	1.06	34.9%	0.89	33.1%	0.94
All Other	\$5,785,324	1.9%	5.2%	0.37	2.7%	0.70	2.7%	0.70	1.9%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$125,402,906	41.7%	37.1%	1.12	38.0%	1.10	34.8%	1.20	41.3%	1.01
Medical Assistance	\$34,580,774	11.5%	11.2%	1.03	16.0%	0.72	8.4%	1.37	10.1%	1.14
Commercial	\$40,622,726	13.5%	14.9%	0.91	14.2%	0.95	13.4%	1.01	15.1%	0.89
Charity Care	\$3,392,850	1.1%	0.7%	1.55	1.0%	1.19	0.7%	1.63	1.2%	0.96
Bad Debt	\$4,104,873	1.4%	0.8%	1.61	0.8%	1.79	1.0%	1.42	1.6%	0.87
All Other	\$2,126,943	0.7%	3.1%	0.23	1.4%	0.50	1.9%	0.38	0.6%	1.11
Total Deductions	\$210,231,072	69.9%	67.9%	1.03	71.4%	0.98	60.1%	1.16	70.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	6.4%	0.09		9.2%	0.07	3.7%	0.16	0.8%	0.80
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		N/A	N/A	21.8%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$30,450,529	35.4%	41.6%	0.85	33.3%	1.06	46.1%	0.77	37.5%	0.94
Supplies & Services	\$50,226,924	58.4%	52.7%	1.11	61.4%	0.95	46.6%	1.25	56.0%	1.04
Capital Component	\$5,303,254	6.2%	5.7%	1.07	5.3%	1.17	7.3%	0.85	6.5%	0.95
Fiscal Statistics										
Operating Margin (%)		5.7%	6.4%	0.89	9.2%	0.62	8.5%	0.66	5.8%	0.97
Total Hospital Net Income (%)		5.5%	7.1%	0.78	5.8%	0.96	10.7%	0.52	5.7%	0.97
Return on Equity (%)		5.1%	3.1%	1.66	4.0%	1.26	2.9%	1.77	5.2%	0.98
Current Ratio		4.8	2.9	1.67	13.4	0.36	1.7	2.79	4.6	1.04
Days in Net Patient Accounts Receivable		50.2	85.9	0.58	55.9	0.90	136.5	0.37	50.8	0.99
Average Payment Period		23.6	125.5	0.19	25.4	0.93	286.0	0.08	24.7	0.95
Equity Financing (%)		85.3%	57.8%	1.48	88.1%	0.97	49.5%	1.72	85.1%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.8	N/A	15.7	N/A	0.0	N/A
Total Asset Turnover		0.9	0.4	2.15	0.7	1.28	0.3	3.49	0.9	1.01
Average Age of Plant (Years)		9.3	19.6	0.47	13.4	0.69	26.1	0.36	7.5	1.24
Increase (Decrease) Total Net Patient Revenue		-4.7%	3.9%	N/A	2.3%	N/A	9.7%	N/A	-3.6%	1.31
Outpatient Gross Revenue (% of Total GPR)		64.7%	67.6%	0.96	56.1%	1.15	84.3%	0.77	62.0%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,238	\$19,469	0.68		\$27,430	0.48	\$14,823	0.89	\$13,998	0.95
Inpatient Net Revenue per Day	\$2,644	\$3,859	0.69		\$4,579	0.58	\$3,524	0.75	\$2,464	1.07
Outpatient Net Revenue per Visit	\$765	\$875	0.87		\$907	0.84	\$832	0.92	\$639	1.20

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$300,824,325	Cash & Cash Equivalents	\$168,784	Current Liabilities	\$5,275,225
Less Deductions	\$210,231,072	Net Patient Receivables	\$12,456,915	Long-Term Debt	\$0
Net Patient Revenue	\$90,593,253	Other Receivables	\$348,826	Other Liabilities	\$9,248,354
Plus Other Revenue	\$552,078			Subtotal	\$14,523,579
Total Revenue	\$91,145,330	Land, Buildings & Equipment (Net)	\$72,765,005	Unrestricted Fund Balance	\$84,505,133
Less Expenses	\$85,980,706	Other Assets	\$13,289,182	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$125,000			Total Liabilities & Fund Balance	\$99,028,712
Net Income	\$5,039,623	Total Assets	\$99,028,712		

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	61.5%	N/A	76.0%	N/A	19.5%	N/A	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	20.9%	61.6%	0.34	76.0%	0.27	19.6%	1.06	25.4%	0.82
Average Census (Patients)									
Adult Medical-Surgical	0.0	24.9	N/A	84.6	N/A	2.6	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	19.6	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	44.9	0.07	130.7	0.03	2.9	1.16	4.1	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.5	N/A	5.4	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.2	4.9	0.45	6.0	0.36	3.2	0.67	2.2	0.97
Surgical Operations									
Inpatient	585	989	0.59	2,630	0.22	169	3.45	679	0.86
Outpatient	4,624	4,208	1.10	5,126	0.90	1,744	2.65	4,526	1.02
Inpatient as % of All Surgeries	11.2%	19.0%	0.59	33.9%	0.33	8.9%	1.27	13.0%	0.86
Outpatient Visits									
Non-Emergency Visits	68,801	131,799	0.52	218,170	0.32	28,500	2.41	8,347	8.24
Emergency Visits	0	16,822	N/A	34,394	N/A	5,439	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	9.1	17.5	0.52	42.7	0.21	5.9	1.54	5.7	1.59
Nurses, Licensed	60.4	232.9	0.26	550.7	0.11	39.4	1.53	57.6	1.05
Ancillary Nursing Personnel	14.9	42.6	0.35	120.2	0.12	6.0	2.49	14.3	1.04
All Other Personnel	69.2	453.0	0.15	947.6	0.07	78.1	0.89	44.2	1.57
Total FTEs	153.6	746.0	0.21	1,661.2	0.09	129.4	1.19	121.7	1.26
FTEs per 100 Patient Census (Adjusted)									
Administrators	43.2	12.3	3.52	14.4	3.01	29.9	1.45	26.5	1.63
Nurses, Licensed	288.2	163.8	1.76	185.1	1.56	199.9	1.44	268.4	1.07
Ancillary Nursing Personnel	71.1	30.0	2.37	40.4	1.76	30.4	2.34	66.5	1.07
All Other Personnel	330.6	318.6	1.04	318.5	1.04	396.6	0.83	206.1	1.60
Total FTEs	733.1	524.6	1.40	558.3	1.31	656.8	1.12	567.4	1.29

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	561	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	1,221			Inpatient Days	0	Newborn Days	0

313 Midwest Orthopedic Specialty Hospital
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	561	1,221	20.9%	3.3	2.2
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	8	2	9.1	Surgical Personnel	21	1	21.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	0	2.0
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	44	26	60.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	1	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	13	18	14.9	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	0.2	All Other Health Professionals	34	7	34.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	4	7.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	129	64	153.6

313 Midwest Orthopedic Specialty Hospital

Franklin, WI 53132

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$104,393,845	43.5%	48.2%	0.90	47.5%	0.92	47.8%	0.91	42.9%	1.02
Medical Assistance	\$14,858,923	6.2%	14.2%	0.44	20.6%	0.30	12.9%	0.48	6.8%	0.92
Commercial	\$118,967,501	49.6%	32.4%	1.53	29.1%	1.70	35.2%	1.41	50.1%	0.99
All Other	\$1,615,040	0.7%	5.2%	0.13	2.7%	0.25	4.2%	0.16	0.3%	2.44
Deductions as % of Total Gross Patient Revenue										
Medicare	\$81,541,917	34.0%	37.1%	0.92	38.0%	0.89	28.9%	1.18	31.8%	1.07
Medical Assistance	\$13,444,635	5.6%	11.2%	0.50	16.0%	0.35	8.0%	0.70	5.8%	0.96
Commercial	\$54,509,098	22.7%	14.9%	1.52	14.2%	1.60	13.7%	1.66	22.7%	1.00
Charity Care	\$420,871	0.2%	0.7%	0.24	1.0%	0.18	0.6%	0.31	0.3%	0.60
Bad Debt	\$2,346,318	1.0%	0.8%	1.15	0.8%	1.28	0.8%	1.19	1.0%	0.94
All Other	\$380,308	0.2%	3.1%	0.05	1.4%	0.11	5.2%	0.03	0.0%	4.21
Total Deductions	\$152,643,146	63.6%	67.9%	0.94	71.4%	0.89	57.3%	1.11	61.7%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%	6.4%	0.12		9.2%	0.08	2.9%	0.25	0.7%	1.04
Net Gains/Losses as % of Net Income	1.0%	11.1%	0.09		N/A	N/A	7.9%	0.13	0.3%	3.77
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,103,266	32.7%	41.6%	0.79	33.3%	0.98	41.9%	0.78	27.3%	1.20
Supplies & Services	\$35,000,919	63.3%	52.7%	1.20	61.4%	1.03	51.7%	1.22	69.2%	0.91
Capital Component	\$2,214,511	4.0%	5.7%	0.70	5.3%	0.76	6.4%	0.62	3.5%	1.13
Fiscal Statistics										
Operating Margin (%)		37.0%	6.4%	5.82	9.2%	4.03	12.9%	2.87	37.5%	0.99
Total Hospital Net Income (%)		37.3%	7.1%	5.25	5.8%	6.44	13.9%	2.69	37.5%	0.99
Return on Equity (%)		63.5%	3.1%	20.75	4.0%	15.76	1.2%	54.19	57.8%	1.10
Current Ratio		4.0	2.9	1.39	13.4	0.30	1.0	4.03	3.2	1.27
Days in Net Patient Accounts Receivable		59.5	85.9	0.69	55.9	1.07	442.3	0.13	67.6	0.88
Average Payment Period		55.7	125.5	0.44	25.4	2.19	1183.6	0.05	80.9	0.69
Equity Financing (%)		76.8%	57.8%	1.33	88.1%	0.87	33.2%	2.31	75.9%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	1.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.8	N/A	46.5	N/A	0.0	N/A
Total Asset Turnover		1.7	0.4	3.97	0.7	2.35	0.1	20.30	1.5	1.10
Average Age of Plant (Years)		14.4	19.6	0.74	13.4	1.07	99.6	0.14	14.7	0.98
Increase (Decrease) Total Net Patient Revenue		11.2%	3.9%	2.84	2.3%	4.86	20.1%	0.56	9.6%	1.16
Outpatient Gross Revenue (% of Total GPR)		84.0%	67.6%	1.24	56.1%	1.50	85.5%	0.98	80.2%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$28,946	\$19,469	1.49		\$27,430	1.06	\$16,973	1.71	\$24,493	1.18
Inpatient Net Revenue per Day	\$13,300	\$3,859	3.45		\$4,579	2.90	\$3,576	3.72	\$10,441	1.27
Outpatient Net Revenue per Visit	\$1,065	\$875	1.22		\$907	1.18	\$948	1.12	\$7,708	0.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$239,835,308	Cash & Cash Equivalents	\$16,584,972	Current Liabilities	\$8,203,711
Less Deductions	\$152,643,146	Net Patient Receivables	\$14,216,169	Long-Term Debt	\$0
Net Patient Revenue	\$87,192,162	Other Receivables	\$585,817	Other Liabilities	\$3,792,271
Plus Other Revenue	\$650,746			Subtotal	\$11,995,982
Total Revenue	\$87,842,908	Land, Buildings & Equipment (Net)	\$18,887,426	Unrestricted Fund Balance	\$39,766,285
Less Expenses	\$55,318,696	Other Assets	\$1,487,883	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$331,338			Total Liabilities & Fund Balance	\$51,762,267
Net Income	\$32,855,550	Total Assets	\$51,762,267		

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

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	5.6%	61.5%	0.09	56.9%	0.10	19.5%	0.29	4.1%	1.35
Obstetrics	0.0%	41.1%	N/A	33.7%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	5.6%	61.6%	0.09	51.1%	0.11	19.6%	0.28	4.1%	1.35
Average Census (Patients)									
Adult Medical-Surgical	1.4	24.9	0.06	14.9	0.09	2.6	0.54	1.0	1.35
Obstetrics	0.0	5.0	N/A	3.0	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.4	44.9	0.03	28.6	0.05	2.9	0.48	1.0	1.35
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.85	4.7	0.83	3.6	1.07	3.6	1.08
Obstetrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.80	4.1	0.94	3.2	1.21	3.5	1.10
Surgical Operations									
Inpatient	0	989	N/A	1,050	N/A	169	N/A	0	N/A
Outpatient	224	4,208	0.05	4,075	0.05	1,744	0.13	140	1.60
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	8.9%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	20,781	131,799	0.16	89,194	0.23	28,500	0.73	29,298	0.71
Emergency Visits	6,000	16,822	0.36	12,167	0.49	5,439	1.10	5,756	1.04
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	21.2	N/A	5.9	N/A	0.0	N/A
Nurses, Licensed	33.8	232.9	0.15	219.5	0.15	39.4	0.86	22.1	1.53
Ancillary Nursing Personnel	1.0	42.6	0.02	62.9	0.02	6.0	0.17	2.2	0.46
All Other Personnel	84.3	453.0	0.19	424.5	0.20	78.1	1.08	90.4	0.93
Total FTEs	119.1	746.0	0.16	728.1	0.16	129.4	0.92	114.6	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	16.3	N/A	29.9	N/A	0.0	N/A
Nurses, Licensed	589.0	163.8	3.60	168.3	3.50	199.9	2.95	111.5	5.28
Ancillary Nursing Personnel	17.4	30.0	0.58	48.2	0.36	30.4	0.57	11.0	1.59
All Other Personnel	1,468.5	318.6	4.61	325.5	4.51	396.6	3.70	457.0	3.21
Total FTEs	2,075.0	524.6	3.96	558.3	3.72	656.8	3.16	579.5	3.58

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	4	Bassinets	0
Discharges	130	Organization (HMO)	Yes	Discharges	56	Total Births	0
Inpatient Days	507	Preferred Provider		Inpatient Days	1,032	Newborn Days	0
		Organization (PPO)	No				

037 Gundersen Moundview Hospital and Clinics
 Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	131	507	5.6%	1.4	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	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	0	1	0.7
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	3	0	3.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.3
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.6
Registered Nurses	27	2	27.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	4.6
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	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	2	0	2.0	All Other Health Professionals	9	4	10.8
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	33	4	34.9
Pharmacy Personnel	7	5	9.4				
Clinical Laboratory Personnel	3	0	3.0				
				Total	109	21	119.1

037 Gundersen Moundview Hospital and Clinics

Friendship, WI 53934

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$25,605,948	43.2%	48.2%	0.90	51.9%	0.83	47.8%	0.90	29.3%	1.47
Medical Assistance	\$10,712,610	18.1%	14.2%	1.27	13.6%	1.33	12.9%	1.40	18.0%	1.01
Commercial	\$12,141,858	20.5%	32.4%	0.63	28.8%	0.71	35.2%	0.58	34.9%	0.59
All Other	\$10,804,564	18.2%	5.2%	3.49	5.7%	3.19	4.2%	4.33	17.8%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,003,250	21.9%	37.1%	0.59	38.3%	0.57	28.9%	0.76	14.9%	1.47
Medical Assistance	\$5,440,093	9.2%	11.2%	0.82	10.8%	0.85	8.0%	1.14	16.1%	0.57
Commercial	\$6,165,896	10.4%	14.9%	0.70	10.2%	1.02	13.7%	0.76	10.8%	0.96
Charity Care	\$875,701	1.5%	0.7%	2.02	0.5%	3.07	0.6%	2.61	0.6%	2.47
Bad Debt	\$29,884	0.1%	0.8%	0.06	0.7%	0.08	0.8%	0.06	0.3%	0.16
All Other	\$608,165	1.0%	3.1%	0.33	3.7%	0.28	5.2%	0.20	1.2%	0.87
Total Deductions	\$26,122,989	44.1%	67.9%	0.65	64.1%	0.69	57.3%	0.77	43.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.9%	6.4%	0.13	3.3%	0.26	2.9%	0.29	2.8%	0.30
Net Gains/Losses as % of Net Income		39.9%	11.1%	3.61	43.0%	0.93	7.9%	5.07	12.2%	3.27
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,221,627	34.7%	41.6%	0.84	38.8%	0.89	41.9%	0.83	33.4%	1.04
Supplies & Services	\$20,498,415	63.4%	52.7%	1.20	56.2%	1.13	51.7%	1.23	64.0%	0.99
Capital Component	\$591,873	1.8%	5.7%	0.32	4.9%	0.37	6.4%	0.29	2.6%	0.71
Fiscal Statistics										
Operating Margin (%)		3.3%	6.4%	0.52	1.4%	2.34	12.9%	0.26	2.6%	1.27
Total Hospital Net Income (%)		5.4%	7.1%	0.77	2.5%	2.19	13.9%	0.39	3.0%	1.83
Return on Equity (%)		8.4%	3.1%	2.74	0.6%	15.12	1.2%	7.16	4.3%	1.94
Current Ratio		6.9	2.9	2.40	1.0	6.59	1.0	6.92	8.4	0.82
Days in Net Patient Accounts Receivable		33.5	85.9	0.39	174.2	0.19	442.3	0.08	27.1	1.23
Average Payment Period		23.8	125.5	0.19	378.0	0.06	1183.6	0.02	19.1	1.25
Equity Financing (%)		89.9%	57.8%	1.56	34.7%	2.59	33.2%	2.70	91.8%	0.98
Long-Term Debt to Equity Ratio		0.0	0.4	0.02	1.1	0.01	1.2	0.01	0.0	0.80
Times Interest Earned		290.4	12.0	24.13	5.7	50.98	46.5	6.24	399.3	0.73
Total Asset Turnover		1.5	0.4	3.53	0.2	6.82	0.1	18.04	1.4	1.04
Average Age of Plant (Years)		7.0	19.6	0.36	39.8	0.18	99.6	0.07	5.1	1.37
Increase (Decrease) Total Net Patient Revenue		17.1%	3.9%	4.33	3.0%	5.65	20.1%	0.85	32.3%	0.53
Outpatient Gross Revenue (% of Total GPR)		93.8%	67.6%	1.39	73.4%	1.28	85.5%	1.10	94.8%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,109		\$19,469	0.47	\$16,243	0.56	\$16,973	0.54	\$7,618	1.20
Inpatient Net Revenue per Day	\$9,109		\$3,859	2.36	\$3,215	2.83	\$3,576	2.55	\$1,009	9.03
Outpatient Net Revenue per Visit	\$1,173		\$875	1.34	\$1,234	0.95	\$948	1.24	\$780	1.50

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$59,264,981	Cash & Cash Equivalents	\$10,815,233	Current Liabilities	\$2,073,498
Less Deductions	\$26,122,989	Net Patient Receivables	\$3,039,278	Long-Term Debt	\$168,787
Net Patient Revenue	\$33,141,992	Other Receivables	\$91,926	Other Liabilities	\$0
Plus Other Revenue	\$286,029			Subtotal	\$2,242,285
Total Revenue	\$33,428,020	Land, Buildings & Equipment (Net)	\$5,395,409		
Less Expenses	\$32,311,915	Other Assets	\$2,822,654	Unrestricted Fund Balance	\$19,922,214
Non-Operating Gains/Losses	\$742,442			Restricted Fund Balance	\$538,369
Net Income	\$1,858,547	Total Assets	\$22,164,500	Total Liabilities & Fund Balance	\$22,164,500

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	61.5%	N/A	76.0%	N/A	19.5%	N/A	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.5%	61.6%	0.24	76.0%	0.19	19.6%	0.74	19.6%	0.74
Average Census (Patients)									
Adult Medical-Surgical	0.0	24.9	N/A	84.6	N/A	2.6	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	19.6	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.4	44.9	0.10	130.7	0.03	2.9	1.51	5.9	0.74
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.5	N/A	5.4	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.6	4.9	0.34	6.0	0.27	3.2	0.51	1.9	0.88
Surgical Operations									
Inpatient	936	989	0.95	2,630	0.36	169	5.53	1,158	0.81
Outpatient	7,982	4,208	1.90	5,126	1.56	1,744	4.58	7,662	1.04
Inpatient as % of All Surgeries	10.5%	19.0%	0.55	33.9%	0.31	8.9%	1.19	13.1%	0.80
Outpatient Visits									
Non-Emergency Visits	64,572	131,799	0.49	218,170	0.30	28,500	2.27	57,750	1.12
Emergency Visits	0	16,822	N/A	34,394	N/A	5,439	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	8.0	17.5	0.46	42.7	0.19	5.9	1.36	8.0	1.00
Nurses, Licensed	71.6	232.9	0.31	550.7	0.13	39.4	1.82	67.6	1.06
Ancillary Nursing Personnel	0.7	42.6	0.02	120.2	0.01	6.0	0.11	0.6	1.05
All Other Personnel	145.5	453.0	0.32	947.6	0.15	78.1	1.86	153.4	0.95
Total FTEs	225.8	746.0	0.30	1,661.2	0.14	129.4	1.74	229.6	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	51.7	12.3	4.21	14.4	3.60	29.9	1.73	48.4	1.07
Nurses, Licensed	463.2	163.8	2.83	185.1	2.50	199.9	2.32	409.3	1.13
Ancillary Nursing Personnel	4.4	30.0	0.15	40.4	0.11	30.4	0.14	3.9	1.12
All Other Personnel	940.6	318.6	2.95	318.5	2.95	396.6	2.37	928.5	1.01
Total FTEs	1,459.8	524.6	2.78	558.3	2.61	656.8	2.22	1,390.1	1.05

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 969
 Inpatient Days 1,588

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 12/31/2023	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	969	1,588	14.5%	4.4	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	30	3	30.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	4	6.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	5	2.5
Registered Nurses	52	58	71.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	25	15	28.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	0	1	0.7	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	1	0.3
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	18	25	20.3
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	35	8	39.1
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	2	1	2.5				
				Total	189	128	225.8

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$117,677,575	47.8%	48.2%	0.99	47.5%	1.01	47.8%	1.00	45.8%	1.05	
Medical Assistance	\$15,389,451	6.3%	14.2%	0.44	20.6%	0.30	12.9%	0.49	7.0%	0.89	
Commercial	\$112,051,197	45.6%	32.4%	1.41	29.1%	1.56	35.2%	1.30	46.8%	0.97	
All Other	\$858,829	0.3%	5.2%	0.07	2.7%	0.13	4.2%	0.08	0.4%	0.85	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$93,665,921	38.1%	37.1%	1.03	38.0%	1.00	28.9%	1.32	36.3%	1.05	
Medical Assistance	\$13,760,450	5.6%	11.2%	0.50	16.0%	0.35	8.0%	0.70	6.2%	0.91	
Commercial	\$50,160,924	20.4%	14.9%	1.37	14.2%	1.43	13.7%	1.49	21.1%	0.97	
Charity Care	\$113,190	0.0%	0.7%	0.06	1.0%	0.05	0.6%	0.08	0.1%	0.68	
Bad Debt	\$893,550	0.4%	0.8%	0.43	0.8%	0.48	0.8%	0.44	0.4%	0.86	
All Other	\$134,329	0.1%	3.1%	0.02	1.4%	0.04	5.2%	0.01	0.2%	0.30	
Total Deductions	\$158,728,364	64.5%	67.9%	0.95	71.4%	0.90	57.3%	1.13	64.3%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.8%	6.4%	0.12	9.2%	0.09	2.9%	0.27	1.8%	0.43	
Net Gains/Losses as % of Net Income		0.7%	11.1%	0.06	N/A	N/A	7.9%	0.09	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$24,798,847	43.4%	41.6%	1.04	33.3%	1.30	41.9%	1.04	42.6%	1.02	
Supplies & Services	\$28,810,430	50.4%	52.7%	0.96	61.4%	0.82	51.7%	0.98	50.0%	1.01	
Capital Component	\$3,524,754	6.2%	5.7%	1.07	5.3%	1.17	6.4%	0.96	7.4%	0.83	
Fiscal Statistics											
Operating Margin (%)		35.0%	6.4%	5.50	9.2%	3.81	12.9%	2.71	34.6%	1.01	
Total Hospital Net Income (%)		35.2%	7.1%	4.95	5.8%	6.08	13.9%	2.54	34.6%	1.02	
Return on Equity (%)		39.8%	3.1%	13.00	4.0%	9.88	1.2%	33.95	38.4%	1.04	
Current Ratio		7.1	2.9	2.48	13.4	0.53	1.0	7.18	6.3	1.13	
Days in Net Patient Accounts Receivable		79.9	85.9	0.93	55.9	1.43	442.3	0.18	86.1	0.93	
Average Payment Period		41.6	125.5	0.33	25.4	1.64	1183.6	0.04	45.8	0.91	
Equity Financing (%)		83.2%	57.8%	1.44	88.1%	0.94	33.2%	2.50	80.6%	1.03	
Long-Term Debt to Equity Ratio		0.0	0.4	0.06	0.1	0.38	1.2	0.02	0.1	0.36	
Times Interest Earned		285.5	12.0	23.73	9.8	29.28	46.5	6.14	344.8	0.83	
Total Asset Turnover		1.1	0.4	2.64	0.7	1.56	0.1	13.48	1.1	1.02	
Average Age of Plant (Years)		10.3	19.6	0.53	13.4	0.77	99.6	0.10	8.3	1.23	
Increase (Decrease) Total Net Patient Revenue		10.2%	3.9%	2.59	2.3%	4.43	20.1%	0.51	2.0%	5.08	
Outpatient Gross Revenue (% of Total GPR)		72.5%	67.6%	1.07	56.1%	1.29	85.5%	0.85	64.9%	1.12	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$20,047	\$19,469	1.03	\$27,430	0.73	\$16,973	1.18	\$20,946	0.96	
Inpatient Net Revenue per Day		\$12,516	\$3,859	3.24	\$4,579	2.73	\$3,576	3.50	\$11,474	1.09	
Outpatient Net Revenue per Visit		\$1,064	\$875	1.22	\$907	1.17	\$948	1.12	\$967	1.10	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$245,977,050	Cash & Cash Equivalents	\$22,266,727	Current Liabilities	\$6,219,398
Less Deductions	\$158,728,364	Net Patient Receivables	\$19,100,533	Long-Term Debt	\$1,469,137
Net Patient Revenue	\$87,248,686	Other Receivables	\$0	Other Liabilities	\$5,437,508
Plus Other Revenue	\$695,269			Subtotal	\$13,126,043
Total Revenue	\$87,943,957	Land, Buildings & Equipment (Net)	\$30,039,360	Unrestricted Fund Balance	\$64,892,589
Less Expenses	\$57,134,031	Other Assets	\$6,612,012	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$214,910			Total Liabilities & Fund Balance	\$78,018,632
Net Income	\$31,024,836	Total Assets	\$78,018,632		

315 Aurora Medical Center - 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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.9%	61.5%	1.15	63.8%	1.11	62.5%	1.13	90.5%	0.78
Obstetrics	42.0%	41.1%	1.02	44.7%	0.17	35.5%	1.18	43.5%	0.97
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	61.3%	61.6%	0.99	63.4%	0.97	61.3%	1.00	63.2%	0.97
Average Census (Patients)									
Adult Medical-Surgical	49.6	24.9	1.99	22.9	2.17	27.9	1.78	50.7	0.98
Obstetrics	7.6	5.0	1.51	5.1	1.49	4.2	1.80	7.8	0.97
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	80.9	44.9	1.80	42.7	1.89	54.3	1.49	83.4	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	4.5	1.05	4.3	1.10	4.4	1.07	5.3	0.90
Obstetrics	2.6	2.4	1.08	2.3	1.12	2.4	1.08	2.5	1.04
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.84	4.5	0.92	4.7	0.87	4.5	0.91
Surgical Operations									
Inpatient	2,053	989	2.08	1,038	1.98	1,120	1.83	1,977	1.04
Outpatient	7,732	4,208	1.84	4,019	1.92	5,321	1.45	7,143	1.08
Inpatient as % of All Surgeries	21.0%	19.0%	1.10	20.5%	1.02	17.4%	1.21	21.7%	0.97
Outpatient Visits									
Non-Emergency Visits	141,947	131,799	1.08	117,094	1.21	201,183	0.71	129,714	1.09
Emergency Visits	23,942	16,822	1.42	18,746	1.28	23,507	1.02	22,289	1.07
Full-Time Equivalents (FTEs)									
Administrators	13.0	17.5	0.74	14.2	0.92	18.1	0.72	12.0	1.08
Nurses, Licensed	504.2	232.9	2.17	188.0	2.68	312.2	1.61	449.8	1.12
Ancillary Nursing Personnel	110.6	42.6	2.60	37.4	2.96	44.9	2.47	93.8	1.18
All Other Personnel	700.5	453.0	1.55	333.2	2.10	592.5	1.18	691.7	1.01
Total FTEs	1,328.3	746.0	1.78	572.8	2.32	967.7	1.37	1,247.2	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.2	12.3	0.42	10.1	0.52	9.7	0.54	4.5	1.16
Nurses, Licensed	202.5	163.8	1.24	134.3	1.51	167.7	1.21	169.3	1.20
Ancillary Nursing Personnel	44.4	30.0	1.48	26.7	1.66	24.1	1.84	35.3	1.26
All Other Personnel	281.3	318.6	0.88	238.0	1.18	318.3	0.88	260.4	1.08
Total FTEs	533.5	524.6	1.02	409.2	1.30	519.9	1.03	469.6	1.14

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	132	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,216	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,023
Inpatient Days	29,524			Inpatient Days	0	Newborn Days	3,223

315 Aurora Medical Center - Grafton
Grafton, WI 53024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	70	3,811	18,111	70.9%	49.6	4.8
Orthopedic	1	16	597	2,738	46.9%	7.5	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	18	1,058	2,760	42.0%	7.6	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	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	728	4,552	73.4%	12.5	6.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	112	1,363	33.9%	3.7	12.2
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	13	0	13.0	Surgical Personnel	49	10	53.1
Physicians & Dentists	84	18	90.0	Radiological Services Personnel	66	45	87.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	9	14.7
Dental Hygienists	0	0	0.0	Occupational Therapists	7	14	12.7
Registered Nurses	332	221	452.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	15	16	23.9
Licensed Practical Nurses	3	1	3.0	Physical Therapy Assistants/Aides	4	9	4.0
Ancillary Nursing Personnel	63	127	110.6	Recreational Therapists	0	0	0.0
Physician Assistants	27	2	27.0	Dietitians & Nutritionists	3	2	4.4
Nurse Practitioners	29	7	33.5	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	8	2	9.5
Clinical Nurse Specialists	13	2	13.8	All Other Health Professionals	61	33	67.1
Health Info Mgmt-Administrators/Technicians	10	4	11.8	All Other Personnel	166	80	190.6
Pharmacy Personnel	32	12	33.7				
Clinical Laboratory Personnel	28	17	34.5				
				Total	1,055	641	1,328.3

315 Aurora Medical Center - Grafton

Grafton, WI 53024

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$698,032,469	55.8%	48.2%	1.16	53.0%	1.05	44.9%	1.24	54.5%	1.03
Medical Assistance	\$94,725,574	7.6%	14.2%	0.53	11.4%	0.67	18.0%	0.42	7.9%	0.96
Commercial	\$426,087,074	34.1%	32.4%	1.05	32.8%	1.04	32.5%	1.05	34.9%	0.98
All Other	\$31,417,654	2.5%	5.2%	0.48	2.8%	0.90	4.6%	0.55	2.7%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$586,695,065	46.9%	37.1%	1.27	43.5%	1.08	35.8%	1.31	45.7%	1.03
Medical Assistance	\$81,067,904	6.5%	11.2%	0.58	9.4%	0.69	14.0%	0.46	6.8%	0.96
Commercial	\$223,642,429	17.9%	14.9%	1.20	15.9%	1.13	13.9%	1.29	17.8%	1.01
Charity Care	\$5,984,853	0.5%	0.7%	0.66	0.8%	0.58	0.5%	0.90	0.4%	1.13
Bad Debt	\$7,121,878	0.6%	0.8%	0.67	0.9%	0.64	0.8%	0.69	0.6%	0.88
All Other	\$15,177,840	1.2%	3.1%	0.39	1.8%	0.69	2.9%	0.42	1.6%	0.77
Total Deductions	\$919,689,969	73.6%	67.9%	1.08	72.2%	1.02	67.9%	1.08	72.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	6.4%	0.18	4.3%	0.27	6.1%	0.19	0.2%	5.81
Net Gains/Losses as % of Net Income		0.1%	11.1%	0.01	N/A	N/A	10.0%	0.01	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$101,909,096	39.4%	41.6%	0.95	38.8%	1.02	43.9%	0.90	39.6%	0.99
Supplies & Services	\$135,517,808	52.4%	52.7%	1.00	53.3%	0.98	49.1%	1.07	51.7%	1.01
Capital Component	\$21,133,553	8.2%	5.7%	1.42	7.9%	1.03	6.9%	1.18	8.7%	0.94
Fiscal Statistics										
Operating Margin (%)		22.7%	6.4%	3.57	9.2%	2.48	7.1%	3.20	16.8%	1.35
Total Hospital Net Income (%)		22.7%	7.1%	3.20	8.1%	2.79	7.8%	2.90	16.8%	1.35
Return on Equity (%)		9.3%	3.1%	3.02	4.9%	1.89	2.1%	4.40	6.5%	1.42
Current Ratio		29.9	2.9	10.40	12.4	2.42	2.2	13.53	29.9	1.00
Days in Net Patient Accounts Receivable		58.5	85.9	0.68	50.4	1.16	119.9	0.49	56.3	1.04
Average Payment Period		31.5	125.5	0.25	31.3	1.00	229.7	0.14	29.9	1.05
Equity Financing (%)		95.9%	57.8%	1.66	85.9%	1.12	53.3%	1.80	91.5%	1.05
Long-Term Debt to Equity Ratio		0.0	0.4	0.04	0.1	0.28	0.5	0.03	0.0	0.85
Times Interest Earned		16.2	12.0	1.35	8.8	1.83	9.1	1.79	10.6	1.53
Total Asset Turnover		0.4	0.4	0.95	0.6	0.67	0.3	1.53	0.4	1.05
Average Age of Plant (Years)		12.6	19.6	0.64	11.9	1.06	25.3	0.50	12.0	1.05
Increase (Decrease) Total Net Patient Revenue		10.0%	3.9%	2.55	0.8%	12.04	4.1%	2.45	2.4%	4.26
Outpatient Gross Revenue (% of Total GPR)		64.8%	67.6%	0.96	68.7%	0.94	71.5%	0.91	63.8%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,231	\$19,469	0.89	\$14,690	1.17	\$18,306	0.94	\$17,177	1.00	
Inpatient Net Revenue per Day	\$3,886	\$3,859	1.01	\$3,206	1.21	\$3,976	0.98	\$3,323	1.17	
Outpatient Net Revenue per Visit	\$1,286	\$875	1.47	\$746	1.72	\$752	1.71	\$1,257	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,250,262,772	Cash & Cash Equivalents	\$561,894,374	Current Liabilities	\$21,043,618
Less Deductions	\$919,689,969	Net Patient Receivables	\$52,988,540	Long-Term Debt	\$12,738,826
Net Patient Revenue	\$330,572,803	Other Receivables	\$821,788	Other Liabilities	\$0
Plus Other Revenue	\$3,954,074			Subtotal	\$33,782,444
Total Revenue	\$334,526,879	Land, Buildings & Equipment (Net)	\$192,870,078	Unrestricted Fund Balance	\$787,914,570
Less Expenses	\$258,560,457	Other Assets	\$13,122,237	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$51,478			Total Liabilities & Fund Balance	\$821,697,014
Net Income	\$76,017,900	Total Assets	\$821,697,017		

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 2023	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.0%	61.5%	0.20	31.6%	0.38	13.7%	0.88	12.6%	0.96
Obstetrics	0.0%	41.1%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	12.0%	61.6%	0.20	33.6%	0.36	19.0%	0.63	12.6%	0.96
Average Census (Patients)									
Adult Medical-Surgical	2.0	24.9	0.08	6.2	0.33	1.7	1.21	2.1	0.96
Obstetrics	0.0	5.0	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	2.0	44.9	0.05	7.7	0.26	2.5	0.83	2.1	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	4.5	0.83	3.5	1.07	3.6	1.02
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	3.2	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	4.7	0.79	4.4	0.84	3.6	1.02
Surgical Operations									
Inpatient	4	989	0.00	53	0.08	63	0.06	0	N/A
Outpatient	298	4,208	0.07	1,137	0.26	1,640	0.18	285	1.05
Inpatient as % of All Surgeries	1.3%	19.0%	0.07	4.4%	0.30	3.7%	0.36	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	22,956	131,799	0.17	38,279	0.60	15,186	1.51	25,620	0.90
Emergency Visits	3,689	16,822	0.22	7,241	0.51	3,910	0.94	3,834	0.96
Full-Time Equivalents (FTEs)									
Administrators	1.4	17.5	0.08	2.3	0.60	1.9	0.74	1.4	0.97
Nurses, Licensed	29.8	232.9	0.13	73.5	0.40	31.3	0.95	38.5	0.77
Ancillary Nursing Personnel	0.0	42.6	N/A	11.3	N/A	6.3	N/A	0.0	N/A
All Other Personnel	84.8	453.0	0.19	164.2	0.52	60.7	1.40	98.4	0.86
Total FTEs	116.0	746.0	0.16	251.4	0.46	100.2	1.16	138.4	0.84
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.0	12.3	0.65	3.5	2.26	12.8	0.62	8.2	0.98
Nurses, Licensed	170.1	163.8	1.04	111.2	1.53	213.7	0.80	217.2	0.78
Ancillary Nursing Personnel	0.0	30.0	N/A	17.1	N/A	43.1	N/A	0.0	N/A
All Other Personnel	484.9	318.6	1.52	248.5	1.95	414.9	1.17	555.5	0.87
Total FTEs	663.0	524.6	1.26	380.3	1.74	684.6	0.97	780.9	0.85

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	201	Preferred Provider Organization (PPO)	Yes	Discharges	31	Total Births	0
Inpatient Days	747			Inpatient Days	318	Newborn Days	0

038 Burnett Medical Center
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	201	747	12.0%	2.0	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	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	1	1.4	Surgical Personnel	2	0	2.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	5	2	5.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.7
Registered Nurses	19	9	21.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.6	Physical Therapists	0	2	0.9
Licensed Practical Nurses	2	4	3.1	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	0.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	2	4.8	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	1	3	2.2
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	43	18	50.1
Pharmacy Personnel	3	8	4.7				
Clinical Laboratory Personnel	4	6	7.8				
				Total	93	62	116.0

038 Burnett Medical Center
Grantsburg, WI 54840

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$18,487,688	47.8%	48.2%	0.99	52.4%	0.91	44.4%	1.08	48.7%	0.98	
Medical Assistance	\$7,840,469	20.3%	14.2%	1.43	16.1%	1.26	14.1%	1.43	20.1%	1.01	
Commercial	\$9,052,856	23.4%	32.4%	0.72	25.8%	0.91	37.2%	0.63	23.2%	1.01	
All Other	\$3,267,239	8.5%	5.2%	1.62	5.6%	1.51	4.3%	1.98	8.0%	1.06	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$8,096,899	21.0%	37.1%	0.57	28.7%	0.73	25.2%	0.83	20.2%	1.04	
Medical Assistance	\$4,631,852	12.0%	11.2%	1.07	11.1%	1.08	10.0%	1.20	12.1%	0.99	
Commercial	\$2,773,799	7.2%	14.9%	0.48	5.9%	1.22	12.1%	0.60	6.4%	1.12	
Charity Care	\$67,164	0.2%	0.7%	0.24	0.4%	0.43	0.3%	0.52	0.1%	1.40	
Bad Debt	\$704,619	1.8%	0.8%	2.15	1.5%	1.22	0.8%	2.19	2.5%	0.74	
All Other	\$998,083	2.6%	3.1%	0.82	2.7%	0.97	3.5%	0.75	2.7%	0.97	
Total Deductions	\$17,272,416	44.7%	67.9%	0.66	50.3%	0.89	51.9%	0.86	44.0%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.0%	6.4%	0.16	1.5%	0.66	3.9%	0.26	1.1%	0.94	
Net Gains/Losses as % of Net Income		15.2%	11.1%	1.37	27.6%	0.55	5.4%	2.83	54.6%	0.28	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$10,426,150	49.2%	41.6%	1.18	49.7%	0.99	47.1%	1.04	54.3%	0.91	
Supplies & Services	\$9,425,995	44.5%	52.7%	0.85	43.4%	1.03	43.9%	1.01	39.2%	1.14	
Capital Component	\$1,326,165	6.3%	5.7%	1.09	6.9%	0.91	9.0%	0.70	6.5%	0.96	
Fiscal Statistics											
Operating Margin (%)		1.9%	6.4%	0.30	9.6%	0.20	7.7%	0.25	4.2%	0.46	
Total Hospital Net Income (%)		2.3%	7.1%	0.32	12.8%	0.18	8.1%	0.28	8.7%	0.26	
Return on Equity (%)		2.1%	3.1%	0.70	1.6%	1.34	8.5%	0.25	7.9%	0.27	
Current Ratio		2.6	2.9	0.91	1.3	1.95	2.4	1.08	2.4	1.07	
Days in Net Patient Accounts Receivable		56.4	85.9	0.66	276.9	0.20	60.0	0.94	54.2	1.04	
Average Payment Period		64.1	125.5	0.51	717.7	0.09	45.4	1.41	93.5	0.69	
Equity Financing (%)		48.6%	57.8%	0.84	40.6%	1.20	37.9%	1.28	44.6%	1.09	
Long-Term Debt to Equity Ratio		0.6	0.4	1.64	0.9	0.74	1.0	0.62	0.7	0.87	
Times Interest Earned		3.1	12.0	0.25	29.2	0.10	7.3	0.42	9.6	0.32	
Total Asset Turnover		0.9	0.4	2.19	0.1	7.77	1.0	0.90	0.9	1.09	
Average Age of Plant (Years)		22.1	19.6	1.13	54.5	0.41	5.6	3.94	21.1	1.05	
Increase (Decrease) Total Net Patient Revenue		2.6%	3.9%	0.66	7.7%	0.34	7.6%	0.34	9.0%	0.29	
Outpatient Gross Revenue (% of Total GPR)		88.7%	67.6%	1.31	88.6%	1.00	83.4%	1.06	88.4%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$16,010	\$19,469	0.82	\$17,278	0.93	\$20,257	0.79	\$16,359	0.98	
Inpatient Net Revenue per Day		\$3,627	\$3,859	0.94	\$3,301	1.10	\$3,306	1.10	\$4,154	0.87	
Outpatient Net Revenue per Visit		\$689	\$875	0.79	\$1,111	0.62	\$992	0.69	\$604	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,648,252	Cash & Cash Equivalents	\$4,775,887	Current Liabilities	\$3,572,552
Less Deductions	\$17,272,416	Net Patient Receivables	\$3,302,932	Long-Term Debt	\$7,169,825
Net Patient Revenue	\$21,375,836	Other Receivables	\$62,565	Other Liabilities	\$1,104,419
Plus Other Revenue	\$219,015			Subtotal	\$11,846,796
Total Revenue	\$21,594,851	Land, Buildings & Equipment (Net)	\$9,599,881		
Less Expenses	\$21,178,310	Other Assets	\$5,301,807	Unrestricted Fund Balance	\$11,196,276
Non-Operating Gains/Losses	\$74,480			Restricted Fund Balance	\$46,001
Net Income	\$491,021	Total Assets	\$23,043,072	Total Liabilities & Fund Balance	\$23,043,072

197 Aurora BayCare Medical Center
 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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	72.9%	61.5%	1.19	54.9%	1.33	75.8%	0.96	74.7%	0.98
Obstetrics	47.6%	41.1%	1.16	36.7%	0.30	51.5%	0.92	45.3%	1.05
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	62.8%	61.6%	1.02	53.2%	1.18	70.4%	0.89	61.9%	1.02
Average Census (Patients)									
Adult Medical-Surgical	65.6	24.9	2.63	24.8	2.65	100.5	0.65	67.2	0.98
Obstetrics	10.9	5.0	2.18	4.3	2.53	13.4	0.82	10.4	1.05
Pediatrics	0.0	1.7	N/A	0.4	N/A	4.8	N/A	0.0	N/A
Total Hospital	114.9	44.9	2.56	44.4	2.59	190.9	0.60	117.6	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.5	0.93	4.0	1.05	4.8	0.88	4.7	0.90
Obstetrics	2.7	2.4	1.13	2.4	1.14	2.5	1.10	2.5	1.11
Pediatrics	0.0	3.8	N/A	2.9	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.9	4.9	1.00	4.3	1.14	5.2	0.94	5.2	0.93
Surgical Operations									
Inpatient	2,908	989	2.94	829	3.51	3,644	0.80	2,638	1.10
Outpatient	16,106	4,208	3.83	6,019	2.68	11,922	1.35	15,195	1.06
Inpatient as % of All Surgeries	15.3%	19.0%	0.80	12.1%	1.26	23.4%	0.65	14.8%	1.03
Outpatient Visits									
Non-Emergency Visits	452,160	131,799	3.43	197,548	2.29	419,931	1.08	445,661	1.01
Emergency Visits	30,588	16,822	1.82	18,660	1.64	42,605	0.72	30,275	1.01
Full-Time Equivalents (FTEs)									
Administrators	28.0	17.5	1.60	19.4	1.44	59.1	0.47	25.0	1.12
Nurses, Licensed	694.9	232.9	2.98	276.2	2.52	886.0	0.78	656.8	1.06
Ancillary Nursing Personnel	114.3	42.6	2.68	44.0	2.60	175.9	0.65	108.9	1.05
All Other Personnel	938.7	453.0	2.07	479.5	1.96	1,728.4	0.54	898.3	1.04
Total FTEs	1,775.8	746.0	2.38	819.1	2.17	2,849.5	0.62	1,689.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.8	12.3	0.64	10.2	0.77	11.2	0.70	6.2	1.27
Nurses, Licensed	194.4	163.8	1.19	144.4	1.35	167.8	1.16	162.6	1.20
Ancillary Nursing Personnel	32.0	30.0	1.07	23.0	1.39	33.3	0.96	27.0	1.19
All Other Personnel	262.6	318.6	0.82	250.7	1.05	327.4	0.80	222.4	1.18
Total FTEs	496.8	524.6	0.95	428.2	1.16	539.8	0.92	418.1	1.19

Total Hospital:

Beds Set Up & Staffed 183
 Discharges 8,626
 Inpatient Days 41,956

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 1,393
 Newborn Days 2,033

197 Aurora BayCare Medical Center
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	90	5,642	23,938	72.9%	65.6	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	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	1,458	3,993	47.6%	10.9	2.7
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	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	36	1,316	9,147	69.6%	25.1	7.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	167	4,316	65.7%	11.8	25.8
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	2	16	219	562	9.6%	1.5	2.6

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	67	24	76.9
Physicians & Dentists	70	14	75.2	Radiological Services Personnel	77	40	100.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	28	14	32.8
Dental Hygienists	0	0	0.0	Occupational Therapists	7	3	8.4
Registered Nurses	482	261	615.8	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	4	7.1
Licensed Practical Nurses	26	12	33.3	Physical Therapy Assistants/Aides	2	5	5.0
Ancillary Nursing Personnel	78	136	114.3	Recreational Therapists	0	0	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	7	3	9.5
Nurse Practitioners	29	4	31.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	3	9.0
Clinical Nurse Specialists	6	15	14.0	All Other Health Professionals	94	42	105.1
Health Info Mgmt-Administrators/Technicians	19	2	19.9	All Other Personnel	225	124	284.4
Pharmacy Personnel	49	16	53.9				
Clinical Laboratory Personnel	76	13	82.2				
				Total	1,439	761	1,775.8

197 Aurora BayCare Medical Center
Green Bay, WI 54311

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$904,298,092	46.5%	48.2%	0.97	48.2%	0.96	48.7%	0.95	45.8%	1.01
Medical Assistance	\$228,207,158	11.7%	14.2%	0.83	12.5%	0.94	13.0%	0.90	12.0%	0.98
Commercial	\$677,101,251	34.8%	32.4%	1.08	33.9%	1.03	32.4%	1.08	35.7%	0.97
All Other	\$134,414,832	6.9%	5.2%	1.32	5.4%	1.27	5.9%	1.17	6.5%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$739,752,423	38.1%	37.1%	1.03	37.4%	1.02	38.0%	1.00	37.1%	1.03
Medical Assistance	\$188,856,653	9.7%	11.2%	0.87	10.1%	0.96	10.4%	0.93	9.9%	0.98
Commercial	\$326,745,658	16.8%	14.9%	1.13	15.8%	1.06	15.8%	1.06	16.2%	1.03
Charity Care	\$12,066,047	0.6%	0.7%	0.85	0.5%	1.17	0.8%	0.77	0.5%	1.19
Bad Debt	\$12,874,519	0.7%	0.8%	0.78	0.8%	0.85	0.8%	0.85	0.5%	1.38
All Other	\$86,592,856	4.5%	3.1%	1.42	3.5%	1.26	3.4%	1.32	4.4%	1.01
Total Deductions	\$1,366,888,156	70.3%	67.9%	1.04	68.2%	1.03	69.2%	1.02	68.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.8%	6.4%	0.44	3.6%	0.77	7.4%	0.38	2.8%	1.01
Net Gains/Losses as % of Net Income		7.0%	11.1%	0.63	14.6%	0.48	7.6%	0.92	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$179,848,291	38.5%	41.6%	0.93	43.1%	0.89	40.0%	0.96	38.6%	1.00
Supplies & Services	\$260,149,206	55.7%	52.7%	1.06	50.8%	1.10	54.9%	1.01	56.1%	0.99
Capital Component	\$27,304,633	5.8%	5.7%	1.02	6.2%	0.95	5.1%	1.15	5.4%	1.09
Fiscal Statistics										
Operating Margin (%)		21.3%	6.4%	3.35	10.1%	2.11	5.8%	3.66	19.9%	1.07
Total Hospital Net Income (%)		22.5%	7.1%	3.17	11.6%	1.94	6.3%	3.60	18.5%	1.22
Return on Equity (%)		23.0%	3.1%	7.53	7.9%	2.91	4.7%	4.95	17.1%	1.35
Current Ratio		7.8	2.9	2.70	6.2	1.26	5.7	1.37	9.2	0.84
Days in Net Patient Accounts Receivable		60.2	85.9	0.70	54.4	1.11	57.7	1.04	65.0	0.93
Average Payment Period		38.7	125.5	0.31	44.2	0.88	46.2	0.84	34.6	1.12
Equity Financing (%)		84.1%	57.8%	1.46	79.9%	1.05	72.7%	1.16	73.1%	1.15
Long-Term Debt to Equity Ratio		0.1	0.4	0.14	0.1	0.38	0.2	0.29	0.1	0.54
Times Interest Earned		89.5	12.0	7.44	18.0	4.98	12.2	7.31	48.6	1.84
Total Asset Turnover		1.0	0.4	2.35	0.7	1.51	0.7	1.36	0.9	1.07
Average Age of Plant (Years)		11.8	19.6	0.60	11.5	1.03	13.4	0.88	10.5	1.13
Increase (Decrease) Total Net Patient Revenue		3.4%	3.9%	0.87	3.8%	0.91	3.5%	0.99	2.2%	1.59
Outpatient Gross Revenue (% of Total GPR)		72.5%	67.6%	1.07	75.5%	0.96	62.1%	1.17	72.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,019	\$19,469	1.13	\$14,714	1.50	\$22,156	0.99	\$21,727	1.01	
Inpatient Net Revenue per Day	\$5,299	\$3,859	1.37	\$3,218	1.65	\$4,083	1.30	\$4,354	1.22	
Outpatient Net Revenue per Visit	\$829	\$875	0.95	\$732	1.13	\$987	0.84	\$817	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,944,021,331	Cash & Cash Equivalents	\$258,588,867	Current Liabilities	\$47,410,949
Less Deductions	\$1,366,888,156	Net Patient Receivables	\$95,241,602	Long-Term Debt	\$27,905,243
Net Patient Revenue	\$577,133,175	Other Receivables	\$336,737	Other Liabilities	\$18,792,066
Plus Other Revenue	\$16,713,643			Subtotal	\$94,108,258
Total Revenue	\$593,846,818	Land, Buildings & Equipment (Net)	\$217,902,200	Unrestricted Fund Balance	\$496,514,262
Less Expenses	\$467,302,130	Other Assets	\$18,553,114	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,452,466			Total Liabilities & Fund Balance	\$590,622,520
Net Income	\$135,997,154	Total Assets	\$590,622,520		

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.8%	61.5%	0.92	54.9%	1.04	75.8%	0.75	64.4%	0.88
Obstetrics	52.9%	41.1%	1.29	36.7%	0.26	51.5%	1.03	48.4%	1.09
Pediatrics	14.7%	67.0%	0.22	19.4%	0.76	55.6%	0.27	10.1%	1.45
Total Hospital	52.1%	61.6%	0.84	53.2%	0.98	70.4%	0.74	57.0%	0.91
Average Census (Patients)									
Adult Medical-Surgical	49.5	24.9	1.98	24.8	1.99	100.5	0.49	56.0	0.88
Obstetrics	9.5	5.0	1.90	4.3	2.20	13.4	0.71	8.7	1.09
Pediatrics	1.3	1.7	0.77	0.4	3.28	4.8	0.77	0.9	1.45
Total Hospital	98.4	44.9	2.19	44.4	2.22	190.9	0.52	107.7	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.84	4.0	0.94	4.8	0.79	4.6	0.84
Obstetrics	2.4	2.4	1.00	2.4	1.01	2.5	0.97	2.4	1.00
Pediatrics	2.3	3.8	0.60	2.9	0.77	4.2	0.55	2.1	1.10
Total Hospital	4.2	4.9	0.88	4.3	1.00	5.2	0.82	4.9	0.86
Surgical Operations									
Inpatient	2,348	989	2.37	829	2.83	3,644	0.64	2,146	1.09
Outpatient	25,780	4,208	6.13	6,019	4.28	11,922	2.16	22,410	1.15
Inpatient as % of All Surgeries	8.3%	19.0%	0.44	12.1%	0.69	23.4%	0.36	8.7%	0.96
Outpatient Visits									
Non-Emergency Visits	1,148,827	131,799	8.72	197,548	5.82	419,931	2.74	1,271,117	0.90
Emergency Visits	33,079	16,822	1.97	18,660	1.77	42,605	0.78	32,460	1.02
Full-Time Equivalents (FTEs)									
Administrators	46.1	17.5	2.64	19.4	2.37	59.1	0.78	37.7	1.23
Nurses, Licensed	1,112.8	232.9	4.78	276.2	4.03	886.0	1.26	1,062.9	1.05
Ancillary Nursing Personnel	106.8	42.6	2.51	44.0	2.43	175.9	0.61	93.0	1.15
All Other Personnel	2,305.4	453.0	5.09	479.5	4.81	1,728.4	1.33	1,952.3	1.18
Total FTEs	3,571.1	746.0	4.79	819.1	4.36	2,849.5	1.25	3,145.8	1.14
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.3	12.3	0.60	10.2	0.72	11.2	0.65	5.8	1.26
Nurses, Licensed	176.8	163.8	1.08	144.4	1.22	167.8	1.05	164.7	1.07
Ancillary Nursing Personnel	17.0	30.0	0.57	23.0	0.74	33.3	0.51	14.4	1.18
All Other Personnel	366.3	318.6	1.15	250.7	1.46	327.4	1.12	302.6	1.21
Total FTEs	567.5	524.6	1.08	428.2	1.33	539.8	1.05	487.5	1.16

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	189	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	47
Discharges	8,449	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,625
Inpatient Days	35,908			Inpatient Days	0	Newborn Days	2,536

039 Bellin Hospital
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	4,719	18,050	56.8%	49.5	3.8
Orthopedic	1	30	1,157	5,375	49.1%	14.7	4.6
Rehabilitation & Physical Medicine	1	14	243	3,400	66.5%	9.3	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	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	212	484	14.7%	1.3	2.3
Obstetrics	1	18	1,430	3,476	52.9%	9.5	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	17	688	4,611	74.3%	12.6	6.7
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	14	225	512	10.0%	1.4	2.3
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	45	3	46.1	Surgical Personnel	37	15	43.1
Physicians & Dentists	135	25	145.9	Radiological Services Personnel	67	45	81.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	7	9.9
Dental Hygienists	0	0	0.0	Occupational Therapists	24	6	25.7
Registered Nurses	653	345	807.1	Occupational Therapy Assistants/Aides	2	2	3.4
Certified Nurse Midwives	5	0	5.0	Physical Therapists	69	16	75.1
Licensed Practical Nurses	138	51	160.8	Physical Therapy Assistants/Aides	11	4	13.1
Ancillary Nursing Personnel	43	157	106.8	Recreational Therapists	0	0	0.0
Physician Assistants	40	14	44.7	Dietitians & Nutritionists	19	2	19.3
Nurse Practitioners	111	30	123.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	13	0	13.0	Social Workers	23	10	28.5
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	341	122	394.5
Health Info Mgmt-Administrators/Technicians	87	0	87.0	All Other Personnel	940	317	1,078.5
Pharmacy Personnel	42	11	47.5				
Clinical Laboratory Personnel	72	32	83.7				
				Total	3,040	1,239	3,571.1

039 Bellin Hospital
Green Bay, WI 54301

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$812,283,536	44.9%	48.2%	0.93	48.2%	0.93	48.7%	0.92	43.2%	1.04
Medical Assistance	\$200,429,545	11.1%	14.2%	0.78	12.5%	0.89	13.0%	0.85	11.3%	0.98
Commercial	\$693,719,981	38.4%	32.4%	1.18	33.9%	1.13	32.4%	1.19	40.0%	0.96
All Other	\$101,627,079	5.6%	5.2%	1.07	5.4%	1.03	5.9%	0.95	5.4%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$603,212,837	33.4%	37.1%	0.90	37.4%	0.89	38.0%	0.88	31.4%	1.06
Medical Assistance	\$156,188,219	8.6%	11.2%	0.77	10.1%	0.85	10.4%	0.83	8.8%	0.99
Commercial	\$270,882,412	15.0%	14.9%	1.00	15.8%	0.95	15.8%	0.95	14.4%	1.04
Charity Care	\$11,015,016	0.6%	0.7%	0.83	0.5%	1.15	0.8%	0.76	1.1%	0.57
Bad Debt	\$13,091,924	0.7%	0.8%	0.85	0.8%	0.93	0.8%	0.93	1.3%	0.57
All Other	\$63,703,652	3.5%	3.1%	1.13	3.5%	1.00	3.4%	1.05	2.9%	1.20
Total Deductions	\$1,118,094,060	61.8%	67.9%	0.91	68.2%	0.91	69.2%	0.89	59.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	6.4%	0.52	3.6%	0.92	7.4%	0.45	3.9%	0.87
Net Gains/Losses as % of Net Income		76.9%	11.1%	6.94	14.6%	5.27	7.6%	10.16	286.2%	0.27
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$414,431,039	58.7%	41.6%	1.41	43.1%	1.36	40.0%	1.47	58.3%	1.01
Supplies & Services	\$250,596,930	35.5%	52.7%	0.67	50.8%	0.70	54.9%	0.65	35.6%	1.00
Capital Component	\$40,546,006	5.7%	5.7%	1.00	6.2%	0.93	5.1%	1.13	6.1%	0.94
Fiscal Statistics										
Operating Margin (%)		1.1%	6.4%	0.18	10.1%	0.11	5.8%	0.20	1.9%	0.60
Total Hospital Net Income (%)		4.8%	7.1%	0.67	11.6%	0.41	6.3%	0.76	-1.1%	N/A
Return on Equity (%)		3.3%	3.1%	1.08	7.9%	0.42	4.7%	0.71	-0.8%	N/A
Current Ratio		3.8	2.9	1.31	6.2	0.61	5.7	0.66	3.2	1.16
Days in Net Patient Accounts Receivable		54.0	85.9	0.63	54.4	0.99	57.7	0.94	49.8	1.08
Average Payment Period		56.9	125.5	0.45	44.2	1.29	46.2	1.23	55.9	1.02
Equity Financing (%)		59.7%	57.8%	1.03	79.9%	0.75	72.7%	0.82	67.0%	0.89
Long-Term Debt to Equity Ratio		0.5	0.4	1.22	0.1	3.27	0.2	2.43	0.3	1.60
Times Interest Earned		7.3	12.0	0.60	18.0	0.40	12.2	0.59	-0.1	N/A
Total Asset Turnover		0.7	0.4	1.56	0.7	1.00	0.7	0.90	0.8	0.88
Average Age of Plant (Years)		10.0	19.6	0.51	11.5	0.87	13.4	0.74	9.2	1.08
Increase (Decrease) Total Net Patient Revenue		5.6%	3.9%	1.43	3.8%	1.50	3.5%	1.63	4.3%	1.30
Outpatient Gross Revenue (% of Total GPR)		83.1%	67.6%	1.23	75.5%	1.10	62.1%	1.34	82.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,927	\$19,469	0.77	\$14,714	1.01	\$22,156	0.67	\$14,616	1.02
Inpatient Net Revenue per Day		\$3,247	\$3,859	0.84	\$3,218	1.01	\$4,083	0.80	\$2,765	1.17
Outpatient Net Revenue per Visit		\$488	\$875	0.56	\$732	0.67	\$987	0.49	\$427	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,808,060,139	Cash & Cash Equivalents	\$200,182,382	Current Liabilities	\$105,417,009
Less Deductions	\$1,118,094,060	Net Patient Receivables	\$102,000,813	Long-Term Debt	\$307,596,951
Net Patient Revenue	\$689,966,079	Other Receivables	\$3,829,189	Other Liabilities	\$19,526,176
Plus Other Revenue	\$23,804,155			Subtotal	\$432,540,136
Total Revenue	\$713,770,235	Land, Buildings & Equipment (Net)	\$401,475,616	Unrestricted Fund Balance	\$641,329,741
Less Expenses	\$705,573,975	Other Assets	\$366,381,877	Restricted Fund Balance	\$5,433,998
Non-Operating Gains/Losses	\$27,214,546			Total Liabilities & Fund Balance	\$1,073,869,877
Net Income	\$35,410,806	Total Assets	\$1,073,869,877		

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

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	50.9%	61.5%	0.83	54.9%	0.93	54.8%	0.93	61.6%	0.83	
Obstetrics	0.0%	41.1%	N/A	36.7%	N/A	34.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	53.3%	61.6%	0.87	53.2%	1.00	59.6%	0.89	63.8%	0.83	
Average Census (Patients)										
Adult Medical-Surgical	32.6	24.9	1.31	24.8	1.31	15.8	2.06	34.5	0.94	
Obstetrics	0.0	5.0	N/A	4.3	N/A	2.9	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A	
Total Hospital	38.4	44.9	0.85	44.4	0.87	29.6	1.30	40.9	0.94	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.1	4.5	0.90	4.0	1.01	4.2	0.98	4.4	0.93	
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.3	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A	
Total Hospital	4.4	4.9	0.91	4.3	1.04	4.4	1.01	4.8	0.91	
Surgical Operations										
Inpatient	501	989	0.51	829	0.60	409	1.22	413	1.21	
Outpatient	5,404	4,208	1.28	6,019	0.90	2,735	1.98	5,767	0.94	
Inpatient as % of All Surgeries	8.5%	19.0%	0.45	12.1%	0.70	13.0%	0.65	6.7%	1.27	
Outpatient Visits										
Non-Emergency Visits	68,882	131,799	0.52	197,548	0.35	92,528	0.74	68,599	1.00	
Emergency Visits	22,141	16,822	1.32	18,660	1.19	17,976	1.23	22,510	0.98	
Full-Time Equivalents (FTEs)										
Administrators	11.9	17.5	0.68	19.4	0.61	12.7	0.94	13.2	0.90	
Nurses, Licensed	136.1	232.9	0.58	276.2	0.49	137.2	0.99	130.9	1.04	
Ancillary Nursing Personnel	31.6	42.6	0.74	44.0	0.72	29.9	1.06	29.4	1.07	
All Other Personnel	203.1	453.0	0.45	479.5	0.42	239.1	0.85	207.6	0.98	
Total FTEs	382.7	746.0	0.51	819.1	0.47	418.9	0.91	381.1	1.00	
FTEs per 100 Patient Census (Adjusted)										
Administrators	8.2	12.3	0.66	10.2	0.80	10.9	0.75	8.8	0.93	
Nurses, Licensed	93.2	163.8	0.57	144.4	0.65	117.7	0.79	87.3	1.07	
Ancillary Nursing Personnel	21.6	30.0	0.72	23.0	0.94	25.6	0.84	19.6	1.10	
All Other Personnel	139.1	318.6	0.44	250.7	0.55	205.0	0.68	138.4	1.00	
Total FTEs	262.0	524.6	0.50	428.2	0.61	359.2	0.73	254.2	1.03	

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	0
Discharges	3,168	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	14,009			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 06/30/2023	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	2,917	11,882	50.9%	32.6	4.1
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	3	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	251	2,127	72.8%	5.8	8.5
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	8	11.9	Surgical Personnel	4	18	15.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	29	20.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	7	7.2
Dental Hygienists	0	0	0.0	Occupational Therapists	0	5	2.7
Registered Nurses	52	149	135.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	7	5.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	12	36	31.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	3.1
Nurse Practitioners	0	3	0.4	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	29	22.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	61	46	86.6
Pharmacy Personnel	5	8	8.6				
Clinical Laboratory Personnel	17	10	24.0				
				Total	181	370	382.7

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$227,729,565	48.3%	48.2%	1.00	48.2%	1.00	51.3%	0.94	47.4%	1.02
Medical Assistance	\$60,773,127	12.9%	14.2%	0.91	12.5%	1.03	15.3%	0.84	12.1%	1.07
Commercial	\$159,441,061	33.8%	32.4%	1.05	33.9%	1.00	29.5%	1.15	35.8%	0.95
All Other	\$23,266,200	4.9%	5.2%	0.94	5.4%	0.91	3.8%	1.29	4.7%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$176,064,618	37.4%	37.1%	1.01	37.4%	1.00	39.7%	0.94	35.6%	1.05
Medical Assistance	\$51,587,084	10.9%	11.2%	0.98	10.1%	1.08	12.1%	0.90	10.0%	1.09
Commercial	\$87,388,017	18.5%	14.9%	1.24	15.8%	1.17	13.1%	1.41	19.3%	0.96
Charity Care	\$804,654	0.2%	0.7%	0.23	0.5%	0.32	0.8%	0.21	0.5%	0.33
Bad Debt	\$1,987,695	0.4%	0.8%	0.50	0.8%	0.54	1.2%	0.36	1.0%	0.41
All Other	\$18,332,302	3.9%	3.1%	1.24	3.5%	1.10	2.2%	1.74	3.6%	1.07
Total Deductions	\$336,164,370	71.3%	67.9%	1.05	68.2%	1.05	69.2%	1.03	70.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.0%	6.4%	0.63	3.6%	1.11	3.8%	1.05	4.0%	1.01
Net Gains/Losses as % of Net Income		24.9%	11.1%	2.25	14.6%	1.70	15.2%	1.63	641.0%	0.04
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,250,701	24.5%	41.6%	0.59	43.1%	0.57	40.1%	0.61	24.7%	0.99
Supplies & Services	\$88,600,900	69.5%	52.7%	1.32	50.8%	1.37	54.4%	1.28	69.9%	1.00
Capital Component	\$7,562,687	5.9%	5.7%	1.03	6.2%	0.96	5.5%	1.08	5.4%	1.09
Fiscal Statistics										
Operating Margin (%)		9.5%	6.4%	1.48	10.1%	0.93	5.0%	1.90	5.8%	1.62
Total Hospital Net Income (%)		12.2%	7.1%	1.72	11.6%	1.05	5.8%	2.10	-1.2%	N/A
Return on Equity (%)		7.6%	3.1%	2.49	7.9%	0.96	2.3%	3.30	-0.7%	N/A
Current Ratio		1.6	2.9	0.57	6.2	0.26	2.8	0.58	1.4	1.13
Days in Net Patient Accounts Receivable		49.4	85.9	0.57	54.4	0.91	86.5	0.57	49.4	1.00
Average Payment Period		50.0	125.5	0.40	44.2	1.13	128.9	0.39	51.2	0.98
Equity Financing (%)		84.2%	57.8%	1.46	79.9%	1.05	62.5%	1.35	81.7%	1.03
Long-Term Debt to Equity Ratio		0.1	0.4	0.19	0.1	0.51	0.3	0.25	0.1	0.82
Times Interest Earned		42.5	12.0	3.53	18.0	2.36	12.9	3.28	-7.2	N/A
Total Asset Turnover		0.6	0.4	1.42	0.7	0.91	0.4	1.54	0.7	0.91
Average Age of Plant (Years)		18.3	19.6	0.93	11.5	1.60	21.5	0.85	17.8	1.03
Increase (Decrease) Total Net Patient Revenue		-3.0%	3.9%	N/A	3.8%	N/A	0.2%	N/A	4.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		74.1%	67.6%	1.10	75.5%	0.98	74.2%	1.00	72.7%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,903	\$19,469	0.56	\$14,714	0.74	\$12,524	0.87	\$13,239	0.82
Inpatient Net Revenue per Day		\$2,500	\$3,859	0.65	\$3,218	0.78	\$2,770	0.90	\$2,736	0.91
Outpatient Net Revenue per Visit		\$1,126	\$875	1.29	\$732	1.54	\$766	1.47	\$1,134	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$471,209,953	Cash & Cash Equivalents	\$1,038,730	Current Liabilities	\$16,709,776
Less Deductions	\$336,164,370	Net Patient Receivables	\$18,268,781	Long-Term Debt	\$14,660,083
Net Patient Revenue	\$135,045,583	Other Receivables	\$585,732	Other Liabilities	\$5,256,205
Plus Other Revenue	\$5,672,440			Subtotal	\$36,626,064
Total Revenue	\$140,718,023	Land, Buildings & Equipment (Net)	\$67,132,275	Unrestricted Fund Balance	\$195,435,405
Less Expenses	\$127,414,288	Other Assets	\$145,035,951	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,399,331			Total Liabilities & Fund Balance	\$232,061,469
Net Income	\$17,703,066	Total Assets	\$232,061,469		

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	75.1%	61.5%	1.22	54.9%	1.37	75.8%	0.99	90.1%	0.83
Obstetrics	44.0%	41.1%	1.07	36.7%	0.29	51.5%	0.85	40.0%	1.10
Pediatrics	22.3%	67.0%	0.33	19.4%	1.15	55.6%	0.40	17.2%	1.30
Total Hospital	68.8%	61.6%	1.12	53.2%	1.29	70.4%	0.98	74.2%	0.93
Average Census (Patients)									
Adult Medical-Surgical	68.4	24.9	2.74	24.8	2.76	100.5	0.68	73.0	0.94
Obstetrics	10.6	5.0	2.11	4.3	2.44	13.4	0.79	10.0	1.05
Pediatrics	3.1	1.7	1.82	0.4	7.72	4.8	1.82	2.2	1.40
Total Hospital	154.1	44.9	3.43	44.4	3.47	190.9	0.81	153.5	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.5	0.99	4.0	1.11	4.8	0.93	5.0	0.91
Obstetrics	2.6	2.4	1.09	2.4	1.10	2.5	1.05	2.4	1.08
Pediatrics	3.4	3.8	0.89	2.9	1.14	4.2	0.81	2.9	1.15
Total Hospital	4.4	4.9	0.91	4.3	1.03	5.2	0.85	5.4	0.82
Surgical Operations									
Inpatient	2,397	989	2.42	829	2.89	3,644	0.66	2,542	0.94
Outpatient	5,870	4,208	1.40	6,019	0.98	11,922	0.49	5,212	1.13
Inpatient as % of All Surgeries	29.0%	19.0%	1.52	12.1%	2.40	23.4%	1.24	32.8%	0.88
Outpatient Visits									
Non-Emergency Visits	178,442	131,799	1.35	197,548	0.90	419,931	0.42	210,657	0.85
Emergency Visits	27,873	16,822	1.66	18,660	1.49	42,605	0.65	27,516	1.01
Full-Time Equivalents (FTEs)									
Administrators	42.2	17.5	2.41	19.4	2.17	59.1	0.71	56.3	0.75
Nurses, Licensed	468.4	232.9	2.01	276.2	1.70	886.0	0.53	495.8	0.94
Ancillary Nursing Personnel	78.2	42.6	1.83	44.0	1.78	175.9	0.44	84.7	0.92
All Other Personnel	613.4	453.0	1.35	479.5	1.28	1,728.4	0.35	659.0	0.93
Total FTEs	1,202.2	746.0	1.61	819.1	1.47	2,849.5	0.42	1,295.9	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.0	12.3	0.73	10.2	0.88	11.2	0.80	14.8	0.60
Nurses, Licensed	99.5	163.8	0.61	144.4	0.69	167.8	0.59	130.7	0.76
Ancillary Nursing Personnel	16.6	30.0	0.55	23.0	0.72	33.3	0.50	22.3	0.74
All Other Personnel	130.3	318.6	0.41	250.7	0.52	327.4	0.40	173.7	0.75
Total FTEs	255.3	524.6	0.49	428.2	0.60	539.8	0.47	341.5	0.75

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	224	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	24
Discharges	12,750	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,415
Inpatient Days	56,237			Inpatient Days	0	Newborn Days	2,217

042 St Vincent Hospital
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	5,532	24,960	75.1%	68.4	4.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	13	299	4,513	95.1%	12.4	15.1
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	14	339	1,141	22.3%	3.1	3.4
Obstetrics	1	24	1,464	3,851	44.0%	10.6	2.6
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	26	790	7,623	80.3%	20.9	9.6
Cardiac Intensive Unit	1	4	177	1,215	83.2%	3.3	6.9
Pediatric Intensive Care	1	10	546	1,781	48.8%	4.9	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	16	699	5,116	87.6%	14.0	7.3
Neonatal Intensive/Intermediate Care	1	26	272	6,037	63.6%	16.5	22.2
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	35	11	42.2	Surgical Personnel	20	22	32.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	24	53	58.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	10	23.6
Dental Hygienists	0	0	0.0	Occupational Therapists	13	18	24.3
Registered Nurses	228	347	451.3	Occupational Therapy Assistants/Aides	0	2	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	58	31	78.4
Licensed Practical Nurses	3	2	4.3	Physical Therapy Assistants/Aides	9	9	13.7
Ancillary Nursing Personnel	17	119	78.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	6	6.3
Nurse Practitioners	5	10	12.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	1.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	61	47	89.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	126	94	182.2
Pharmacy Personnel	23	23	33.7				
Clinical Laboratory Personnel	31	27	48.4				
				Total	680	858	1,202.2

042 St Vincent Hospital
Green Bay, WI 54301

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$661,766,922	48.6%	48.2%	1.01	48.2%	1.01	48.7%	1.00	49.0%	0.99
Medical Assistance	\$190,508,634	14.0%	14.2%	0.98	12.5%	1.12	13.0%	1.08	13.4%	1.05
Commercial	\$446,374,886	32.8%	32.4%	1.01	33.9%	0.97	32.4%	1.01	32.9%	1.00
All Other	\$63,437,765	4.7%	5.2%	0.89	5.4%	0.86	5.9%	0.79	4.8%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$507,868,104	37.3%	37.1%	1.01	37.4%	1.00	38.0%	0.98	37.3%	1.00
Medical Assistance	\$150,894,050	11.1%	11.2%	0.99	10.1%	1.09	10.4%	1.06	10.4%	1.07
Commercial	\$237,193,180	17.4%	14.9%	1.17	15.8%	1.10	15.8%	1.10	17.4%	1.00
Charity Care	\$1,950,814	0.1%	0.7%	0.20	0.5%	0.27	0.8%	0.18	0.7%	0.21
Bad Debt	\$6,769,175	0.5%	0.8%	0.59	0.8%	0.64	0.8%	0.64	0.7%	0.70
All Other	\$48,181,819	3.5%	3.1%	1.13	3.5%	1.00	3.4%	1.05	3.6%	0.97
Total Deductions	\$952,857,142	70.0%	67.9%	1.03	68.2%	1.03	69.2%	1.01	70.1%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.2%	6.4%	0.65	3.6%	1.15	7.4%	0.57	3.6%	1.17
Net Gains/Losses as % of Net Income		18.2%	11.1%	1.65	14.6%	1.25	7.6%	2.41	266.0%	0.07
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$101,057,209	27.5%	41.6%	0.66	43.1%	0.64	40.0%	0.69	31.5%	0.87
Supplies & Services	\$246,361,575	67.0%	52.7%	1.27	50.8%	1.32	54.9%	1.22	63.4%	1.06
Capital Component	\$20,388,102	5.5%	5.7%	0.96	6.2%	0.90	5.1%	1.09	5.1%	1.09
Fiscal Statistics										
Operating Margin (%)		13.9%	6.4%	2.18	10.1%	1.37	5.8%	2.38	3.1%	4.53
Total Hospital Net Income (%)		16.5%	7.1%	2.32	11.6%	1.41	6.3%	2.63	-1.9%	N/A
Return on Equity (%)		10.2%	3.1%	3.32	7.9%	1.28	4.7%	2.18	-1.1%	N/A
Current Ratio		2.7	2.9	0.93	6.2	0.43	5.7	0.47	1.7	1.60
Days in Net Patient Accounts Receivable		61.3	85.9	0.71	54.4	1.13	57.7	1.06	52.8	1.16
Average Payment Period		44.4	125.5	0.35	44.2	1.00	46.2	0.96	60.0	0.74
Equity Financing (%)		88.6%	57.8%	1.53	79.9%	1.11	72.7%	1.22	84.7%	1.05
Long-Term Debt to Equity Ratio		0.1	0.4	0.14	0.1	0.37	0.2	0.28	0.1	0.82
Times Interest Earned		73.2	12.0	6.09	18.0	4.08	12.2	5.98	-9.1	N/A
Total Asset Turnover		0.6	0.4	1.40	0.7	0.90	0.7	0.81	0.6	1.01
Average Age of Plant (Years)		17.1	19.6	0.87	11.5	1.49	13.4	1.27	16.6	1.03
Increase (Decrease) Total Net Patient Revenue		5.5%	3.9%	1.39	3.8%	1.46	3.5%	1.58	4.8%	1.13
Outpatient Gross Revenue (% of Total GPR)		58.9%	67.6%	0.87	75.5%	0.78	62.1%	0.95	59.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,583	\$19,469	0.75	\$14,714	0.99	\$22,156	0.66	\$17,114	0.85	
Inpatient Net Revenue per Day	\$2,630	\$3,859	0.68	\$3,218	0.82	\$4,083	0.64	\$3,148	0.84	
Outpatient Net Revenue per Visit	\$1,115	\$875	1.27	\$732	1.52	\$987	1.13	\$920	1.21	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,362,088,207	Cash & Cash Equivalents		Current Liabilities	\$43,119,344
Less Deductions	\$952,857,142	Net Patient Receivables		Long-Term Debt	\$34,386,125
Net Patient Revenue	\$409,231,065	Other Receivables		Other Liabilities	\$3,666,760
Plus Other Revenue	\$17,814,942			Subtotal	\$81,172,229
Total Revenue	\$427,046,007	Land, Buildings & Equipment (Net)	\$139,416,687	Unrestricted Fund Balance	\$632,286,490
Less Expenses	\$367,806,886	Other Assets	\$477,511,813	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$13,195,852			Total Liabilities & Fund Balance	\$713,458,719
Net Income	\$72,434,973	Total Assets	\$713,458,719		

043 Aurora Medical Center - Washington County
 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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.0%	61.5%	0.47	63.8%	0.45	32.8%	0.88	34.2%	0.85
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	18.9%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.5%	61.6%	0.53	63.4%	0.51	35.7%	0.91	37.5%	0.87
Average Census (Patients)									
Adult Medical-Surgical	8.4	24.9	0.34	22.9	0.37	5.6	1.50	9.9	0.85
Obstetrics	0.0	5.0	N/A	5.1	N/A	0.8	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.4	44.9	0.25	42.7	0.27	8.1	1.41	13.1	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.5	0.72	4.3	0.76	3.8	0.86	4.3	0.76
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	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.5	0.77	3.8	0.91	4.4	0.79
Surgical Operations									
Inpatient	205	989	0.21	1,038	0.20	135	1.52	164	1.25
Outpatient	2,803	4,208	0.67	4,019	0.70	1,616	1.73	2,696	1.04
Inpatient as % of All Surgeries	6.8%	19.0%	0.36	20.5%	0.33	7.7%	0.89	5.7%	1.19
Outpatient Visits									
Non-Emergency Visits	86,443	131,799	0.66	117,094	0.74	55,406	1.56	79,517	1.09
Emergency Visits	9,899	16,822	0.59	18,746	0.53	8,784	1.13	9,551	1.04
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	14.2	0.28	10.8	0.37	5.0	0.80
Nurses, Licensed	91.1	232.9	0.39	188.0	0.48	65.3	1.40	91.0	1.00
Ancillary Nursing Personnel	21.8	42.6	0.51	37.4	0.58	8.4	2.58	22.0	0.99
All Other Personnel	180.4	453.0	0.40	333.2	0.54	151.7	1.19	168.3	1.07
Total FTEs	297.3	746.0	0.40	572.8	0.52	236.3	1.26	286.3	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.9	12.3	0.48	10.1	0.58	21.5	0.27	6.5	0.90
Nurses, Licensed	133.8	163.8	0.82	134.3	1.00	129.7	1.03	118.7	1.13
Ancillary Nursing Personnel	32.0	30.0	1.07	26.7	1.20	16.8	1.91	28.7	1.11
All Other Personnel	265.0	318.6	0.83	238.0	1.11	301.4	0.88	219.5	1.21
Total FTEs	436.7	524.6	0.83	409.2	1.07	469.3	0.93	373.3	1.17

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	1,200	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	4,157			Inpatient Days	0	Newborn Days	0

043 Aurora Medical Center - Washington County
Hartford, WI 53027

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	29	938	3,070	29.0%	8.4	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	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	266	1,087	49.6%	3.0	4.1
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	4	0	4.0	Surgical Personnel	10	1	10.8
Physicians & Dentists	10	13	12.4	Radiological Services Personnel	16	11	20.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	2	4.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.3
Registered Nurses	46	67	81.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	1	1.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	2	2.3
Ancillary Nursing Personnel	6	34	21.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	0.9	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	3	2.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	2	5.6	Social Workers	0	3	1.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	13	10	19.3
Health Info Mgmt-Administrators/Technicians	1	4	3.4	All Other Personnel	50	41	69.8
Pharmacy Personnel	5	3	5.6				
Clinical Laboratory Personnel	13	4	15.5				
				Total	195	211	297.3

043 Aurora Medical Center - Washington County
Hartford, WI 53027

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$154,159,876	52.2%	48.2%	1.08	53.0%	0.98	50.4%	1.03	50.2%	1.04
Medical Assistance	\$24,543,994	8.3%	14.2%	0.58	11.4%	0.73	11.9%	0.70	8.8%	0.94
Commercial	\$105,074,070	35.5%	32.4%	1.10	32.8%	1.08	34.9%	1.02	37.4%	0.95
All Other	\$11,827,102	4.0%	5.2%	0.77	2.8%	1.43	2.7%	1.46	3.6%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$127,776,430	43.2%	37.1%	1.17	43.5%	0.99	34.8%	1.24	41.3%	1.05
Medical Assistance	\$21,822,442	7.4%	11.2%	0.66	9.4%	0.79	8.4%	0.88	7.8%	0.95
Commercial	\$55,780,643	18.9%	14.9%	1.26	15.9%	1.19	13.4%	1.41	19.5%	0.97
Charity Care	\$1,603,833	0.5%	0.7%	0.74	0.8%	0.66	0.7%	0.79	0.6%	0.86
Bad Debt	\$2,691,432	0.9%	0.8%	1.07	0.9%	1.02	1.0%	0.95	0.9%	1.00
All Other	\$5,158,167	1.7%	3.1%	0.56	1.8%	1.00	1.9%	0.94	1.9%	0.94
Total Deductions	\$214,832,947	72.7%	67.9%	1.07	72.2%	1.01	60.1%	1.21	71.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.0%	6.4%	0.15		4.3%	0.23	3.7%	0.26	0.3%	2.83
Net Gains/Losses as % of Net Income	0.1%	11.1%	0.01		N/A	N/A	21.8%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,021,458	44.8%	41.6%	1.08	38.8%	1.16	46.1%	0.97	45.7%	0.98
Supplies & Services	\$30,570,533	48.8%	52.7%	0.93	53.3%	0.92	46.6%	1.05	47.6%	1.03
Capital Component	\$3,993,178	6.4%	5.7%	1.11	7.9%	0.81	7.3%	0.88	6.6%	0.97
Fiscal Statistics										
Operating Margin (%)	23.3%	6.4%	3.65		9.2%	2.54	8.5%	2.72	20.3%	1.15
Total Hospital Net Income (%)	23.3%	7.1%	3.28		8.1%	2.86	10.7%	2.18	20.2%	1.15
Return on Equity (%)	8.6%	3.1%	2.81		4.9%	1.76	2.9%	2.99	7.3%	1.18
Current Ratio	38.0	2.9	13.22		12.4	3.07	1.7	22.06	30.4	1.25
Days in Net Patient Accounts Receivable	56.0	85.9	0.65		50.4	1.11	136.5	0.41	59.0	0.95
Average Payment Period	31.7	125.5	0.25		31.3	1.01	286.0	0.11	39.5	0.80
Equity Financing (%)	96.4%	57.8%	1.67		85.9%	1.12	49.5%	1.95	93.5%	1.03
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned	51.8	12.0	4.30		8.8	5.86	15.7	3.31	39.3	1.32
Total Asset Turnover	0.4	0.4	0.86		0.6	0.61	0.3	1.40	0.4	1.02
Average Age of Plant (Years)	11.9	19.6	0.61		11.9	1.00	26.1	0.46	12.1	0.98
Increase (Decrease) Total Net Patient Revenue	8.1%	3.9%	2.06		0.8%	9.75	9.7%	0.84	-0.2%	N/A
Outpatient Gross Revenue (% of Total GPR)	83.3%	67.6%	1.23		68.7%	1.21	84.3%	0.99	82.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,975	\$19,469	0.72		\$14,690	0.95	\$14,823	0.94	\$15,034	0.93
Inpatient Net Revenue per Day	\$4,031	\$3,859	1.04		\$3,206	1.26	\$3,524	1.14	\$3,295	1.22
Outpatient Net Revenue per Visit	\$692	\$875	0.79		\$746	0.93	\$832	0.83	\$682	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$295,605,040	Cash & Cash Equivalents	\$183,233,052	Current Liabilities	\$5,210,423
Less Deductions	\$214,832,947	Net Patient Receivables	\$12,386,658	Long-Term Debt	\$0
Net Patient Revenue	\$80,772,093	Other Receivables	\$8,809	Other Liabilities	\$2,717,167
Plus Other Revenue	\$792,448			Subtotal	\$7,927,590
Total Revenue	\$81,564,541	Land, Buildings & Equipment (Net)	\$19,734,918	Unrestricted Fund Balance	\$212,844,050
Less Expenses	\$62,585,169	Other Assets	\$5,408,203	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$16,418			Total Liabilities & Fund Balance	\$220,771,640
Net Income	\$18,995,790	Total Assets	\$220,771,640		

044 Tamarack Health Hayward Medical Center
 11040 N State Road 77
 Hayward, WI 54843
 715-934-4321

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.0%	61.5%	0.59	31.6%	1.14	32.8%	1.10	35.0%	1.03
Obstetrics	17.9%	41.1%	0.44	23.2%	0.03	18.9%	0.95	19.3%	0.93
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.1%	61.6%	0.54	33.6%	0.99	35.7%	0.93	32.5%	1.02
Average Census (Patients)									
Adult Medical-Surgical	7.6	24.9	0.30	6.2	1.21	5.6	1.35	7.4	1.03
Obstetrics	0.7	5.0	0.14	1.0	0.69	0.8	0.87	0.8	0.93
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.3	44.9	0.18	7.7	1.07	8.1	1.03	8.1	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.85	4.5	0.86	3.8	1.02	4.1	0.93
Obstetrics	2.2	2.4	0.92	2.2	0.99	2.1	1.06	2.1	1.06
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	0.75	4.7	0.77	3.8	0.95	3.8	0.96
Surgical Operations									
Inpatient	97	989	0.10	53	1.84	135	0.72	96	1.01
Outpatient	1,042	4,208	0.25	1,137	0.92	1,616	0.64	998	1.04
Inpatient as % of All Surgeries	8.5%	19.0%	0.45	4.4%	1.92	7.7%	1.11	8.8%	0.97
Outpatient Visits									
Non-Emergency Visits	38,805	131,799	0.29	38,279	1.01	55,406	0.70	32,730	1.19
Emergency Visits	9,035	16,822	0.54	7,241	1.25	8,784	1.03	8,993	1.00
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	2.3	1.71	10.8	0.37	4.0	1.00
Nurses, Licensed	76.2	232.9	0.33	73.5	1.04	65.3	1.17	64.5	1.18
Ancillary Nursing Personnel	14.8	42.6	0.35	11.3	1.31	8.4	1.76	9.9	1.50
All Other Personnel	234.6	453.0	0.52	164.2	1.43	151.7	1.55	198.8	1.18
Total FTEs	329.6	746.0	0.44	251.4	1.31	236.3	1.40	277.2	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.7	12.3	0.63	3.5	2.18	21.5	0.36	8.9	0.87
Nurses, Licensed	147.2	163.8	0.90	111.2	1.32	129.7	1.14	143.7	1.02
Ancillary Nursing Personnel	28.7	30.0	0.96	17.1	1.67	16.8	1.71	22.1	1.30
All Other Personnel	453.5	318.6	1.42	248.5	1.83	301.4	1.50	442.6	1.02
Total FTEs	637.1	524.6	1.21	380.3	1.68	469.3	1.36	617.3	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	No	Average Beds Used	2	Bassinets	6
Discharges	833	Preferred Provider Organization (PPO)	No	Discharges	64	Total Births	116
Inpatient Days	3,024			Inpatient Days	811	Newborn Days	223

044 Tamarack Health Hayward Medical Center
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2023	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	715	2,762	36.0%	7.6	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	118	262	17.9%	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	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	3	0	3.0
Physicians & Dentists	14	5	16.1	Radiological Services Personnel	11	11	15.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	2.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.5
Registered Nurses	45	44	66.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	6	8.2
Licensed Practical Nurses	0	1	0.9	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	5	23	14.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	4	3.5	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	4.8	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	34	15	39.2
Health Info Mgmt-Administrators/Technicians	7	1	7.9	All Other Personnel	78	50	106.8
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	7	2	8.0				
				Total	237	180	329.6

044 Tamarack Health Hayward Medical Center
Hayward, WI 54843

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$72,573,508	50.5%	48.2%	1.05	52.4%	0.96	50.4%	1.00	49.0%	1.03
Medical Assistance	\$26,757,074	18.6%	14.2%	1.31	16.1%	1.15	11.9%	1.56	19.3%	0.97
Commercial	\$31,995,553	22.3%	32.4%	0.69	25.8%	0.86	34.9%	0.64	22.8%	0.97
All Other	\$12,473,322	8.7%	5.2%	1.66	5.6%	1.55	2.7%	3.16	8.9%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$39,483,677	27.5%	37.1%	0.74	28.7%	0.96	34.8%	0.79	27.2%	1.01
Medical Assistance	\$17,010,265	11.8%	11.2%	1.06	11.1%	1.07	8.4%	1.40	12.9%	0.91
Commercial	\$5,757,265	4.0%	14.9%	0.27	5.9%	0.68	13.4%	0.30	3.2%	1.26
Charity Care	\$603,845	0.4%	0.7%	0.58	0.4%	1.04	0.7%	0.61	0.7%	0.58
Bad Debt	\$2,623,168	1.8%	0.8%	2.15	1.5%	1.22	1.0%	1.90	1.1%	1.65
All Other	\$4,920,675	3.4%	3.1%	1.09	2.7%	1.28	1.9%	1.85	4.2%	0.82
Total Deductions	\$70,398,895	49.0%	67.9%	0.72	50.3%	0.97	60.1%	0.82	49.3%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.2%	6.4%	0.04		1.5%	0.16	3.7%	0.06	0.3%	0.76
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		27.6%	N/A	21.8%	N/A	29.3%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,098,233	57.5%	41.6%	1.38	49.7%	1.16	46.1%	1.25	59.2%	0.97
Supplies & Services	\$21,690,662	31.9%	52.7%	0.61	43.4%	0.73	46.6%	0.68	31.3%	1.02
Capital Component	\$7,224,790	10.6%	5.7%	1.85	6.9%	1.54	7.3%	1.46	9.5%	1.12
Fiscal Statistics										
Operating Margin (%)	7.6%	6.4%	1.19		9.6%	0.79	8.5%	0.88	6.8%	1.11
Total Hospital Net Income (%)	7.3%	7.1%	1.03		12.8%	0.57	10.7%	0.68	9.3%	0.78
Return on Equity (%)	4.7%	3.1%	1.55		1.6%	2.97	2.9%	1.64	5.7%	0.84
Current Ratio	7.4	2.9	2.57		1.3	5.50	1.7	4.29	5.1	1.45
Days in Net Patient Accounts Receivable	46.5	85.9	0.54		276.9	0.17	136.5	0.34	44.0	1.06
Average Payment Period	44.3	125.5	0.35		717.7	0.06	286.0	0.15	67.4	0.66
Equity Financing (%)	86.0%	57.8%	1.49		40.6%	2.12	49.5%	1.74	81.8%	1.05
Long-Term Debt to Equity Ratio	0.1	0.4	0.22		0.9	0.10	0.6	0.13	0.1	0.79
Times Interest Earned	20.8	12.0	1.73		29.2	0.71	15.7	1.33	55.3	0.38
Total Asset Turnover	0.7	0.4	1.52		0.1	5.40	0.3	2.47	0.6	1.10
Average Age of Plant (Years)	7.0	19.6	0.36		54.5	0.13	26.1	0.27	8.9	0.79
Increase (Decrease) Total Net Patient Revenue	11.2%	3.9%	2.83		7.7%	1.45	9.7%	1.15	12.3%	0.90
Outpatient Gross Revenue (% of Total GPR)	84.0%	67.6%	1.24		88.6%	0.95	84.3%	1.00	81.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,630	\$19,469	1.11		\$17,278	1.25	\$14,823	1.46	\$21,899	0.99
Inpatient Net Revenue per Day	\$5,022	\$3,859	1.30		\$3,301	1.52	\$3,524	1.43	\$4,943	1.02
Outpatient Net Revenue per Visit	\$1,183	\$875	1.35		\$1,111	1.06	\$832	1.42	\$1,179	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$143,799,457	Cash & Cash Equivalents	\$42,366,013	Current Liabilities	\$7,615,380
Less Deductions	\$70,398,895	Net Patient Receivables	\$9,351,527	Long-Term Debt	\$8,183,811
Net Patient Revenue	\$73,400,562	Other Receivables	\$606,129	Other Liabilities	\$0
Plus Other Revenue	\$175,765			Subtotal	\$15,799,191
Total Revenue	\$73,576,327	Land, Buildings & Equipment (Net)	\$45,363,377	Unrestricted Fund Balance	\$97,139,715
Less Expenses	\$68,013,685	Other Assets	\$15,251,861	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$211,161			Total Liabilities & Fund Balance	\$112,938,906
Net Income	\$5,351,481	Total Assets	\$112,938,907		

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

Fiscal Year: 10/01 to 9/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	10.7%	61.5%	0.17	47.2%	0.23	19.5%	0.55	14.6%	0.74
Obstetrics	0.0%	41.1%	N/A	53.6%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	10.7%	61.6%	0.17	51.9%	0.21	19.6%	0.55	14.6%	0.74
Average Census (Patients)									
Adult Medical-Surgical	1.4	24.9	0.06	17.2	0.08	2.6	0.54	1.9	0.74
Obstetrics	0.0	5.0	N/A	4.4	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.4	44.9	0.03	28.6	0.05	2.9	0.48	1.9	0.74
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	3.7	1.02	3.6	1.03	4.1	0.92
Obstetrics	0.0	2.4	N/A	2.0	N/A	1.8	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	3.7	4.9	0.77	4.2	0.89	3.2	1.16	4.1	0.92
Surgical Operations									
Inpatient	4	989	0.00	840	0.00	169	0.02	2	2.00
Outpatient	160	4,208	0.04	3,492	0.05	1,744	0.09	157	1.02
Inpatient as % of All Surgeries	2.4%	19.0%	0.13	19.4%	0.13	8.9%	0.28	1.3%	1.94
Outpatient Visits									
Non-Emergency Visits	39,312	131,799	0.30	137,645	0.29	28,500	1.38	40,240	0.98
Emergency Visits	2,363	16,822	0.14	15,585	0.15	5,439	0.43	2,927	0.81
Full-Time Equivalents (FTEs)									
Administrators	17.0	17.5	0.97	13.0	1.31	5.9	2.89	14.0	1.21
Nurses, Licensed	38.9	232.9	0.17	152.9	0.25	39.4	0.99	35.6	1.09
Ancillary Nursing Personnel	6.5	42.6	0.15	23.1	0.28	6.0	1.09	6.2	1.05
All Other Personnel	100.5	453.0	0.22	424.9	0.24	78.1	1.29	94.5	1.06
Total FTEs	162.8	746.0	0.22	613.9	0.27	129.4	1.26	150.2	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	99.4	12.3	8.08	7.6	13.11	29.9	3.33	55.2	1.80
Nurses, Licensed	227.3	163.8	1.39	89.3	2.54	199.9	1.14	140.3	1.62
Ancillary Nursing Personnel	38.0	30.0	1.27	13.5	2.81	30.4	1.25	24.4	1.56
All Other Personnel	587.3	318.6	1.84	248.3	2.37	396.6	1.48	372.9	1.58
Total FTEs	952.0	524.6	1.81	358.8	2.65	656.8	1.45	592.8	1.61

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	13	Health Maintenance Organization (HMO)	Yes	Average Beds Used	9	Bassinets	0
Discharges	136	Preferred Provider Organization (PPO)	Yes	Discharges	112	Total Births	0
Inpatient Days	509			Inpatient Days	1,325	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 9/30/2023	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	136	509	10.7%	1.4	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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	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	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	17	0	17.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	5	1	5.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.0
Registered Nurses	23	35	36.9	Occupational Therapy Assistants/Aides	0	3	0.7
Certified Nurse Midwives	1	0	1.0	Physical Therapists	2	2	3.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	4	12	6.5	Recreational Therapists	0	0	0.0
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	3	1	3.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	2	3.2
Health Info Mgmt-Administrators/Technicians	2	4	4.9	All Other Personnel	40	13	45.2
Pharmacy Personnel	0	5	2.2				
Clinical Laboratory Personnel	4	1	4.5				
				Total	127	85	162.8

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$36,058,498	49.1%	48.2%	1.02	47.0%	1.05	47.8%	1.03	48.1%	1.02
Medical Assistance	\$10,190,736	13.9%	14.2%	0.98	10.2%	1.36	12.9%	1.08	14.3%	0.97
Commercial	\$21,463,530	29.2%	32.4%	0.90	34.4%	0.85	35.2%	0.83	28.1%	1.04
All Other	\$5,701,108	7.8%	5.2%	1.49	8.4%	0.92	4.2%	1.85	9.5%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,871,912	20.3%	37.1%	0.55	34.0%	0.60	28.9%	0.70	18.4%	1.10
Medical Assistance	\$5,930,656	8.1%	11.2%	0.72	8.1%	0.99	8.0%	1.00	9.3%	0.87
Commercial	\$10,834,490	14.8%	14.9%	0.99	15.7%	0.94	13.7%	1.08	12.5%	1.18
Charity Care	\$1,977,797	2.7%	0.7%	3.69	1.1%	2.48	0.6%	4.76	1.4%	1.93
Bad Debt	\$1,317,843	1.8%	0.8%	2.12	0.9%	1.99	0.8%	2.18	2.3%	0.77
All Other	\$1,822,173	2.5%	3.1%	0.79	6.3%	0.39	5.2%	0.48	4.7%	0.53
Total Deductions	\$36,754,871	50.1%	67.9%	0.74	66.1%	0.76	57.3%	0.87	48.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.7%	6.4%	2.13	22.5%	0.61	2.9%	4.64	5.7%	2.39
Net Gains/Losses as % of Net Income		2.4%	11.1%	0.22	110.0%	0.02	7.9%	0.31	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,587,534	45.1%	41.6%	1.08	54.1%	0.83	41.9%	1.08	46.1%	0.98
Supplies & Services	\$15,404,772	44.6%	52.7%	0.85	41.9%	1.06	51.7%	0.86	42.3%	1.05
Capital Component	\$3,584,628	10.4%	5.7%	1.80	4.0%	2.60	6.4%	1.62	11.6%	0.89
Fiscal Statistics										
Operating Margin (%)		18.6%	6.4%	2.92	-0.2%	N/A	12.9%	1.44	14.4%	1.29
Total Hospital Net Income (%)		18.9%	7.1%	2.67	2.0%	9.47	13.9%	1.37	14.4%	1.32
Return on Equity (%)		12.2%	3.1%	3.99	1.6%	7.55	1.2%	10.43	8.4%	1.45
Current Ratio		9.8	2.9	3.41	31.1	0.31	1.0	9.85	9.9	0.99
Days in Net Patient Accounts Receivable		47.7	85.9	0.56	60.3	0.79	442.3	0.11	49.2	0.97
Average Payment Period		36.0	125.5	0.29	10.3	3.50	1183.6	0.03	35.0	1.03
Equity Financing (%)		61.2%	57.8%	1.06	87.7%	0.70	33.2%	1.84	57.4%	1.07
Long-Term Debt to Equity Ratio		0.6	0.4	1.42	0.1	9.95	1.2	0.48	0.7	0.83
Times Interest Earned		11.4	12.0	0.95	12.7	0.90	46.5	0.25	7.3	1.55
Total Asset Turnover		0.6	0.4	1.50	0.8	0.81	0.1	7.68	0.6	1.10
Average Age of Plant (Years)		4.2	19.6	0.21	10.0	0.42	99.6	0.04	3.6	1.16
Increase (Decrease) Total Net Patient Revenue		10.7%	3.9%	2.70	-2.2%	N/A	20.1%	0.53	6.4%	1.67
Outpatient Gross Revenue (% of Total GPR)		92.0%	67.6%	1.36	82.8%	1.11	85.5%	1.08	92.5%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,254		\$19,469	1.35	\$19,060	1.38	\$16,973	1.55	\$20,280	1.29
Inpatient Net Revenue per Day	\$3,489		\$3,859	0.90	\$4,078	0.86	\$3,576	0.98	\$3,140	1.11
Outpatient Net Revenue per Visit	\$748		\$875	0.86	\$880	0.85	\$948	0.79	\$683	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$73,413,873	Cash & Cash Equivalents	\$24,838,852	Current Liabilities	\$3,155,718
Less Deductions	\$36,754,871	Net Patient Receivables	\$4,789,826	Long-Term Debt	\$22,505,608
Net Patient Revenue	\$36,659,002	Other Receivables	\$526,208	Other Liabilities	\$30
Plus Other Revenue	\$5,800,832			Subtotal	\$25,661,356
Total Revenue	\$42,459,835	Land, Buildings & Equipment (Net)	\$34,328,763	Unrestricted Fund Balance	\$40,492,003
Less Expenses	\$34,576,934	Other Assets	\$1,669,710	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$196,529			Total Liabilities & Fund Balance	\$66,153,359
Net Income	\$8,079,430	Total Assets	\$66,153,359		

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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.5%	61.5%	0.64	56.8%	0.70	54.8%	0.72	40.2%	0.98
Obstetrics	38.5%	41.1%	0.94	34.7%	0.08	34.5%	1.12	41.4%	0.93
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	39.2%	61.6%	0.64	54.3%	0.72	59.6%	0.66	40.5%	0.97
Average Census (Patients)									
Adult Medical-Surgical	6.7	24.9	0.27	12.6	0.53	15.8	0.42	6.8	0.98
Obstetrics	2.7	5.0	0.54	2.6	1.03	2.9	0.92	2.9	0.93
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.4	44.9	0.21	18.5	0.51	29.6	0.32	9.7	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.5	0.67	4.3	0.71	4.2	0.74	3.3	0.92
Obstetrics	1.9	2.4	0.80	2.3	0.85	2.3	0.84	1.9	1.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.6	4.9	0.54	4.4	0.59	4.4	0.60	2.7	0.96
Surgical Operations									
Inpatient	169	989	0.17	358	0.47	409	0.41	193	0.88
Outpatient	1,710	4,208	0.41	2,715	0.63	2,735	0.63	1,540	1.11
Inpatient as % of All Surgeries	9.0%	19.0%	0.47	11.6%	0.77	13.0%	0.69	11.1%	0.81
Outpatient Visits									
Non-Emergency Visits	33,373	131,799	0.25	80,185	0.42	92,528	0.36	39,810	0.84
Emergency Visits	11,202	16,822	0.67	8,854	1.27	17,976	0.62	10,810	1.04
Full-Time Equivalents (FTEs)									
Administrators	13.0	17.5	0.74	10.4	1.25	12.7	1.02	14.7	0.89
Nurses, Licensed	79.9	232.9	0.34	132.4	0.60	137.2	0.58	83.6	0.96
Ancillary Nursing Personnel	14.7	42.6	0.35	20.9	0.70	29.9	0.49	11.7	1.26
All Other Personnel	175.1	453.0	0.39	273.9	0.64	239.1	0.73	169.3	1.03
Total FTEs	282.7	746.0	0.38	437.6	0.65	418.9	0.67	279.3	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.3	12.3	1.89	13.2	1.77	10.9	2.13	26.7	0.87
Nurses, Licensed	143.1	163.8	0.87	167.9	0.85	117.7	1.22	152.0	0.94
Ancillary Nursing Personnel	26.4	30.0	0.88	26.5	0.99	25.6	1.03	21.2	1.24
All Other Personnel	313.5	318.6	0.98	347.5	0.90	205.0	1.53	307.9	1.02
Total FTEs	506.2	524.6	0.96	555.1	0.91	359.2	1.41	507.8	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	7
Discharges	1,311	Preferred Provider Organization (PPO)	Yes	Discharges	75	Total Births	508
Inpatient Days	3,434			Inpatient Days	1,162	Newborn Days	897

046 Hudson Hospital & Clinics

Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	802	2,450	39.5%	6.7	3.1
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	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	507	984	38.5%	2.7	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	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	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	13	0	13.0	Surgical Personnel	4	3	5.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	9	9.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	4	0.7
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	11	99	76.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	5	4.9
Licensed Practical Nurses	1	3	3.4	Physical Therapy Assistants/Aides	0	1	0.9
Ancillary Nursing Personnel	5	16	14.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	19	8.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	3	4.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	10	28.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	54	46	73.9
Pharmacy Personnel	7	8	13.1				
Clinical Laboratory Personnel	9	15	17.8				
				Total	144	245	282.7

046 Hudson Hospital & Clinics

Hudson, WI 54016

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$75,649,672	43.6%	48.2%	0.90	51.7%	0.84	51.3%	0.85	42.0%	1.04
Medical Assistance	\$18,437,837	10.6%	14.2%	0.75	12.2%	0.87	15.3%	0.69	10.6%	1.01
Commercial	\$74,589,579	43.0%	32.4%	1.33	31.5%	1.36	29.5%	1.46	44.7%	0.96
All Other	\$4,901,073	2.8%	5.2%	0.54	4.7%	0.61	3.8%	0.74	2.7%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,519,836	28.0%	37.1%	0.75	34.8%	0.80	39.7%	0.70	26.1%	1.07
Medical Assistance	\$11,588,282	6.7%	11.2%	0.60	8.8%	0.75	12.1%	0.55	6.8%	0.98
Commercial	\$32,851,655	18.9%	14.9%	1.27	10.5%	1.81	13.1%	1.44	19.7%	0.96
Charity Care	\$1,388,675	0.8%	0.7%	1.10	0.4%	2.13	0.8%	0.98	0.4%	2.20
Bad Debt	\$2,612,874	1.5%	0.8%	1.78	1.1%	1.32	1.2%	1.27	1.1%	1.34
All Other	\$3,478,635	2.0%	3.1%	0.64	3.0%	0.66	2.2%	0.90	2.4%	0.82
Total Deductions	\$100,439,957	57.9%	67.9%	0.85	58.7%	0.99	69.2%	0.84	56.4%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.4%	6.4%	1.16	4.2%	1.77	3.8%	1.94	7.5%	0.99	
Net Gains/Losses as % of Net Income	40.2%	11.1%	3.63	33.8%	1.19	15.2%	2.63	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,251,283	45.7%	41.6%	1.10	48.8%	0.94	40.1%	1.14	43.1%	1.06
Supplies & Services	\$35,985,988	49.4%	52.7%	0.94	46.5%	1.06	54.4%	0.91	51.2%	0.97
Capital Component	\$3,540,100	4.9%	5.7%	0.85	4.7%	1.04	5.5%	0.89	5.6%	0.86
Fiscal Statistics										
Operating Margin (%)	7.9%	6.4%	1.24	4.9%	1.62	5.0%	1.58	15.0%	0.53	
Total Hospital Net Income (%)	12.5%	7.1%	1.76	7.2%	1.74	5.8%	2.15	11.8%	1.06	
Return on Equity (%)	8.7%	3.1%	2.86	1.3%	6.70	2.3%	3.78	7.9%	1.11	
Current Ratio	6.0	2.9	2.08	1.1	5.31	2.8	2.14	4.7	1.28	
Days in Net Patient Accounts Receivable	40.9	85.9	0.48	210.1	0.19	86.5	0.47	39.3	1.04	
Average Payment Period	39.2	125.5	0.31	460.7	0.09	128.9	0.30	47.2	0.83	
Equity Financing (%)	90.6%	57.8%	1.57	38.6%	2.35	62.5%	1.45	82.8%	1.09	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.9	N/A	0.3	N/A	0.0	N/A	
Times Interest Earned	100.9	12.0	8.39	22.9	4.40	12.9	7.80	30.4	3.32	
Total Asset Turnover	0.7	0.4	1.55	0.2	3.75	0.4	1.68	0.7	0.95	
Average Age of Plant (Years)	16.3	19.6	0.83	56.0	0.29	21.5	0.76	15.8	1.03	
Increase (Decrease) Total Net Patient Revenue	2.2%	3.9%	0.55	7.4%	0.29	0.2%	11.38	9.5%	0.23	
Outpatient Gross Revenue (% of Total GPR)	83.0%	67.6%	1.23	76.6%	1.08	74.2%	1.12	82.1%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,050	\$19,469	0.57	\$17,024	0.65	\$12,524	0.88	\$11,453	0.96	
Inpatient Net Revenue per Day	\$3,195	\$3,859	0.83	\$3,633	0.88	\$2,770	1.15	\$3,190	1.00	
Outpatient Net Revenue per Visit	\$1,355	\$875	1.55	\$979	1.38	\$766	1.77	\$1,132	1.20	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$173,578,160	Cash & Cash Equivalents	\$27,249,820	Current Liabilities	\$7,457,141
Less Deductions	\$100,439,957	Net Patient Receivables	\$8,200,782	Long-Term Debt	\$0
Net Patient Revenue	\$73,138,203	Other Receivables	\$249,637	Other Liabilities	\$3,769,813
Plus Other Revenue	\$5,864,018			Subtotal	\$11,226,954
Total Revenue	\$79,002,223	Land, Buildings & Equipment (Net)	\$33,607,792	Unrestricted Fund Balance	\$107,695,611
Less Expenses	\$72,777,371	Other Assets	\$49,614,535	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,178,404			Total Liabilities & Fund Balance	\$118,922,565
Net Income	\$10,403,256	Total Assets	\$118,922,566		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.0%	61.5%	1.14	59.9%	1.17	62.5%	1.12	72.4%	0.97
Obstetrics	30.6%	41.1%	0.75	39.5%	0.09	35.5%	0.86	28.0%	1.09
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	63.0%	61.6%	1.02	61.8%	1.02	61.3%	1.03	68.1%	0.92
Average Census (Patients)									
Adult Medical-Surgical	39.9	24.9	1.60	26.8	1.49	27.9	1.43	41.3	0.97
Obstetrics	3.7	5.0	0.73	4.5	0.81	4.2	0.88	3.4	1.09
Pediatrics	0.0	1.7	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	79.3	44.9	1.77	55.6	1.43	54.3	1.46	81.7	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	4.5	1.08	4.5	1.08	4.4	1.11	5.2	0.94
Obstetrics	1.8	2.4	0.76	2.6	0.72	2.4	0.77	1.8	1.04
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.1	4.9	1.05	5.1	1.01	4.7	1.08	5.2	0.97
Surgical Operations									
Inpatient	1,495	989	1.51	948	1.58	1,120	1.33	1,638	0.91
Outpatient	5,635	4,208	1.34	4,423	1.27	5,321	1.06	5,031	1.12
Inpatient as % of All Surgeries	21.0%	19.0%	1.10	17.6%	1.19	17.4%	1.21	24.6%	0.85
Outpatient Visits									
Non-Emergency Visits	858,438	131,799	6.51	185,542	4.63	201,183	4.27	880,772	0.97
Emergency Visits	25,124	16,822	1.49	18,373	1.37	23,507	1.07	24,506	1.03
Full-Time Equivalents (FTEs)									
Administrators	2.0	17.5	0.11	18.2	0.11	18.1	0.11	4.0	0.50
Nurses, Licensed	280.9	232.9	1.21	281.6	1.00	312.2	0.90	288.1	0.98
Ancillary Nursing Personnel	70.7	42.6	1.66	39.5	1.79	44.9	1.58	51.1	1.38
All Other Personnel	568.2	453.0	1.25	649.6	0.87	592.5	0.96	562.1	1.01
Total FTEs	921.8	746.0	1.24	989.0	0.93	967.7	0.95	905.2	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.7	12.3	0.06	11.4	0.06	9.7	0.07	1.5	0.48
Nurses, Licensed	99.8	163.8	0.61	176.3	0.57	167.7	0.60	106.0	0.94
Ancillary Nursing Personnel	25.1	30.0	0.84	24.8	1.02	24.1	1.04	18.8	1.34
All Other Personnel	201.9	318.6	0.63	406.7	0.50	318.3	0.63	206.8	0.98
Total FTEs	327.6	524.6	0.62	619.1	0.53	519.9	0.63	333.1	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	126	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	5,694	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	686
Inpatient Days	28,960			Inpatient Days	0	Newborn Days	1,044

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	57	2,967	14,555	70.0%	39.9	4.9
Orthopedic	2	18	800	4,202	64.0%	11.5	5.3
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	728	1,341	30.6%	3.7	1.8
Psychiatric	3	12	442	1,782	40.7%	4.9	4.0
Alcoholism/chemical dependency	3	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	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	3	15	448	3,464	63.3%	9.5	7.7
Step-Down (Special Care)	2	12	562	3,616	82.6%	9.9	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	2	0	2.0	Surgical Personnel	19	15	24.6
Physicians & Dentists	51	42	57.6	Radiological Services Personnel	17	40	37.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	6	8.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	194	230	269.7	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	3.8
Licensed Practical Nurses	2	6	2.8	Physical Therapy Assistants/Aides	1	2	2.7
Ancillary Nursing Personnel	38	118	70.7	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	3.0	Dietitians & Nutritionists	2	1	2.8
Nurse Practitioners	4	5	7.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	4	5	4.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	101	105	129.4
Health Info Mgmt-Administrators/Technicians	9	1	9.8	All Other Personnel	187	96	226.5
Pharmacy Personnel	17	15	20.2				
Clinical Laboratory Personnel	21	22	28.8				
				Total	688	722	921.8

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$628,084,331	46.7%	48.2%	0.97	43.0%	1.09	44.9%	1.04	45.2%	1.03
Medical Assistance	\$152,268,728	11.3%	14.2%	0.80	12.2%	0.93	18.0%	0.63	12.1%	0.94
Commercial	\$347,478,588	25.9%	32.4%	0.80	35.7%	0.72	32.5%	0.79	25.9%	1.00
All Other	\$215,745,307	16.1%	5.2%	3.07	9.2%	1.74	4.6%	3.53	16.8%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$505,608,684	37.6%	37.1%	1.01	33.3%	1.13	35.8%	1.05	36.5%	1.03
Medical Assistance	\$124,678,709	9.3%	11.2%	0.83	9.7%	0.95	14.0%	0.66	9.8%	0.94
Commercial	\$181,401,240	13.5%	14.9%	0.90	17.9%	0.75	13.9%	0.97	13.3%	1.01
Charity Care	\$3,241,134	0.2%	0.7%	0.33	0.6%	0.39	0.5%	0.45	0.4%	0.69
Bad Debt	\$20,955,484	1.6%	0.8%	1.84	0.9%	1.70	0.8%	1.88	1.5%	1.06
All Other	\$141,134,994	10.5%	3.1%	3.35	5.1%	2.07	2.9%	3.65	10.5%	1.00
Total Deductions	\$977,020,245	72.7%	67.9%	1.07	67.5%	1.08	67.9%	1.07	71.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		31.5%	6.4%	4.92	3.6%	8.68	6.1%	5.17	31.5%	1.00
Net Gains/Losses as % of Net Income		23.4%	11.1%	2.11	53.3%	0.44	10.0%	2.34	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$202,211,967	40.9%	41.6%	0.98	45.0%	0.91	43.9%	0.93	40.3%	1.01
Supplies & Services	\$266,166,611	53.8%	52.7%	1.02	48.7%	1.11	49.1%	1.10	54.1%	1.00
Capital Component	\$25,984,840	5.3%	5.7%	0.91	6.4%	0.82	6.9%	0.76	5.6%	0.94
Fiscal Statistics										
Operating Margin (%)		7.6%	6.4%	1.19	3.7%	2.02	7.1%	1.07	8.6%	0.88
Total Hospital Net Income (%)		9.7%	7.1%	1.36	7.7%	1.26	7.8%	1.23	6.0%	1.62
Return on Equity (%)		6.1%	3.1%	1.99	3.8%	1.59	2.1%	2.89	3.7%	1.64
Current Ratio		4.3	2.9	1.49	3.0	1.41	2.2	1.94	4.0	1.08
Days in Net Patient Accounts Receivable		22.4	85.9	0.26	65.9	0.34	119.9	0.19	25.1	0.89
Average Payment Period		78.1	125.5	0.62	98.2	0.80	229.7	0.34	76.8	1.02
Equity Financing (%)		57.6%	57.8%	1.00	50.5%	1.14	53.3%	1.08	54.5%	1.06
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		10.5	12.0	0.87	9.1	1.15	9.1	1.16	6.3	1.66
Total Asset Turnover		0.6	0.4	1.44	0.5	1.29	0.3	2.31	0.6	0.96
Average Age of Plant (Years)		22.2	19.6	1.13	15.8	1.40	25.3	0.88	23.4	0.95
Increase (Decrease) Total Net Patient Revenue		3.8%	3.9%	0.95	7.9%	0.47	4.1%	0.92	-2.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		71.8%	67.6%	1.06	64.7%	1.11	71.5%	1.00	69.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$19,239	\$19,469	0.99	\$21,761	0.88	\$18,306	1.05	\$19,155	1.00
Inpatient Net Revenue per Day		\$3,783	\$3,859	0.98	\$4,214	0.90	\$3,976	0.95	\$3,632	1.04
Outpatient Net Revenue per Visit		\$315	\$875	0.36	\$819	0.38	\$752	0.42	\$290	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,343,576,954	Cash & Cash Equivalents	\$367,171,243	Current Liabilities	\$101,569,599
Less Deductions	\$977,020,245	Net Patient Receivables	\$22,501,685	Long-Term Debt	\$0
Net Patient Revenue	\$366,556,709	Other Receivables	\$16,027,735	Other Liabilities	\$267,319,827
Plus Other Revenue	\$168,270,039			Subtotal	\$368,889,426
Total Revenue	\$534,826,749	Land, Buildings & Equipment (Net)	\$340,572,829		
Less Expenses	\$494,363,418	Other Assets	\$123,018,194	Unrestricted Fund Balance	\$500,402,261
Non-Operating Gains/Losses	\$12,350,521			Restricted Fund Balance	\$0
Net Income	\$52,813,852	Total Assets	\$869,291,686	Total Liabilities & Fund Balance	\$869,291,687

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.8%	61.5%	0.86	59.9%	0.88	42.9%	1.23	51.3%	1.03
Obstetrics	75.4%	41.1%	1.84	39.5%	0.08	20.5%	3.67	38.0%	1.98
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.1%	61.6%	0.78	61.8%	0.78	39.2%	1.23	48.5%	0.99
Average Census (Patients)									
Adult Medical-Surgical	20.1	24.9	0.81	26.8	0.75	9.2	2.18	19.5	1.03
Obstetrics	3.0	5.0	0.60	4.5	0.67	1.1	2.72	3.0	0.99
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.1	44.9	0.54	55.6	0.43	12.6	1.91	24.2	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.84	4.5	0.84	3.7	1.02	4.0	0.94
Obstetrics	2.0	2.4	0.83	2.6	0.78	2.0	0.99	2.1	0.97
Pediatrics	0.0	3.8	N/A	4.6	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.70	5.1	0.67	3.8	0.90	3.6	0.93
Surgical Operations									
Inpatient	454	989	0.46	948	0.48	224	2.03	497	0.91
Outpatient	2,443	4,208	0.58	4,423	0.55	2,033	1.20	3,113	0.78
Inpatient as % of All Surgeries	15.7%	19.0%	0.82	17.6%	0.89	9.9%	1.58	13.8%	1.14
Outpatient Visits									
Non-Emergency Visits	46,378	131,799	0.35	185,542	0.25	77,115	0.60	49,457	0.94
Emergency Visits	19,493	16,822	1.16	18,373	1.06	11,550	1.69	18,592	1.05
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.5	0.17	18.2	0.16	10.6	0.28	7.0	0.43
Nurses, Licensed	102.3	232.9	0.44	281.6	0.36	97.4	1.05	108.7	0.94
Ancillary Nursing Personnel	0.0	42.6	N/A	39.5	N/A	15.0	N/A	0.0	N/A
All Other Personnel	172.8	453.0	0.38	649.6	0.27	210.0	0.82	196.9	0.88
Total FTEs	278.0	746.0	0.37	989.0	0.28	333.0	0.83	312.6	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.1	12.3	0.33	11.4	0.36	15.0	0.27	8.9	0.46
Nurses, Licensed	138.3	163.8	0.84	176.3	0.78	138.1	1.00	138.4	1.00
Ancillary Nursing Personnel	0.0	30.0	N/A	24.8	N/A	21.2	N/A	0.0	N/A
All Other Personnel	233.7	318.6	0.73	406.7	0.57	297.9	0.78	250.6	0.93
Total FTEs	376.0	524.6	0.72	619.1	0.61	472.2	0.80	397.9	0.95

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	2,598	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	454
Inpatient Days	8,779			Inpatient Days	0	Newborn Days	684

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	1,929	7,330	52.8%	20.1	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	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	546	1,101	75.4%	3.0	2.0
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	1	8	123	348	11.9%	1.0	2.8
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)	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	6	2	7.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	32	25.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	4.5
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	76	66	102.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	0.0
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	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	42	25	50.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	39	28	53.8
Pharmacy Personnel	6	8	8.1				
Clinical Laboratory Personnel	15	3	17.0				
				Total	202	177	278.0

317 SSM Health St Mary's Janesville Hospital

Janesville, WI 53546

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$148,157,088	50.4%	48.2%	1.05	43.0%	1.17	47.9%	1.05	50.0%	1.01
Medical Assistance	\$47,588,351	16.2%	14.2%	1.14	12.2%	1.33	13.8%	1.17	15.3%	1.06
Commercial	\$86,391,596	29.4%	32.4%	0.91	35.7%	0.82	33.5%	0.88	30.9%	0.95
All Other	\$11,576,521	3.9%	5.2%	0.75	9.2%	0.43	4.8%	0.83	3.9%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$120,537,617	41.0%	37.1%	1.11	33.3%	1.23	33.7%	1.22	40.2%	1.02
Medical Assistance	\$39,364,853	13.4%	11.2%	1.20	9.7%	1.38	10.5%	1.28	13.0%	1.03
Commercial	\$37,570,416	12.8%	14.9%	0.86	17.9%	0.72	14.1%	0.91	12.4%	1.03
Charity Care	\$2,612,764	0.9%	0.7%	1.22	0.6%	1.43	0.6%	1.45	0.3%	3.18
Bad Debt	\$195,586	0.1%	0.8%	0.08	0.9%	0.07	1.0%	0.06	1.8%	0.04
All Other	\$9,144,368	3.1%	3.1%	0.99	5.1%	0.61	2.9%	1.06	2.4%	1.31
Total Deductions	\$209,425,604	71.3%	67.9%	1.05	67.5%	1.06	62.8%	1.13	70.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	6.4%	0.19	3.6%	0.34	6.2%	0.20	1.1%	1.09
Net Gains/Losses as % of Net Income		4.5%	11.1%	0.41	53.3%	0.09	28.7%	0.16	6.0%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,399,618	44.5%	41.6%	1.07	45.0%	0.99	47.2%	0.94	39.7%	1.12
Supplies & Services	\$32,134,065	48.6%	52.7%	0.92	48.7%	1.00	46.1%	1.05	52.6%	0.92
Capital Component	\$4,569,165	6.9%	5.7%	1.20	6.4%	1.08	6.7%	1.04	7.7%	0.89
Fiscal Statistics										
Operating Margin (%)		22.5%	6.4%	3.54	3.7%	6.03	6.7%	3.38	21.1%	1.07
Total Hospital Net Income (%)		23.4%	7.1%	3.29	7.7%	3.05	9.1%	2.56	22.1%	1.06
Return on Equity (%)		1.7%	3.1%	0.55	3.8%	0.44	4.6%	0.36	3.5%	0.48
Current Ratio		195.8	2.9	68.17	3.0	64.54	14.3	13.73	72.6	2.70
Days in Net Patient Accounts Receivable		111.1	85.9	1.29	65.9	1.69	49.3	2.25	62.1	1.79
Average Payment Period		34.7	125.5	0.28	98.2	0.35	35.0	0.99	40.3	0.86
Equity Financing (%)		9.1%	57.8%	0.16	50.5%	0.18	57.4%	0.16	17.5%	0.52
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.1	N/A	16.7	N/A	73.8	N/A
Total Asset Turnover		0.1	0.4	0.17	0.5	0.15	0.5	0.14	0.2	0.45
Average Age of Plant (Years)		18.1	19.6	0.92	15.8	1.14	11.3	1.60	14.3	1.26
Increase (Decrease) Total Net Patient Revenue		-6.3%	3.9%	N/A	7.9%	N/A	3.0%	N/A	7.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.1%	67.6%	1.01	64.7%	1.05	82.2%	0.83	69.1%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,550	\$19,469	0.64	\$21,761	0.58	\$12,086	1.04	\$11,979	1.05	
Inpatient Net Revenue per Day	\$3,785	\$3,859	0.98	\$4,214	0.90	\$3,093	1.22	\$3,292	1.15	
Outpatient Net Revenue per Visit	\$788	\$875	0.90	\$819	0.96	\$740	1.06	\$975	0.81	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$293,713,555	Cash & Cash Equivalents	\$109,674	Current Liabilities	\$5,921,494
Less Deductions	\$209,425,604	Net Patient Receivables	\$25,650,424	Long-Term Debt	\$0
Net Patient Revenue	\$84,287,951	Other Receivables	\$134,961	Other Liabilities	\$1,083,853,256
Plus Other Revenue	\$1,040,269			Subtotal	\$1,089,774,750
Total Revenue	\$85,328,219	Land, Buildings & Equipment (Net)	\$38,282,101		
Less Expenses	\$66,102,847	Other Assets	\$1,135,152,756	Unrestricted Fund Balance	\$109,555,166
Non-Operating Gains/Losses	\$914,537			Restricted Fund Balance	\$0
Net Income	\$20,139,909	Total Assets	\$1,199,329,916	Total Liabilities & Fund Balance	\$1,199,329,916

189 Aurora Medical Center - 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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	81.5%	61.5%	1.33	63.8%	1.28	62.5%	1.31	83.7%	0.97
Obstetrics	47.6%	41.1%	1.16	44.7%	0.09	35.5%	1.34	54.4%	0.87
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	74.3%	61.6%	1.21	63.4%	1.17	61.3%	1.21	73.6%	1.01
Average Census (Patients)									
Adult Medical-Surgical	43.2	24.9	1.73	22.9	1.89	27.9	1.55	45.2	0.96
Obstetrics	3.8	5.0	0.76	5.1	0.75	4.2	0.91	4.4	0.87
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	60.9	44.9	1.36	42.7	1.43	54.3	1.12	61.1	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.81	4.3	0.85	4.4	0.83	4.0	0.93
Obstetrics	6.2	2.4	2.57	2.3	2.67	2.4	2.59	4.5	1.37
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.91	4.5	0.99	4.7	0.94	4.4	1.00
Surgical Operations									
Inpatient	1,035	989	1.05	1,038	1.00	1,120	0.92	1,011	1.02
Outpatient	3,893	4,208	0.93	4,019	0.97	5,321	0.73	3,850	1.01
Inpatient as % of All Surgeries	21.0%	19.0%	1.10	20.5%	1.02	17.4%	1.21	20.8%	1.01
Outpatient Visits									
Non-Emergency Visits	150,617	131,799	1.14	117,094	1.29	201,183	0.75	136,345	1.10
Emergency Visits	31,688	16,822	1.88	18,746	1.69	23,507	1.35	29,642	1.07
Full-Time Equivalents (FTEs)									
Administrators	16.9	17.5	0.96	14.2	1.19	18.1	0.93	15.8	1.07
Nurses, Licensed	384.8	232.9	1.65	188.0	2.05	312.2	1.23	361.2	1.07
Ancillary Nursing Personnel	70.7	42.6	1.66	37.4	1.89	44.9	1.58	73.8	0.96
All Other Personnel	636.7	453.0	1.41	333.2	1.91	592.5	1.07	658.8	0.97
Total FTEs	1,109.0	746.0	1.49	572.8	1.94	967.7	1.15	1,109.5	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.6	12.3	0.70	10.1	0.85	9.7	0.89	7.4	1.16
Nurses, Licensed	197.4	163.8	1.21	134.3	1.47	167.7	1.18	170.6	1.16
Ancillary Nursing Personnel	36.3	30.0	1.21	26.7	1.36	24.1	1.51	34.9	1.04
All Other Personnel	326.6	318.6	1.03	238.0	1.37	318.3	1.03	311.1	1.05
Total FTEs	568.9	524.6	1.08	409.2	1.39	519.9	1.09	523.9	1.09

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	82	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	5,025	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,201
Inpatient Days	22,240			Inpatient Days	0	Newborn Days	1,942

189 Aurora Medical Center - Kenosha
Kenosha, WI 53142

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	53	4,267	15,771	81.5%	43.2	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	223	1,389	47.6%	3.8	6.2
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	512	3,647	83.3%	10.0	7.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	9	111	1,433	43.6%	3.9	12.9
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	16	1	16.9	Surgical Personnel	27	12	33.2
Physicians & Dentists	78	24	86.5	Radiological Services Personnel	51	33	64.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	8	12.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.0
Registered Nurses	281	156	351.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.0
Licensed Practical Nurses	4	2	5.8	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	44	53	70.7	Recreational Therapists	0	0	0.0
Physician Assistants	16	3	16.9	Dietitians & Nutritionists	3	1	3.0
Nurse Practitioners	20	8	24.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	2	1.6	Social Workers	8	1	8.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	62	20	69.5
Health Info Mgmt-Administrators/Technicians	26	5	29.9	All Other Personnel	145	60	168.7
Pharmacy Personnel	23	11	26.4				
Clinical Laboratory Personnel	27	8	29.5				
				Total	923	427	1,109.0

189 Aurora Medical Center - Kenosha

Kenosha, WI 53142

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$427,223,338	48.0%	48.2%	1.00	53.0%	0.91	44.9%	1.07	47.5%	1.01
Medical Assistance	\$126,004,188	14.2%	14.2%	1.00	11.4%	1.25	18.0%	0.79	13.4%	1.06
Commercial	\$295,903,759	33.2%	32.4%	1.03	32.8%	1.01	32.5%	1.02	35.1%	0.95
All Other	\$41,315,003	4.6%	5.2%	0.89	2.8%	1.66	4.6%	1.02	4.0%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$361,337,740	40.6%	37.1%	1.09	43.5%	0.93	35.8%	1.13	39.7%	1.02
Medical Assistance	\$104,402,834	11.7%	11.2%	1.05	9.4%	1.25	14.0%	0.84	10.9%	1.08
Commercial	\$139,800,703	15.7%	14.9%	1.05	15.9%	0.99	13.9%	1.13	15.6%	1.00
Charity Care	\$11,226,460	1.3%	0.7%	1.73	0.8%	1.53	0.5%	2.36	1.2%	1.09
Bad Debt	\$10,098,764	1.1%	0.8%	1.34	0.9%	1.27	0.8%	1.37	1.0%	1.16
All Other	\$20,220,276	2.3%	3.1%	0.73	1.8%	1.29	2.9%	0.79	2.0%	1.14
Total Deductions	\$647,086,777	72.7%	67.9%	1.07	72.2%	1.01	67.9%	1.07	70.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	6.4%	0.11	4.3%	0.17	6.1%	0.12	0.3%	2.17
Net Gains/Losses as % of Net Income		0.3%	11.1%	0.02	N/A	N/A	10.0%	0.03	0.1%	4.66
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$72,458,411	39.1%	41.6%	0.94	38.8%	1.01	43.9%	0.89	38.4%	1.02
Supplies & Services	\$95,675,734	51.6%	52.7%	0.98	53.3%	0.97	49.1%	1.05	53.4%	0.97
Capital Component	\$17,404,724	9.4%	5.7%	1.63	7.9%	1.18	6.9%	1.35	8.3%	1.13
Fiscal Statistics										
Operating Margin (%)		24.3%	6.4%	3.82	9.2%	2.65	7.1%	3.42	22.4%	1.09
Total Hospital Net Income (%)		24.4%	7.1%	3.43	8.1%	3.00	7.8%	3.11	22.4%	1.09
Return on Equity (%)		7.8%	3.1%	2.54	4.9%	1.59	2.1%	3.70	7.1%	1.10
Current Ratio		36.2	2.9	12.61	12.4	2.93	2.2	16.41	32.3	1.12
Days in Net Patient Accounts Receivable		55.5	85.9	0.65	50.4	1.10	119.9	0.46	55.9	0.99
Average Payment Period		31.2	125.5	0.25	31.3	1.00	229.7	0.14	33.3	0.94
Equity Financing (%)		97.9%	57.8%	1.70	85.9%	1.14	53.3%	1.84	95.0%	1.03
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.1	0.02	0.5	0.00	0.0	0.76
Times Interest Earned		10.1	12.0	0.84	8.8	1.15	9.1	1.12	11.1	0.91
Total Asset Turnover		0.3	0.4	0.75	0.6	0.52	0.3	1.20	0.3	1.01
Average Age of Plant (Years)		12.6	19.6	0.64	11.9	1.05	25.3	0.50	13.0	0.97
Increase (Decrease) Total Net Patient Revenue		1.5%	3.9%	0.38	0.8%	1.80	4.1%	0.37	-14.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.2%	67.6%	1.07	68.7%	1.05	71.5%	1.01	71.1%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,702	\$19,469	0.81	\$14,690	1.07	\$18,306	0.86	\$16,313	0.96	
Inpatient Net Revenue per Day	\$3,993	\$3,859	1.03	\$3,206	1.25	\$3,976	1.00	\$3,690	1.08	
Outpatient Net Revenue per Visit	\$957	\$875	1.09	\$746	1.28	\$752	1.27	\$995	0.96	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$890,446,287	Cash & Cash Equivalents	\$497,669,079	Current Liabilities	\$14,999,729
Less Deductions	\$647,086,777	Net Patient Receivables	\$36,985,461	Long-Term Debt	\$661,979
Net Patient Revenue	\$243,359,510	Other Receivables	\$109,822	Other Liabilities	\$175,661
Plus Other Revenue	\$1,776,177			Subtotal	\$15,837,369
Total Revenue	\$245,135,686	Land, Buildings & Equipment (Net)	\$225,200,693	Unrestricted Fund Balance	\$752,780,575
Less Expenses	\$185,538,869	Other Assets	\$8,652,889	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$154,750			Total Liabilities & Fund Balance	\$768,617,944
Net Income	\$59,751,567	Total Assets	\$768,617,944		

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

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.0%	61.5%	1.01	47.2%	1.31	75.8%	0.82	62.4%	0.99
Obstetrics	121.5%	41.1%	2.96	53.6%	0.36	51.5%	2.36	122.3%	0.99
Pediatrics	35.5%	67.0%	0.53	32.3%	1.10	55.6%	0.64	30.6%	1.16
Total Hospital	65.8%	61.6%	1.07	51.9%	1.27	70.4%	0.93	65.6%	1.00
Average Census (Patients)									
Adult Medical-Surgical	102.2	24.9	4.10	17.2	5.93	100.5	1.02	103.0	0.99
Obstetrics	19.4	5.0	3.88	4.4	4.44	13.4	1.45	19.6	0.99
Pediatrics	3.6	1.7	2.07	0.6	6.00	4.8	2.07	3.1	1.16
Total Hospital	201.9	44.9	4.50	28.6	7.05	190.9	1.06	201.5	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.5	0.75	3.7	0.93	4.8	0.70	3.8	0.90
Obstetrics	2.0	2.4	0.82	2.0	0.99	2.5	0.79	3.9	0.51
Pediatrics	2.4	3.8	0.65	2.4	1.00	4.2	0.59	2.3	1.08
Total Hospital	4.3	4.9	0.88	4.2	1.01	5.2	0.83	6.3	0.68
Surgical Operations									
Inpatient	4,639	989	4.69	840	5.52	3,644	1.27	4,032	1.15
Outpatient	19,325	4,208	4.59	3,492	5.53	11,922	1.62	15,953	1.21
Inpatient as % of All Surgeries	19.4%	19.0%	1.02	19.4%	1.00	23.4%	0.83	20.2%	0.96
Outpatient Visits									
Non-Emergency Visits	699,226	131,799	5.31	137,645	5.08	419,931	1.67	728,404	0.96
Emergency Visits	66,700	16,822	3.97	15,585	4.28	42,605	1.57	64,866	1.03
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	13.0	N/A	59.1	N/A	0.0	N/A
Nurses, Licensed	449.0	232.9	1.93	152.9	2.94	886.0	0.51	435.0	1.03
Ancillary Nursing Personnel	29.0	42.6	0.68	23.1	1.25	175.9	0.16	31.0	0.94
All Other Personnel	1,401.0	453.0	3.09	424.9	3.30	1,728.4	0.81	1,335.0	1.05
Total FTEs	1,879.0	746.0	2.52	613.9	3.06	2,849.5	0.66	1,801.0	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	7.6	N/A	11.2	N/A	0.0	N/A
Nurses, Licensed	38.8	163.8	0.24	89.3	0.43	167.8	0.23	46.5	0.83
Ancillary Nursing Personnel	2.5	30.0	0.08	13.5	0.19	33.3	0.08	3.3	0.75
All Other Personnel	121.0	318.6	0.38	248.3	0.49	327.4	0.37	142.8	0.85
Total FTEs	162.2	524.6	0.31	358.8	0.45	539.8	0.30	192.7	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	307	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	14
Discharges	17,200	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,709
Inpatient Days	73,687			Inpatient Days	0	Newborn Days	5,915

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	165	10,939	37,313	62.0%	102.2	3.4
Orthopedic	2	24	1,583	5,603	64.0%	15.4	3.5
Rehabilitation & Physical Medicine	1	20	499	6,883	94.3%	18.9	13.8
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	2	10	529	1,296	35.5%	3.6	2.4
Obstetrics	2	16	3,580	7,097	121.5%	19.4	2.0
Psychiatric	2	30	1,408	7,898	72.1%	21.6	5.6
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	84	145	9.9%	0.4	1.7
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	1,729	3,848	52.7%	10.5	2.2
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	18	268	3,604	54.9%	9.9	13.4
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	53	68	53.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	21	24.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	31	26	31.0
Dental Hygienists	0	0	0.0	Occupational Therapists	25	13	25.0
Registered Nurses	440	1,018	440.0	Occupational Therapy Assistants/Aides	4	6	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	50	20	50.0
Licensed Practical Nurses	9	18	9.0	Physical Therapy Assistants/Aides	12	12	12.0
Ancillary Nursing Personnel	29	280	29.0	Recreational Therapists	4	4	4.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	20	11	20.0
Nurse Practitioners	0	0	0.0	Psychologists	1	3	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	42	30	42.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	442	419	442.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	431	136	431.0
Pharmacy Personnel	62	22	62.0				
Clinical Laboratory Personnel	33	35	33.0				
				Total	1,879	2,248	1,879.0

056 Gundersen Lutheran Medical Center

La Crosse, WI 54601

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,455,400,795	44.1%	48.2%	0.91	47.0%	0.94	48.7%	0.90	43.8%	1.01
Medical Assistance	\$307,152,120	9.3%	14.2%	0.65	10.2%	0.91	13.0%	0.72	9.7%	0.96
Commercial	\$1,205,380,021	36.5%	32.4%	1.13	34.4%	1.06	32.4%	1.13	36.2%	1.01
All Other	\$335,302,774	10.2%	5.2%	1.94	8.4%	1.20	5.9%	1.72	10.3%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,125,564,909	34.1%	37.1%	0.92	34.0%	1.00	38.0%	0.90	33.8%	1.01
Medical Assistance	\$265,642,582	8.0%	11.2%	0.72	8.1%	0.99	10.4%	0.77	8.5%	0.95
Commercial	\$633,808,331	19.2%	14.9%	1.29	15.7%	1.23	15.8%	1.21	19.8%	0.97
Charity Care	\$44,109,432	1.3%	0.7%	1.83	1.1%	1.23	0.8%	1.66	0.5%	2.88
Bad Debt	\$24,157,117	0.7%	0.8%	0.86	0.9%	0.81	0.8%	0.94	0.7%	0.99
All Other	\$269,338,711	8.2%	3.1%	2.60	6.3%	1.29	3.4%	2.42	7.9%	1.03
Total Deductions	\$2,362,621,082	71.5%	67.9%	1.05	66.1%	1.08	69.2%	1.03	71.2%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		32.5%	6.4%	5.08	22.5%	1.45	7.4%	4.42	34.9%	0.93
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	110.0%	N/A	7.6%	N/A	105.7%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$751,791,301	52.7%	41.6%	1.27	54.1%	0.97	40.0%	1.32	50.8%	1.04
Supplies & Services	\$629,678,182	44.1%	52.7%	0.84	41.9%	1.05	54.9%	0.80	45.8%	0.96
Capital Component	\$45,556,036	3.2%	5.7%	0.56	4.0%	0.80	5.1%	0.63	3.4%	0.95
Fiscal Statistics										
Operating Margin (%)		-2.4%	6.4%	N/A	-0.2%	11.79	5.8%	N/A	0.3%	N/A
Total Hospital Net Income (%)		-1.3%	7.1%	N/A	2.0%	N/A	6.3%	N/A	-5.6%	0.24
Return on Equity (%)		-0.9%	3.1%	N/A	1.6%	N/A	4.7%	N/A	-3.5%	0.27
Current Ratio		231.2	2.9	80.47	31.1	7.43	5.7	40.69	337.3	0.69
Days in Net Patient Accounts Receivable		69.4	85.9	0.81	60.3	1.15	57.7	1.20	66.6	1.04
Average Payment Period		1.9	125.5	0.02	10.3	0.19	46.2	0.04	1.4	1.36
Equity Financing (%)		99.3%	57.8%	1.72	87.7%	1.13	72.7%	1.37	99.4%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	12.7	N/A	12.2	N/A	0.0	N/A
Total Asset Turnover		0.7	0.4	1.65	0.8	0.89	0.7	0.96	0.7	1.05
Average Age of Plant (Years)		8.9	19.6	0.46	10.0	0.90	13.4	0.67	8.0	1.12
Increase (Decrease) Total Net Patient Revenue		-8.5%	3.9%	N/A	-2.2%	3.95	3.5%	N/A	3.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.5%	67.6%	1.21	82.8%	0.98	62.1%	1.31	81.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$18,804	\$19,469	0.97	\$19,060	0.99	\$22,156	0.85	\$20,419	0.92
Inpatient Net Revenue per Day		\$4,146	\$3,859	1.07	\$4,078	1.02	\$4,083	1.02	\$3,760	1.10
Outpatient Net Revenue per Visit		\$837	\$875	0.96	\$880	0.95	\$987	0.85	\$806	1.04

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$3,303,235,713		Cash & Cash Equivalents		\$378,684	Current Liabilities		\$7,307,898
Less Deductions	\$2,362,621,082		Net Patient Receivables		\$178,727,997	Long-Term Debt		\$0
Net Patient Revenue	\$940,614,631		Other Receivables		\$23,846,432	Other Liabilities		\$6,688,471
Plus Other Revenue	\$452,969,598					Subtotal		\$13,996,369
Total Revenue	\$1,393,584,226		Land, Buildings & Equipment (Net)		\$283,718,115	Unrestricted Fund Balance		\$1,959,821,175
Less Expenses	\$1,427,025,519		Other Assets		\$1,487,146,316	Restricted Fund Balance		\$0
Non-Operating Gains/Losses	\$14,808,839		Total Assets		\$1,973,817,544	Total Liabilities & Fund Balance		\$1,973,817,544
Net Income	-\$18,632,454							

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 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	58.9%	61.5%	0.96	47.2%	1.25	75.8%	0.78	58.5%	1.01
Obstetrics	24.4%	41.1%	0.59	53.6%	0.06	51.5%	0.47	21.3%	1.14
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	53.9%	61.6%	0.88	51.9%	1.04	70.4%	0.77	52.7%	1.02
Average Census (Patients)									
Adult Medical-Surgical	40.0	24.9	1.61	17.2	2.32	100.5	0.40	39.8	1.01
Obstetrics	3.4	5.0	0.68	4.4	0.78	13.4	0.26	3.4	1.00
Pediatrics	0.0	1.7	N/A	0.6	N/A	4.8	N/A	0.0	N/A
Total Hospital	49.6	44.9	1.11	28.6	1.73	190.9	0.26	50.1	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.5	0.90	3.7	1.11	4.8	0.84	4.4	0.92
Obstetrics	2.1	2.4	0.87	2.0	1.05	2.5	0.85	2.2	0.95
Pediatrics	0.0	3.8	N/A	2.4	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	4.2	0.98	5.2	0.80	4.4	0.95
Surgical Operations									
Inpatient	749	989	0.76	840	0.89	3,644	0.21	771	0.97
Outpatient	5,144	4,208	1.22	3,492	1.47	11,922	0.43	5,210	0.99
Inpatient as % of All Surgeries	12.7%	19.0%	0.67	19.4%	0.66	23.4%	0.54	12.9%	0.99
Outpatient Visits									
Non-Emergency Visits	344,360	131,799	2.61	137,645	2.50	419,931	0.82	331,701	1.04
Emergency Visits	24,497	16,822	1.46	15,585	1.57	42,605	0.57	25,412	0.96
Full-Time Equivalents (FTEs)									
Administrators	42.0	17.5	2.40	13.0	3.24	59.1	0.71	39.0	1.08
Nurses, Licensed	513.9	232.9	2.21	152.9	3.36	886.0	0.58	530.3	0.97
Ancillary Nursing Personnel	70.6	42.6	1.66	23.1	3.05	175.9	0.40	62.3	1.13
All Other Personnel	1,562.5	453.0	3.45	424.9	3.68	1,728.4	0.90	1,519.3	1.03
Total FTEs	2,188.9	746.0	2.93	613.9	3.57	2,849.5	0.77	2,150.9	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.1	12.3	1.23	7.6	1.99	11.2	1.35	14.3	1.06
Nurses, Licensed	184.9	163.8	1.13	89.3	2.07	167.8	1.10	194.0	0.95
Ancillary Nursing Personnel	25.4	30.0	0.85	13.5	1.88	33.3	0.76	22.8	1.11
All Other Personnel	562.2	318.6	1.76	248.3	2.26	327.4	1.72	555.8	1.01
Total FTEs	787.6	524.6	1.50	358.8	2.20	539.8	1.46	786.9	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	92	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	4,394	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	560
Inpatient Days	18,116			Inpatient Days	0	Newborn Days	954

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	68	3,584	14,613	58.9%	40.0	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	1	14	589	1,246	24.4%	3.4	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	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	195	2,057	70.4%	5.6	10.5
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	2	26	200	27.4%	0.5	7.7
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	42	0	42.0	Surgical Personnel	16	32	36.5
Physicians & Dentists	148	46	176.3	Radiological Services Personnel	33	31	56.0
Medical & Dental Residents	18	0	18.0	Respiratory Therapists	14	27	28.4
Dental Hygienists	0	0	0.0	Occupational Therapists	4	11	10.0
Registered Nurses	177	316	394.3	Occupational Therapy Assistants/Aides	1	1	1.8
Certified Nurse Midwives	6	0	6.0	Physical Therapists	16	12	19.8
Licensed Practical Nurses	26	30	46.8	Physical Therapy Assistants/Aides	7	9	11.6
Ancillary Nursing Personnel	22	113	70.6	Recreational Therapists	0	2	1.5
Physician Assistants	25	9	29.7	Dietitians & Nutritionists	6	4	7.6
Nurse Practitioners	28	16	38.5	Psychologists	3	2	4.6
Certified Registered Nurse Anesthetists	15	10	22.4	Social Workers	38	18	48.8
Clinical Nurse Specialists	6	0	6.0	All Other Health Professionals	347	125	426.3
Health Info Mgmt-Administrators/Technicians	42	3	44.4	All Other Personnel	383	106	452.7
Pharmacy Personnel	49	24	63.5				
Clinical Laboratory Personnel	43	15	53.9				
				Total	1,561	996	2,188.9

057 Mayo Clinic Health System - La Crosse

La Crosse, WI 54601

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$620,488,786	53.9%	48.2%	1.12	47.0%	1.15	48.7%	1.11	52.9%	1.02
Medical Assistance	\$112,978,149	9.8%	14.2%	0.69	10.2%	0.96	13.0%	0.76	10.2%	0.96
Commercial	\$355,149,593	30.9%	32.4%	0.95	34.4%	0.90	32.4%	0.95	31.7%	0.97
All Other	\$61,721,278	5.4%	5.2%	1.03	8.4%	0.64	5.9%	0.91	5.2%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$459,770,660	40.0%	37.1%	1.08	34.0%	1.18	38.0%	1.05	39.6%	1.01
Medical Assistance	\$89,304,119	7.8%	11.2%	0.69	8.1%	0.95	10.4%	0.74	8.0%	0.97
Commercial	\$112,146,273	9.7%	14.9%	0.65	15.7%	0.62	15.8%	0.62	10.4%	0.93
Charity Care	\$5,274,805	0.5%	0.7%	0.63	1.1%	0.42	0.8%	0.57	0.4%	1.26
Bad Debt	\$11,592,053	1.0%	0.8%	1.19	0.9%	1.12	0.8%	1.30	0.7%	1.39
All Other	\$41,114,612	3.6%	3.1%	1.14	6.3%	0.57	3.4%	1.06	3.3%	1.08
Total Deductions	\$719,202,522	62.5%	67.9%	0.92	66.1%	0.95	69.2%	0.90	62.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		8.4%	6.4%	1.32	22.5%	0.37	7.4%	1.15	7.3%	1.16
Net Gains/Losses as % of Net Income		63.6%	11.1%	5.75	110.0%	0.58	7.6%	8.41	280.3%	0.23
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$275,495,810	59.6%	41.6%	1.43	54.1%	1.10	40.0%	1.49	60.6%	0.98
Supplies & Services	\$172,206,016	37.2%	52.7%	0.71	41.9%	0.89	54.9%	0.68	34.9%	1.07
Capital Component	\$14,796,452	3.2%	5.7%	0.56	4.0%	0.80	5.1%	0.63	4.5%	0.72
Fiscal Statistics										
Operating Margin (%)		1.8%	6.4%	0.28	-0.2%	N/A	5.8%	0.30	-1.0%	N/A
Total Hospital Net Income (%)		4.7%	7.1%	0.66	2.0%	2.34	6.3%	0.75	0.6%	8.48
Return on Equity (%)		7.3%	3.1%	2.40	1.6%	4.54	4.7%	1.58	1.0%	7.17
Current Ratio		2.1	2.9	0.73	31.1	0.07	5.7	0.37	4.5	0.47
Days in Net Patient Accounts Receivable		44.2	85.9	0.51	60.3	0.73	57.7	0.77	40.6	1.09
Average Payment Period		17.0	125.5	0.14	10.3	1.65	46.2	0.37	16.4	1.03
Equity Financing (%)		56.5%	57.8%	0.98	87.7%	0.64	72.7%	0.78	51.5%	1.10
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		1,633.0	12.0	135.71	12.7	128.59	12.2	133.42	1.6	1,002.29
Total Asset Turnover		1.5	0.4	3.56	0.8	1.92	0.7	2.06	1.8	0.83
Average Age of Plant (Years)		16.3	19.6	0.83	10.0	1.63	13.4	1.21	15.3	1.07
Increase (Decrease) Total Net Patient Revenue		4.2%	3.9%	1.06	-2.2%	N/A	3.5%	1.21	2.1%	2.04
Outpatient Gross Revenue (% of Total GPR)		82.3%	67.6%	1.22	82.8%	0.99	62.1%	1.32	81.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,850	\$19,469	1.02	\$19,060	1.04	\$22,156	0.90	\$17,649	1.12	
Inpatient Net Revenue per Day	\$4,858	\$3,859	1.26	\$4,078	1.19	\$4,083	1.19	\$4,089	1.19	
Outpatient Net Revenue per Visit	\$964	\$875	1.10	\$880	1.09	\$987	0.98	\$974	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,150,337,806	Cash & Cash Equivalents	\$10,857	Current Liabilities	\$20,974,352
Less Deductions	\$719,202,522	Net Patient Receivables	\$52,239,371	Long-Term Debt	\$0
Net Patient Revenue	\$431,135,284	Other Receivables	\$2,842,411	Other Liabilities	\$113,566,921
Plus Other Revenue	\$39,637,515			Subtotal	\$134,541,273
Total Revenue	\$470,772,799	Land, Buildings & Equipment (Net)	\$226,646,721		
Less Expenses	\$462,498,278	Other Assets	\$27,782,502	Unrestricted Fund Balance	\$174,980,589
Non-Operating Gains/Losses	\$14,456,467			Restricted Fund Balance	\$15,537,404
Net Income	\$22,730,988	Total Assets	\$309,521,862	Total Liabilities & Fund Balance	\$309,521,862

058 Marshfield Medical Center - Ladysmith
 1200 Port Arthur Road
 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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	51.4%	61.5%	0.84	56.8%	0.91	19.5%	2.64	9.1%	5.65	
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	12.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	51.4%	61.6%	0.84	54.3%	0.95	19.6%	2.62	9.1%	5.65	
Average Census (Patients)										
Adult Medical-Surgical	2.1	24.9	0.08	12.6	0.16	2.6	0.79	2.3	0.90	
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.1	44.9	0.05	18.5	0.11	2.9	0.71	2.3	0.90	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.2	4.5	0.93	4.3	0.99	3.6	1.17	4.2	1.02	
Obstetrics	0.0	2.4	N/A	2.3	N/A	1.8	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	4.3	4.9	0.88	4.4	0.97	3.2	1.32	4.2	1.03	
Surgical Operations										
Inpatient	0	989	N/A	358	N/A	169	N/A	0	N/A	
Outpatient	782	4,208	0.19	2,715	0.29	1,744	0.45	685	1.14	
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	11.6%	N/A	8.9%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	30,132	131,799	0.23	80,185	0.38	28,500	1.06	30,789	0.98	
Emergency Visits	6,511	16,822	0.39	8,854	0.74	5,439	1.20	5,874	1.11	
Full-Time Equivalents (FTEs)										
Administrators	2.0	17.5	0.11	10.4	0.19	5.9	0.34	2.0	1.00	
Nurses, Licensed	35.3	232.9	0.15	132.4	0.27	39.4	0.90	32.4	1.09	
Ancillary Nursing Personnel	6.0	42.6	0.14	20.9	0.29	6.0	1.00	8.0	0.75	
All Other Personnel	54.0	453.0	0.12	273.9	0.20	78.1	0.69	57.4	0.94	
Total FTEs	97.3	746.0	0.13	437.6	0.22	129.4	0.75	99.7	0.98	
FTEs per 100 Patient Census (Adjusted)										
Administrators	4.9	12.3	0.40	13.2	0.37	29.9	0.16	6.1	0.81	
Nurses, Licensed	86.4	163.8	0.53	167.9	0.51	199.9	0.43	97.9	0.88	
Ancillary Nursing Personnel	14.7	30.0	0.49	26.5	0.55	30.4	0.48	24.1	0.61	
All Other Personnel	132.0	318.6	0.41	347.5	0.38	396.6	0.33	173.6	0.76	
Total FTEs	237.9	524.6	0.45	555.1	0.43	656.8	0.36	301.7	0.79	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	4	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	176	Preferred Provider Organization (PPO)	Yes	Discharges	29	Total Births	0
Inpatient Days	751			Inpatient Days	371	Newborn Days	0

058 Marshfield Medical Center - Ladysmith
Ladysmith, WI 54848

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	4	177	751	51.4%	2.1	4.2
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	2	0	2.0	Surgical Personnel	1	1	1.3
Physicians & Dentists	6	2	6.0	Radiological Services Personnel	4	4	6.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	0.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	24	14	30.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	1	1.8
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	5	6	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	1	3.0	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	16	4	16.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	0	3.0
Pharmacy Personnel	5	3	5.2				
Clinical Laboratory Personnel	11	0	11.0				
				Total	85	38	97.3

058 Marshfield Medical Center - Ladysmith

Ladysmith, WI 54848

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$32,862,763	53.6%	48.2%	1.11	51.7%	1.04	47.8%	1.12	56.7%	0.95
Medical Assistance	\$10,990,112	17.9%	14.2%	1.26	12.2%	1.47	12.9%	1.39	17.9%	1.00
Commercial	\$14,227,769	23.2%	32.4%	0.72	31.5%	0.74	35.2%	0.66	20.2%	1.15
All Other	\$3,262,645	5.3%	5.2%	1.02	4.7%	1.14	4.2%	1.26	5.2%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,807,908	24.1%	37.1%	0.65	34.8%	0.69	28.9%	0.83	30.0%	0.80
Medical Assistance	\$8,209,019	13.4%	11.2%	1.20	8.8%	1.51	8.0%	1.66	10.5%	1.27
Commercial	\$3,925,892	6.4%	14.9%	0.43	10.5%	0.61	13.7%	0.47	5.5%	1.16
Charity Care	\$89,631	0.1%	0.7%	0.20	0.4%	0.39	0.6%	0.26	0.3%	0.43
Bad Debt	\$755,331	1.2%	0.8%	1.45	1.1%	1.08	0.8%	1.49	1.3%	0.92
All Other	\$1,666,921	2.7%	3.1%	0.87	3.0%	0.89	5.2%	0.52	2.7%	1.00
Total Deductions	\$29,454,701	48.0%	67.9%	0.71	58.7%	0.82	57.3%	0.84	50.5%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.5%	6.4%	0.40	4.2%	0.61	2.9%	0.86	0.5%	5.26
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	33.8%	N/A	7.9%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,392,878	42.2%	41.6%	1.01	48.8%	0.86	41.9%	1.01	44.7%	0.94
Supplies & Services	\$17,487,700	51.3%	52.7%	0.97	46.5%	1.10	51.7%	0.99	52.3%	0.98
Capital Component	\$2,226,411	6.5%	5.7%	1.14	4.7%	1.39	6.4%	1.02	3.0%	2.19
Fiscal Statistics										
Operating Margin (%)		-4.2%	6.4%	N/A	4.9%	N/A	12.9%	N/A	-10.5%	0.40
Total Hospital Net Income (%)		-4.2%	7.1%	N/A	7.2%	N/A	13.9%	N/A	-10.1%	0.42
Return on Equity (%)		0.0%	3.1%	N/A	1.3%	N/A	1.2%	N/A	-0.1%	0.54
Current Ratio		0.9	2.9	0.31	1.1	0.79	1.0	0.90	1.5	0.59
Days in Net Patient Accounts Receivable	3,097.6		85.9	36.05	210.1	14.74	442.3	7.00	4,514.2	0.69
Average Payment Period	7,694.4		125.5	61.30	460.7	16.70	1183.6	6.50	5,021.9	1.53
Equity Financing (%)		31.3%	57.8%	0.54	38.6%	0.81	33.2%	0.94	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	0.9	1.42	1.2	1.12	1.2	1.09
Times Interest Earned	-153,902.8		12.0	N/A	22.9	N/A	46.5	N/A	-24,481.7	6.29
Total Asset Turnover		0.0	0.4	0.03	0.2	0.06	0.1	0.14	0.0	1.29
Average Age of Plant (Years)		486.7	19.6	24.88	56.0	8.68	99.6	4.88	2,447.3	0.20
Increase (Decrease) Total Net Patient Revenue		19.2%	3.9%	4.88	7.4%	2.60	20.1%	0.96	-18.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		94.9%	67.6%	1.40	76.6%	1.24	85.5%	1.11	93.0%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,271		\$19,469	0.78	\$17,024	0.90	\$16,973	0.90	\$15,071	1.01
Inpatient Net Revenue per Day	\$2,708		\$3,859	0.70	\$3,633	0.75	\$3,576	0.76	\$2,517	1.08
Outpatient Net Revenue per Visit	\$805		\$875	0.92	\$979	0.82	\$948	0.85	\$650	1.24

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$61,343,289	Cash & Cash Equivalents		Current Liabilities	\$676,370,414
Less Deductions	\$29,454,701	Net Patient Receivables	\$12,808,371	Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$31,888,588	Other Receivables	\$270,627,028	Other Liabilities	\$131,289,257
Plus Other Revenue	\$833,267		\$219,577,908	Subtotal	\$1,979,950,372
Total Revenue	\$32,721,855	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$34,106,989	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0	Total Assets	\$2,883,677,481	Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$1,385,134				

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: 4

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.3%	61.5%	0.88	63.8%	0.85	42.9%	1.27	61.5%	0.88
Obstetrics	28.4%	41.1%	0.69	44.7%	0.02	20.5%	1.38	23.6%	1.21
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.6%	61.6%	0.72	63.4%	0.70	39.2%	1.14	48.9%	0.91
Average Census (Patients)									
Adult Medical-Surgical	7.1	24.9	0.28	22.9	0.31	9.2	0.77	8.0	0.88
Obstetrics	0.9	5.0	0.17	5.1	0.17	1.1	0.77	0.7	1.21
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.0	44.9	0.18	42.7	0.19	12.6	0.64	8.8	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.5	0.59	4.3	0.62	3.7	0.72	3.1	0.86
Obstetrics	2.2	2.4	0.90	2.3	0.94	2.0	1.08	1.8	1.19
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.7	4.9	0.55	4.5	0.60	3.8	0.71	2.9	0.91
Surgical Operations									
Inpatient	416	989	0.42	1,038	0.40	224	1.86	361	1.15
Outpatient	2,950	4,208	0.70	4,019	0.73	2,033	1.45	3,397	0.87
Inpatient as % of All Surgeries	12.4%	19.0%	0.65	20.5%	0.60	9.9%	1.25	9.6%	1.29
Outpatient Visits									
Non-Emergency Visits	155,771	131,799	1.18	117,094	1.33	77,115	2.02	160,725	0.97
Emergency Visits	9,814	16,822	0.58	18,746	0.52	11,550	0.85	10,629	0.92
Full-Time Equivalents (FTEs)									
Administrators	0.8	17.5	0.05	14.2	0.06	10.6	0.07	0.8	1.00
Nurses, Licensed	87.6	232.9	0.38	188.0	0.47	97.4	0.90	83.8	1.05
Ancillary Nursing Personnel	9.7	42.6	0.23	37.4	0.26	15.0	0.65	7.2	1.34
All Other Personnel	213.3	453.0	0.47	333.2	0.64	210.0	1.02	190.3	1.12
Total FTEs	311.4	746.0	0.42	572.8	0.54	333.0	0.94	282.1	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.5	12.3	0.13	10.1	0.15	15.0	0.10	1.5	1.01
Nurses, Licensed	171.6	163.8	1.05	134.3	1.28	138.1	1.24	162.6	1.06
Ancillary Nursing Personnel	19.0	30.0	0.63	26.7	0.71	21.2	0.89	14.0	1.36
All Other Personnel	417.8	318.6	1.31	238.0	1.76	297.9	1.40	369.0	1.13
Total FTEs	609.9	524.6	1.16	409.2	1.49	472.2	1.29	547.1	1.11

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	1
Discharges	1,096	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	139
Inpatient Days	2,933			Inpatient Days	0	Newborn Days	213

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	957	2,577	54.3%	7.1	2.7
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	142	311	28.4%	0.9	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	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	13	45	6.2%	0.1	3.5
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	3	3	3.8
Physicians & Dentists	22	23	31.7	Radiological Services Personnel	7	13	11.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	4.8
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.8
Registered Nurses	45	86	79.3	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	5	4.5
Licensed Practical Nurses	2	5	4.5	Physical Therapy Assistants/Aides	1	1	1.9
Ancillary Nursing Personnel	8	6	9.7	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	1	2.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	1	4	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	51	36.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	58	62	81.8
Pharmacy Personnel	7	3	7.7				
Clinical Laboratory Personnel	9	7	11.2				
				Total	205	280	311.4

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	4 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$112,195,683	43.6%	48.2%	0.90	53.0%	0.82	47.9%	0.91	42.2%	1.03
Medical Assistance	\$22,747,123	8.8%	14.2%	0.62	11.4%	0.78	13.8%	0.64	9.4%	0.94
Commercial	\$82,757,711	32.1%	32.4%	0.99	32.8%	0.98	33.5%	0.96	33.6%	0.96
All Other	\$39,845,712	15.5%	5.2%	2.96	2.8%	5.54	4.8%	3.25	14.7%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$90,423,486	35.1%	37.1%	0.95	43.5%	0.81	33.7%	1.04	34.0%	1.03
Medical Assistance	\$19,132,008	7.4%	11.2%	0.66	9.4%	0.79	10.5%	0.71	7.9%	0.94
Commercial	\$43,383,070	16.8%	14.9%	1.13	15.9%	1.06	14.1%	1.20	17.2%	0.98
Charity Care	\$609,806	0.2%	0.7%	0.32	0.8%	0.29	0.6%	0.39	0.3%	0.68
Bad Debt	\$4,046,241	1.6%	0.8%	1.85	0.9%	1.75	1.0%	1.52	1.4%	1.10
All Other	\$25,824,521	10.0%	3.1%	3.20	1.8%	5.72	2.9%	3.42	8.6%	1.17
Total Deductions	\$183,419,132	71.2%	67.9%	1.05	72.2%	0.99	62.8%	1.13	69.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	27.7%	6.4%	4.32		4.3%	6.43	6.2%	4.44	26.8%	1.03
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		N/A	N/A	28.7%	N/A	6.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,895,241	28.4%	41.6%	0.68	38.8%	0.73	47.2%	0.60	26.2%	1.08
Supplies & Services	\$62,739,449	66.2%	52.7%	1.26	53.3%	1.24	46.1%	1.44	68.2%	0.97
Capital Component	\$5,111,515	5.4%	5.7%	0.94	7.9%	0.68	6.7%	0.81	5.6%	0.96
Fiscal Statistics										
Operating Margin (%)	7.6%	6.4%	1.19		9.2%	0.83	6.7%	1.13	8.6%	0.88
Total Hospital Net Income (%)	7.6%	7.1%	1.07		8.1%	0.93	9.1%	0.83	9.2%	0.82
Return on Equity (%)	0.0%	3.1%	N/A		4.9%	N/A	4.6%	N/A	0.0%	N/A
Current Ratio	0.0	2.9	N/A		12.4	N/A	14.3	N/A	0.0	N/A
Days in Net Patient Accounts Receivable	0.0	85.9	N/A		50.4	N/A	49.3	N/A	0.0	N/A
Average Payment Period	0.0	125.5	N/A		31.3	N/A	35.0	N/A	0.0	N/A
Equity Financing (%)	0.0%	57.8%	N/A		85.9%	N/A	57.4%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	7.7	12.0	0.64		8.8	0.87	16.7	0.46	9.3	0.82
Total Asset Turnover	0.0	0.4	N/A		0.6	N/A	0.5	N/A	0.0	N/A
Average Age of Plant (Years)	0.0	19.6	N/A		11.9	N/A	11.3	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	-5.8%	3.9%	N/A		0.8%	N/A	3.0%	N/A	7.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	84.1%	67.6%	1.24		68.7%	1.22	82.2%	1.02	82.4%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,437	\$19,469	0.64		\$14,690	0.85	\$12,086	1.03	\$13,255	0.94
Inpatient Net Revenue per Day	\$4,605	\$3,859	1.19		\$3,206	1.44	\$3,093	1.49	\$4,388	1.05
Outpatient Net Revenue per Visit	\$390	\$875	0.45		\$746	0.52	\$740	0.53	\$396	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$257,546,230	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$183,419,132	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$74,127,098	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$28,374,023			Subtotal	\$0
Total Revenue	\$102,501,122	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$94,746,205	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	\$7,754,917				

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: 3

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	19.1%	61.5%	0.31	59.9%	0.32	32.8%	0.58	21.9%	0.87
Obstetrics	16.1%	41.1%	0.39	39.5%	0.02	18.9%	0.85	14.1%	1.14
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	18.6%	61.6%	0.30	61.8%	0.30	35.7%	0.52	20.3%	0.92
Average Census (Patients)									
Adult Medical-Surgical	3.1	24.9	0.12	26.8	0.11	5.6	0.55	3.5	0.87
Obstetrics	0.8	5.0	0.16	4.5	0.18	0.8	0.98	0.7	1.14
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	44.9	0.09	55.6	0.07	8.1	0.49	4.3	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.5	0.90	4.5	0.90	3.8	1.07	4.1	0.99
Obstetrics	2.0	2.4	0.82	2.6	0.77	2.1	0.95	2.0	0.97
Pediatrics	0.0	3.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.71	5.1	0.68	3.8	0.91	3.7	0.93
Surgical Operations									
Inpatient	83	989	0.08	948	0.09	135	0.62	72	1.15
Outpatient	1,646	4,208	0.39	4,423	0.37	1,616	1.02	1,439	1.14
Inpatient as % of All Surgeries	4.8%	19.0%	0.25	17.6%	0.27	7.7%	0.62	4.8%	1.01
Outpatient Visits									
Non-Emergency Visits	51,916	131,799	0.39	185,542	0.28	55,406	0.94	49,313	1.05
Emergency Visits	3,436	16,822	0.20	18,373	0.19	8,784	0.39	3,864	0.89
Full-Time Equivalents (FTEs)									
Administrators	5.0	17.5	0.29	18.2	0.27	10.8	0.46	5.0	1.00
Nurses, Licensed	73.3	232.9	0.31	281.6	0.26	65.3	1.12	70.9	1.03
Ancillary Nursing Personnel	7.5	42.6	0.18	39.5	0.19	8.4	0.89	6.8	1.11
All Other Personnel	160.7	453.0	0.35	649.6	0.25	151.7	1.06	155.7	1.03
Total FTEs	246.5	746.0	0.33	989.0	0.25	236.3	1.04	238.4	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.2	12.3	1.23	11.4	1.33	21.5	0.71	16.9	0.90
Nurses, Licensed	222.6	163.8	1.36	176.3	1.26	129.7	1.72	239.0	0.93
Ancillary Nursing Personnel	22.8	30.0	0.76	24.8	0.92	16.8	1.36	22.9	1.00
All Other Personnel	487.6	318.6	1.53	406.7	1.20	301.4	1.62	525.0	0.93
Total FTEs	748.1	524.6	1.43	619.1	1.21	469.3	1.59	803.7	0.93

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	21	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	1
Discharges	414	Preferred Provider Organization (PPO)	Yes	Discharges	85	Total Births	149
Inpatient Days	1,427			Inpatient Days	894	Newborn Days	250

059 Grant Regional Health Center
Lancaster, WI 53813

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	274	1,117	19.1%	3.1	4.1
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	3	16	0.0%	0.0	5.3
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	148	294	16.1%	0.8	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	4	0	4.0
Physicians & Dentists	6	4	9.9	Radiological Services Personnel	1	9	8.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	2.1
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	44	26	61.1	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	4	8.4
Licensed Practical Nurses	3	3	5.6	Physical Therapy Assistants/Aides	4	1	5.1
Ancillary Nursing Personnel	4	6	7.5	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	1	1.9
Clinical Nurse Specialists	0	1	0.7	All Other Health Professionals	19	5	21.8
Health Info Mgmt-Administrators/Technicians	4	1	4.7	All Other Personnel	44	31	61.6
Pharmacy Personnel	2	4	4.8				
Clinical Laboratory Personnel	8	1	9.0				
				Total	178	104	246.5

059 Grant Regional Health Center
Lancaster, WI 53813

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$41,172,632	47.0%	48.2%	0.97	43.0%	1.09	50.4%	0.93	45.6%	1.03
Medical Assistance	\$10,785,355	12.3%	14.2%	0.87	12.2%	1.01	11.9%	1.03	12.2%	1.01
Commercial	\$33,921,632	38.7%	32.4%	1.19	35.7%	1.08	34.9%	1.11	40.4%	0.96
All Other	\$1,806,121	2.1%	5.2%	0.39	9.2%	0.22	2.7%	0.75	1.8%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,670,369	22.4%	37.1%	0.61	33.3%	0.67	34.8%	0.64	21.3%	1.06
Medical Assistance	\$6,568,887	7.5%	11.2%	0.67	9.7%	0.77	8.4%	0.89	7.6%	0.98
Commercial	\$12,281,632	14.0%	14.9%	0.94	17.9%	0.78	13.4%	1.05	14.0%	1.00
Charity Care	\$288,094	0.3%	0.7%	0.45	0.6%	0.53	0.7%	0.48	0.4%	0.74
Bad Debt	\$627,621	0.7%	0.8%	0.84	0.9%	0.78	1.0%	0.75	0.9%	0.80
All Other	\$1,190,837	1.4%	3.1%	0.43	5.1%	0.27	1.9%	0.73	1.1%	1.22
Total Deductions	\$40,627,440	46.3%	67.9%	0.68	67.5%	0.69	60.1%	0.77	45.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.4%	6.4%	0.85	3.6%	1.50	3.7%	1.48	11.2%	0.48
Net Gains/Losses as % of Net Income		52.8%	11.1%	4.77	53.3%	0.99	21.8%	2.43	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,375,299	58.6%	41.6%	1.41	45.0%	1.30	46.1%	1.27	60.1%	0.97
Supplies & Services	\$15,532,019	32.1%	52.7%	0.61	48.7%	0.66	46.6%	0.69	29.1%	1.10
Capital Component	\$4,519,538	9.3%	5.7%	1.62	6.4%	1.46	7.3%	1.28	10.7%	0.87
Fiscal Statistics										
Operating Margin (%)		2.7%	6.4%	0.42	3.7%	0.72	8.5%	0.31	10.4%	0.26
Total Hospital Net Income (%)		5.5%	7.1%	0.78	7.7%	0.72	10.7%	0.52	5.9%	0.93
Return on Equity (%)		3.6%	3.1%	1.18	3.8%	0.94	2.9%	1.25	3.6%	1.01
Current Ratio		4.4	2.9	1.52	3.0	1.44	1.7	2.54	6.8	0.64
Days in Net Patient Accounts Receivable		43.4	85.9	0.51	65.9	0.66	136.5	0.32	50.0	0.87
Average Payment Period		33.5	125.5	0.27	98.2	0.34	286.0	0.12	34.8	0.96
Equity Financing (%)		53.6%	57.8%	0.93	50.5%	1.06	49.5%	1.08	51.0%	1.05
Long-Term Debt to Equity Ratio		0.8	0.4	1.96	0.4	1.83	0.6	1.23	0.9	0.89
Times Interest Earned		4.5	12.0	0.38	9.1	0.50	15.7	0.29	4.0	1.14
Total Asset Turnover		0.6	0.4	1.48	0.5	1.32	0.3	2.40	0.6	1.00
Average Age of Plant (Years)		9.2	19.6	0.47	15.8	0.58	26.1	0.35	8.1	1.14
Increase (Decrease) Total Net Patient Revenue		8.8%	3.9%	2.24	7.9%	1.11	9.7%	0.91	9.7%	0.91
Outpatient Gross Revenue (% of Total GPR)		88.4%	67.6%	1.31	64.7%	1.37	84.3%	1.05	86.4%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,780		\$19,469	0.86	\$21,761	0.77	\$14,823	1.13	\$17,931	0.94
Inpatient Net Revenue per Day	\$3,703		\$3,859	0.96	\$4,214	0.88	\$3,524	1.05	\$3,687	1.00
Outpatient Net Revenue per Visit	\$710		\$875	0.81	\$819	0.87	\$832	0.85	\$656	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$87,685,738	Cash & Cash Equivalents	\$6,620,249	Current Liabilities	\$4,133,870
Less Deductions	\$40,627,440	Net Patient Receivables	\$5,598,777	Long-Term Debt	\$32,435,702
Net Patient Revenue	\$47,058,298	Other Receivables	\$2,698,259	Other Liabilities	\$0
Plus Other Revenue	\$2,706,198			Subtotal	\$36,569,572
Total Revenue	\$49,764,496	Land, Buildings & Equipment (Net)	\$37,754,175	Unrestricted Fund Balance	\$42,195,051
Less Expenses	\$48,426,856	Other Assets	\$26,093,162	Restricted Fund Balance	\$266,685
Non-Operating Gains/Losses	\$1,495,937			Total Liabilities & Fund Balance	\$78,764,623
Net Income	\$2,833,577	Total Assets	\$78,764,622		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	81.7%	61.5%	1.33	59.9%	1.36	75.8%	1.08	78.2%	1.05
Obstetrics	36.7%	41.1%	0.89	39.5%	0.44	51.5%	0.71	36.2%	1.01
Pediatrics	21.7%	67.0%	0.32	66.9%	0.32	55.6%	0.39	20.6%	1.05
Total Hospital	68.1%	61.6%	1.11	61.8%	1.10	70.4%	0.97	69.7%	0.98
Average Census (Patients)									
Adult Medical-Surgical	26.1	24.9	1.05	26.8	0.98	100.5	0.26	25.0	1.05
Obstetrics	17.2	5.0	3.44	4.5	3.82	13.4	1.29	17.0	1.01
Pediatrics	2.6	1.7	1.52	2.8	0.91	4.8	1.52	2.5	1.05
Total Hospital	256.8	44.9	5.72	55.6	4.62	190.9	1.35	260.7	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	5.5	4.5	1.20	4.5	1.21	4.8	1.13	5.3	1.04
Obstetrics	3.1	2.4	1.26	2.6	1.19	2.5	1.22	2.9	1.06
Pediatrics	3.1	3.8	0.83	4.6	0.68	4.2	0.76	2.5	1.25
Total Hospital	5.2	4.9	1.08	5.1	1.03	5.2	1.01	5.5	0.95
Surgical Operations									
Inpatient	4,700	989	4.75	948	4.96	3,644	1.29	4,560	1.03
Outpatient	4,940	4,208	1.17	4,423	1.12	11,922	0.41	4,929	1.00
Inpatient as % of All Surgeries	48.8%	19.0%	2.56	17.6%	2.76	23.4%	2.08	48.1%	1.01
Outpatient Visits									
Non-Emergency Visits	54,820	131,799	0.42	185,542	0.30	419,931	0.13	52,248	1.05
Emergency Visits	41,011	16,822	2.44	18,373	2.23	42,605	0.96	46,671	0.88
Full-Time Equivalents (FTEs)									
Administrators	31.2	17.5	1.78	18.2	1.71	59.1	0.53	26.7	1.17
Nurses, Licensed	713.1	232.9	3.06	281.6	2.53	886.0	0.80	751.2	0.95
Ancillary Nursing Personnel	0.0	42.6	N/A	39.5	N/A	175.9	N/A	0.0	N/A
All Other Personnel	839.7	453.0	1.85	649.6	1.29	1,728.4	0.49	858.9	0.98
Total FTEs	1,583.9	746.0	2.12	989.0	1.60	2,849.5	0.56	1,636.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.0	12.3	0.65	11.4	0.70	11.2	0.71	6.6	1.21
Nurses, Licensed	181.9	163.8	1.11	176.3	1.03	167.8	1.08	185.1	0.98
Ancillary Nursing Personnel	0.0	30.0	N/A	24.8	N/A	33.3	N/A	0.0	N/A
All Other Personnel	214.3	318.6	0.67	406.7	0.53	327.4	0.65	211.7	1.01
Total FTEs	404.2	524.6	0.77	619.1	0.65	539.8	0.75	403.3	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	377	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	17,949	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,888
Inpatient Days	93,718			Inpatient Days	0	Newborn Days	2,977

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	1,743	9,542	81.7%	26.1	5.5
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	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	303	950	21.7%	2.6	3.1
Obstetrics	1	47	2,059	6,294	36.7%	17.2	3.1
Psychiatric	1	20	977	5,240	71.8%	14.4	5.4
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	27	253	6,568	66.6%	18.0	26.0
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	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	201	12,378	59,163	80.6%	162.1	4.8
Neonatal Intensive/Intermediate Care	1	38	264	5,961	43.0%	16.3	22.6
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	23	16	31.2	Surgical Personnel	23	22	40.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	29	44	60.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	15	13	21.5
Dental Hygienists	0	0	0.0	Occupational Therapists	3	18	14.9
Registered Nurses	353	520	713.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	21	14.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
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	1	1	1.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	84	248	208.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	271	92	322.5
Pharmacy Personnel	31	44	54.8				
Clinical Laboratory Personnel	58	40	82.5				
				Total	897	1,099	1,583.9

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

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$960,226,532	55.4%	48.2%	1.15	43.0%	1.29	48.7%	1.14	55.4%	1.00	
Medical Assistance	\$219,006,440	12.6%	14.2%	0.89	12.2%	1.04	13.0%	0.97	13.3%	0.95	
Commercial	\$514,649,292	29.7%	32.4%	0.92	35.7%	0.83	32.4%	0.92	29.1%	1.02	
All Other	\$39,543,718	2.3%	5.2%	0.44	9.2%	0.25	5.9%	0.39	2.1%	1.06	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$756,675,528	43.7%	37.1%	1.18	33.3%	1.31	38.0%	1.15	43.4%	1.01	
Medical Assistance	\$186,118,844	10.7%	11.2%	0.96	9.7%	1.10	10.4%	1.03	10.7%	1.00	
Commercial	\$189,831,851	11.0%	14.9%	0.73	17.9%	0.61	15.8%	0.69	10.3%	1.06	
Charity Care	\$8,423,446	0.5%	0.7%	0.67	0.6%	0.78	0.8%	0.60	0.2%	2.07	
Bad Debt	\$9,481,341	0.5%	0.8%	0.65	0.9%	0.60	0.8%	0.70	1.0%	0.53	
All Other	\$22,723,167	1.3%	3.1%	0.42	5.1%	0.26	3.4%	0.39	1.1%	1.15	
Total Deductions	\$1,173,254,177	67.7%	67.9%	1.00	67.5%	1.00	69.2%	0.98	66.8%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		-16.0%	6.4%	N/A	3.6%	N/A	7.4%	N/A	-12.0%	1.34	
Net Gains/Losses as % of Net Income		39.8%	11.1%	3.60	53.3%	0.75	7.6%	5.26	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$178,421,357	39.6%	41.6%	0.95	45.0%	0.88	40.0%	0.99	39.7%	1.00	
Supplies & Services	\$253,934,535	56.4%	52.7%	1.07	48.7%	1.16	54.9%	1.03	55.3%	1.02	
Capital Component	\$17,987,573	4.0%	5.7%	0.70	6.4%	0.63	5.1%	0.79	5.0%	0.80	
Fiscal Statistics											
Operating Margin (%)		6.8%	6.4%	1.06	3.7%	1.81	5.8%	1.16	9.5%	0.71	
Total Hospital Net Income (%)		10.7%	7.1%	1.51	7.7%	1.40	6.3%	1.71	3.5%	3.06	
Return on Equity (%)		22.0%	3.1%	7.18	3.8%	5.76	4.7%	4.72	6.4%	3.45	
Current Ratio		2.3	2.9	0.81	3.0	0.77	5.7	0.41	2.3	1.00	
Days in Net Patient Accounts Receivable		53.1	85.9	0.62	65.9	0.81	57.7	0.92	56.9	0.93	
Average Payment Period		32.4	125.5	0.26	98.2	0.33	46.2	0.70	35.1	0.92	
Equity Financing (%)		113.9%	57.8%	1.97	50.5%	2.25	72.7%	1.57	198.7%	0.57	
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	12.0	N/A	9.1	N/A	12.2	N/A	10,383.8	N/A	
Total Asset Turnover		2.0	0.4	4.58	0.5	4.10	0.7	2.65	1.9	1.01	
Average Age of Plant (Years)		26.0	19.6	1.33	15.8	1.64	13.4	1.94	20.7	1.26	
Increase (Decrease) Total Net Patient Revenue		3.3%	3.9%	0.85	7.9%	0.42	3.5%	0.96	21.2%	0.16	
Outpatient Gross Revenue (% of Total GPR)		35.0%	67.6%	0.52	64.7%	0.54	62.1%	0.56	35.8%	0.98	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$20,994	\$19,469	1.08	\$21,761	0.96	\$22,156	0.95	\$21,202	0.99	
Inpatient Net Revenue per Day		\$4,050	\$3,859	1.05	\$4,214	0.96	\$4,083	0.99	\$3,849	1.05	
Outpatient Net Revenue per Visit		\$2,012	\$875	2.30	\$819	2.46	\$987	2.04	\$1,947	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,733,425,982	Cash & Cash Equivalents	\$7,130	Current Liabilities	\$38,679,562
Less Deductions	\$1,173,254,177	Net Patient Receivables	\$81,518,251	Long-Term Debt	\$0
Net Patient Revenue	\$560,171,805	Other Receivables	\$2,182,305	Other Liabilities	-\$73,064,940
Plus Other Revenue	-\$77,206,918			Subtotal	-\$34,385,378
Total Revenue	\$482,964,887	Land, Buildings & Equipment (Net)	\$125,561,576		
Less Expenses	\$450,343,465	Other Assets	\$37,534,774	Unrestricted Fund Balance	\$281,189,414
Non-Operating Gains/Losses	\$21,564,400			Restricted Fund Balance	\$15,009,470
Net Income	\$54,185,822	Total Assets	\$246,804,036	Total Liabilities & Fund Balance	\$246,804,036

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	81.2%	61.5%	1.32	59.9%	1.35	75.8%	1.07	66.2%	1.23
Obstetrics	89.3%	41.1%	2.17	39.5%	1.02	51.5%	1.73	85.9%	1.04
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	85.5%	61.6%	1.39	61.8%	1.38	70.4%	1.21	78.1%	1.09
Average Census (Patients)									
Adult Medical-Surgical	74.7	24.9	3.00	26.8	2.79	100.5	0.74	61.6	1.21
Obstetrics	40.2	5.0	8.02	4.5	8.90	13.4	3.01	38.6	1.04
Pediatrics	0.0	1.7	N/A	2.8	N/A	4.8	N/A	0.0	N/A
Total Hospital	226.5	44.9	5.04	55.6	4.07	190.9	1.19	207.8	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.5	0.67	4.5	0.67	4.8	0.63	4.6	0.66
Obstetrics	2.8	2.4	1.15	2.6	1.09	2.5	1.12	2.8	1.01
Pediatrics	0.0	3.8	N/A	4.6	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.8	4.9	0.99	5.1	0.95	5.2	0.93	5.0	0.96
Surgical Operations									
Inpatient	1,959	989	1.98	948	2.07	3,644	0.54	1,545	1.27
Outpatient	9,789	4,208	2.33	4,423	2.21	11,922	0.82	8,554	1.14
Inpatient as % of All Surgeries	16.7%	19.0%	0.88	17.6%	0.94	23.4%	0.71	15.3%	1.09
Outpatient Visits									
Non-Emergency Visits	315,093	131,799	2.39	185,542	1.70	419,931	0.75	296,820	1.06
Emergency Visits	45,209	16,822	2.69	18,373	2.46	42,605	1.06	43,985	1.03
Full-Time Equivalents (FTEs)									
Administrators	32.0	17.5	1.83	18.2	1.75	59.1	0.54	32.0	1.00
Nurses, Licensed	781.1	232.9	3.35	281.6	2.77	886.0	0.88	762.7	1.02
Ancillary Nursing Personnel	154.8	42.6	3.63	39.5	3.91	175.9	0.88	132.2	1.17
All Other Personnel	1,530.2	453.0	3.38	649.6	2.36	1,728.4	0.89	1,538.1	0.99
Total FTEs	2,498.1	746.0	3.35	989.0	2.53	2,849.5	0.88	2,465.0	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.3	12.3	0.51	11.4	0.55	11.2	0.56	6.8	0.93
Nurses, Licensed	153.2	163.8	0.94	176.3	0.87	167.8	0.91	161.2	0.95
Ancillary Nursing Personnel	30.4	30.0	1.01	24.8	1.23	33.3	0.91	27.9	1.09
All Other Personnel	300.1	318.6	0.94	406.7	0.74	327.4	0.92	325.1	0.92
Total FTEs	490.0	524.6	0.93	619.1	0.79	539.8	0.91	521.0	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	265	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	25
Discharges	17,155	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	4,589
Inpatient Days	82,674			Inpatient Days	0	Newborn Days	9,100

061 UnityPoint Health - Meriter
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	92	8,922	27,266	81.2%	74.7	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	45	5,248	14,672	89.3%	40.2	2.8
Psychiatric	1	30	1,418	7,903	72.2%	21.7	5.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	14	298	4,146	81.1%	11.4	13.9
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	40	2,436	12,179	83.4%	33.4	5.0
Neonatal Intensive/Intermediate Care	1	30	583	11,898	108.7%	32.6	20.4
Other Intensive Care	1	14	671	4,610	90.2%	12.6	6.9
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	10	27	28.0
Physicians & Dentists	60	50	60.0	Radiological Services Personnel	27	44	51.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	29	22.0
Dental Hygienists	0	0	0.0	Occupational Therapists	10	32	27.9
Registered Nurses	216	772	759.3	Occupational Therapy Assistants/Aides	2	4	4.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	18	45	43.6
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	8	31	28.4
Ancillary Nursing Personnel	17	276	154.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	7	0.0	Dietitians & Nutritionists	5	5	8.7
Nurse Practitioners	2	16	2.9	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	33	21	43.8
Clinical Nurse Specialists	15	4	17.9	All Other Health Professionals	191	207	303.1
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	501	431	736.3
Pharmacy Personnel	54	55	75.6				
Clinical Laboratory Personnel	16	20	29.0				
				Total	1,257	2,122	2,498.1

061 UnityPoint Health - Meriter

Madison, WI 53715

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$698,999,645	37.1%	48.2%	0.77	43.0%	0.86	48.7%	0.76	36.1%	1.03
Medical Assistance	\$324,129,718	17.2%	14.2%	1.21	12.2%	1.41	13.0%	1.32	17.2%	1.00
Commercial	\$796,754,774	42.3%	32.4%	1.31	35.7%	1.18	32.4%	1.31	43.4%	0.97
All Other	\$65,413,107	3.5%	5.2%	0.66	9.2%	0.38	5.9%	0.59	3.3%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$532,719,468	28.3%	37.1%	0.76	33.3%	0.85	38.0%	0.74	28.3%	1.00
Medical Assistance	\$248,192,474	13.2%	11.2%	1.18	9.7%	1.35	10.4%	1.26	13.5%	0.98
Commercial	\$457,821,604	24.3%	14.9%	1.63	17.9%	1.36	15.8%	1.54	24.2%	1.01
Charity Care	\$13,314,672	0.7%	0.7%	0.97	0.6%	1.14	0.8%	0.88	0.5%	1.35
Bad Debt	\$12,149,235	0.6%	0.8%	0.76	0.9%	0.70	0.8%	0.83	0.8%	0.78
All Other	\$54,194,026	2.9%	3.1%	0.92	5.1%	0.57	3.4%	0.85	2.8%	1.03
Total Deductions	\$1,318,391,479	69.9%	67.9%	1.03	67.5%	1.04	69.2%	1.01	70.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.0%	6.4%	0.63	3.6%	1.11	7.4%	0.55	11.8%	0.34
Net Gains/Losses as % of Net Income		75.7%	11.1%	6.84	53.3%	1.42	7.6%	10.00	199.7%	0.38
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$275,144,529	47.9%	41.6%	1.15	45.0%	1.07	40.0%	1.20	48.1%	1.00
Supplies & Services	\$262,985,015	45.8%	52.7%	0.87	48.7%	0.94	54.9%	0.83	45.1%	1.02
Capital Component	\$35,937,520	6.3%	5.7%	1.09	6.4%	0.98	5.1%	1.23	6.7%	0.93
Fiscal Statistics										
Operating Margin (%)		2.8%	6.4%	0.44	3.7%	0.75	5.8%	0.48	3.0%	0.94
Total Hospital Net Income (%)		10.6%	7.1%	1.50	7.7%	1.39	6.3%	1.70	-3.2%	N/A
Return on Equity (%)		7.1%	3.1%	2.33	3.8%	1.87	4.7%	1.53	-1.9%	N/A
Current Ratio		1.7	2.9	0.59	3.0	0.55	5.7	0.30	1.6	1.04
Days in Net Patient Accounts Receivable		41.7	85.9	0.48	65.9	0.63	57.7	0.72	39.9	1.04
Average Payment Period		53.1	125.5	0.42	98.2	0.54	46.2	1.15	51.4	1.03
Equity Financing (%)		79.2%	57.8%	1.37	50.5%	1.57	72.7%	1.09	74.7%	1.06
Long-Term Debt to Equity Ratio		0.2	0.4	0.47	0.4	0.44	0.2	0.93	0.2	0.85
Times Interest Earned		10.7	12.0	0.89	9.1	1.18	12.2	0.87	-1.3	N/A
Total Asset Turnover		0.6	0.4	1.44	0.5	1.29	0.7	0.83	0.6	0.99
Average Age of Plant (Years)		8.8	19.6	0.45	15.8	0.56	13.4	0.66	7.8	1.12
Increase (Decrease) Total Net Patient Revenue		13.3%	3.9%	3.38	7.9%	1.68	3.5%	3.84	9.5%	1.41
Outpatient Gross Revenue (% of Total GPR)		55.6%	67.6%	0.82	64.7%	0.86	62.1%	0.89	56.1%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,974	\$19,469	0.82	\$21,761	0.73	\$22,156	0.72	\$16,251	0.98
Inpatient Net Revenue per Day		\$3,315	\$3,859	0.86	\$4,214	0.79	\$4,083	0.81	\$3,221	1.03
Outpatient Net Revenue per Visit		\$847	\$875	0.97	\$819	1.03	\$987	0.86	\$791	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,885,297,244	Cash & Cash Equivalents	\$56,650,449	Current Liabilities	\$80,208,653
Less Deductions	\$1,318,391,479	Net Patient Receivables	\$64,691,381	Long-Term Debt	\$138,780,000
Net Patient Revenue	\$566,905,765	Other Receivables	\$5,654,243	Other Liabilities	\$14,362,749
Plus Other Revenue	\$23,801,903			Subtotal	\$233,351,402
Total Revenue	\$590,707,669	Land, Buildings & Equipment (Net)	\$280,889,605	Unrestricted Fund Balance	\$759,254,615
Less Expenses	\$574,067,064	Other Assets	\$550,560,961	Restricted Fund Balance	\$8,250,697
Non-Operating Gains/Losses	\$51,703,476			Total Liabilities & Fund Balance	\$992,606,017
Net Income	\$68,344,081	Total Assets	\$958,446,639		

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

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	75.8%	61.5%	1.23	59.9%	1.26	75.8%	1.00	82.6%	0.92
Obstetrics	0.0%	41.1%	N/A	39.5%	N/A	51.5%	N/A	0.0%	N/A
Pediatrics	79.2%	67.0%	1.18	66.9%	1.18	55.6%	1.43	71.7%	1.10
Total Hospital	75.7%	61.6%	1.23	61.8%	1.22	70.4%	1.07	79.5%	0.95
Average Census (Patients)									
Adult Medical-Surgical	334.2	24.9	13.41	26.8	12.47	100.5	3.33	332.9	1.00
Obstetrics	0.0	5.0	N/A	4.5	N/A	13.4	N/A	0.0	N/A
Pediatrics	42.8	1.7	24.96	2.8	15.04	4.8	24.96	38.7	1.10
Total Hospital	510.6	44.9	11.37	55.6	9.19	190.9	2.68	504.9	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	5.7	4.5	1.26	4.5	1.27	4.8	1.19	5.9	0.98
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.5	N/A	0.0	N/A
Pediatrics	4.8	3.8	1.26	4.6	1.04	4.2	1.15	4.7	1.02
Total Hospital	6.2	4.9	1.28	5.1	1.23	5.2	1.20	6.1	1.02
Surgical Operations									
Inpatient	8,497	989	8.59	948	8.97	3,644	2.33	8,091	1.05
Outpatient	40,501	4,208	9.63	4,423	9.16	11,922	3.40	37,742	1.07
Inpatient as % of All Surgeries	17.3%	19.0%	0.91	17.6%	0.98	23.4%	0.74	17.7%	0.98
Outpatient Visits									
Non-Emergency Visits	1,105,847	131,799	8.39	185,542	5.96	419,931	2.63	1,044,356	1.06
Emergency Visits	97,767	16,822	5.81	18,373	5.32	42,605	2.29	90,318	1.08
Full-Time Equivalents (FTEs)									
Administrators	173.0	17.5	9.90	18.2	9.48	59.1	2.93	168.0	1.03
Nurses, Licensed	2,750.1	232.9	11.81	281.6	9.77	886.0	3.10	2,459.7	1.12
Ancillary Nursing Personnel	422.0	42.6	9.90	39.5	10.67	175.9	2.40	410.7	1.03
All Other Personnel	7,304.9	453.0	16.13	649.6	11.24	1,728.4	4.23	7,014.8	1.04
Total FTEs	10,650.0	746.0	14.28	989.0	10.77	2,849.5	3.74	10,053.2	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.0	12.3	1.06	11.4	1.14	11.2	1.16	13.4	0.97
Nurses, Licensed	207.2	163.8	1.27	176.3	1.18	167.8	1.23	195.9	1.06
Ancillary Nursing Personnel	31.8	30.0	1.06	24.8	1.28	33.3	0.95	32.7	0.97
All Other Personnel	550.3	318.6	1.73	406.7	1.35	327.4	1.68	558.6	0.99
Total FTEs	802.4	524.6	1.53	619.1	1.30	539.8	1.49	800.6	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	675	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	29,991	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	9
Inpatient Days	186,384			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 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	441	21,233	121,986	75.8%	334.2	5.7
Orthopedic	1	38	2,053	9,869	71.2%	27.0	4.8
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	54	3,269	15,617	79.2%	42.8	4.8
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	18	1,098	5,088	77.4%	13.9	4.6
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	31	488	11,773	104.0%	32.3	24.1
Cardiac Intensive Unit	1	7	79	1,008	39.5%	2.8	12.8
Pediatric Intensive Care	1	21	288	5,057	66.0%	13.9	17.6
Burn Care	1	11	338	3,396	84.6%	9.3	10.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	191	5,741	60.5%	15.7	30.1
Other Intensive Care	1	18	606	5,989	91.2%	16.4	9.9
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	10	157	860	23.6%	2.4	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	173	0	173.0	Surgical Personnel	88	27	105.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	223	95	276.3
Medical & Dental Residents	766	0	766.0	Respiratory Therapists	126	50	152.4
Dental Hygienists	0	0	0.0	Occupational Therapists	38	31	52.5
Registered Nurses	1,858	1,234	2,634.7	Occupational Therapy Assistants/Aides	5	3	6.9
Certified Nurse Midwives	1	1	2.4	Physical Therapists	89	84	134.8
Licensed Practical Nurses	1	1	1.8	Physical Therapy Assistants/Aides	6	3	8.0
Ancillary Nursing Personnel	202	591	422.0	Recreational Therapists	36	76	61.0
Physician Assistants	0	2	1.5	Dietitians & Nutritionists	50	34	60.2
Nurse Practitioners	5	4	7.7	Psychologists	7	4	9.2
Certified Registered Nurse Anesthetists	57	11	65.5	Social Workers	66	22	80.1
Clinical Nurse Specialists	35	4	38.1	All Other Health Professionals	789	240	885.6
Health Info Mgmt-Administrators/Technicians	212	19	225.7	All Other Personnel	3,300	533	3,584.0
Pharmacy Personnel	178	90	225.1				
Clinical Laboratory Personnel	261	62	297.5				
				Total	8,867	3,338	10,650.0

064 UW Hospital and Clinics Authority

Madison, WI 53792

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,919,226,961	37.1%	48.2%	0.77	43.0%	0.86	48.7%	0.76	35.9%	1.03
Medical Assistance	\$793,618,555	10.1%	14.2%	0.71	12.2%	0.83	13.0%	0.78	9.6%	1.05
Commercial	\$2,938,499,192	37.3%	32.4%	1.15	35.7%	1.05	32.4%	1.15	39.7%	0.94
All Other	\$1,218,107,311	15.5%	5.2%	2.96	9.2%	1.68	5.9%	2.62	14.7%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,273,629,692	28.9%	37.1%	0.78	33.3%	0.87	38.0%	0.76	28.0%	1.03
Medical Assistance	\$607,435,527	7.7%	11.2%	0.69	9.7%	0.79	10.4%	0.74	7.3%	1.06
Commercial	\$1,544,164,335	19.6%	14.9%	1.32	17.9%	1.10	15.8%	1.24	21.6%	0.91
Charity Care	\$61,434,389	0.8%	0.7%	1.07	0.6%	1.26	0.8%	0.97	0.9%	0.88
Bad Debt	\$82,187,110	1.0%	0.8%	1.23	0.9%	1.14	0.8%	1.35	0.7%	1.49
All Other	\$623,475,034	7.9%	3.1%	2.53	5.1%	1.56	3.4%	2.35	7.5%	1.06
Total Deductions	\$5,192,326,087	66.0%	67.9%	0.97	67.5%	0.98	69.2%	0.95	65.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	6.4%	0.12	3.6%	0.22	7.4%	0.11	0.7%	1.09	
Net Gains/Losses as % of Net Income	61.6%	11.1%	5.56	53.3%	1.16	7.6%	8.14	737.0%	0.08	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$1,065,880,262	40.7%	41.6%	0.98	45.0%	0.91	40.0%	1.02	37.7%	1.08
Supplies & Services	\$1,373,660,697	52.4%	52.7%	1.00	48.7%	1.08	54.9%	0.96	54.2%	0.97
Capital Component	\$179,695,291	6.9%	5.7%	1.19	6.4%	1.08	5.1%	1.35	8.1%	0.85
Fiscal Statistics										
Operating Margin (%)	2.9%	6.4%	0.46	3.7%	0.78	5.8%	0.50	4.1%	0.72	
Total Hospital Net Income (%)	7.3%	7.1%	1.02	7.7%	0.95	6.3%	1.16	-0.7%	N/A	
Return on Equity (%)	4.9%	3.1%	1.59	3.8%	1.28	4.7%	1.05	-0.3%	N/A	
Current Ratio	2.9	2.9	1.00	3.0	0.95	5.7	0.51	2.5	1.17	
Days in Net Patient Accounts Receivable	51.9	85.9	0.60	65.9	0.79	57.7	0.90	52.2	0.99	
Average Payment Period	62.2	125.5	0.50	98.2	0.63	46.2	1.35	80.2	0.78	
Equity Financing (%)	54.8%	57.8%	0.95	50.5%	1.08	72.7%	0.75	44.3%	1.24	
Long-Term Debt to Equity Ratio	0.5	0.4	1.20	0.4	1.12	0.2	2.39	0.5	0.88	
Times Interest Earned	7.1	12.0	0.59	9.1	0.78	12.2	0.58	0.5	15.17	
Total Asset Turnover	0.6	0.4	1.49	0.5	1.34	0.7	0.86	0.5	1.22	
Average Age of Plant (Years)	9.6	19.6	0.49	15.8	0.61	13.4	0.72	11.1	0.87	
Increase (Decrease) Total Net Patient Revenue	11.9%	3.9%	3.01	7.9%	1.49	3.5%	3.42	3.0%	4.00	
Outpatient Gross Revenue (% of Total GPR)	59.7%	67.6%	0.88	64.7%	0.92	62.1%	0.96	58.2%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$33,821	\$19,469	1.74	\$21,761	1.55	\$22,156	1.53	\$31,919	1.06	
Inpatient Net Revenue per Day	\$5,189	\$3,859	1.34	\$4,214	1.23	\$4,083	1.27	\$5,019	1.03	
Outpatient Net Revenue per Visit	\$1,450	\$875	1.66	\$819	1.77	\$987	1.47	\$1,305	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$7,869,452,020	Cash & Cash Equivalents	\$580,790,097	Current Liabilities	\$425,953,035
Less Deductions	\$5,192,326,087	Net Patient Receivables	\$380,508,241	Long-Term Debt	\$1,091,331,569
Net Patient Revenue	\$2,677,125,933	Other Receivables	\$24,462,112	Other Liabilities	\$391,340,255
Plus Other Revenue	\$21,116,044			Subtotal	\$1,908,624,859
Total Revenue	\$2,698,241,978	Land, Buildings & Equipment (Net)	\$1,088,141,571	Unrestricted Fund Balance	\$2,317,518,796
Less Expenses	\$2,619,236,250	Other Assets	\$2,152,241,634	Restricted Fund Balance	\$125,034,998
Non-Operating Gains/Losses	\$126,549,393			Total Liabilities & Fund Balance	\$4,226,143,655
Net Income	\$205,555,121	Total Assets	\$4,226,143,655		

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

Fiscal Year: 7/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.2%	61.5%	0.60	54.9%	0.68	42.9%	0.87	47.4%	0.78
Obstetrics	7.6%	41.1%	0.19	36.7%	0.02	20.5%	0.37	5.1%	1.49
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.9%	61.6%	0.55	53.2%	0.64	39.2%	0.86	39.2%	0.86
Average Census (Patients)									
Adult Medical-Surgical	14.1	24.9	0.57	24.8	0.57	9.2	1.53	16.6	0.85
Obstetrics	0.8	5.0	0.15	4.3	0.18	1.1	0.69	0.7	1.14
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	19.6	44.9	0.44	44.4	0.44	12.6	1.56	22.7	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.5	0.89	4.0	1.00	3.7	1.08	4.7	0.85
Obstetrics	2.3	2.4	0.96	2.4	0.97	2.0	1.15	2.0	1.17
Pediatrics	0.0	3.8	N/A	2.9	N/A	2.0	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.3	0.94	3.8	1.06	3.9	1.04
Surgical Operations									
Inpatient	475	989	0.48	829	0.57	224	2.12	381	1.25
Outpatient	2,211	4,208	0.53	6,019	0.37	2,033	1.09	2,112	1.05
Inpatient as % of All Surgeries	17.7%	19.0%	0.93	12.1%	1.46	9.9%	1.78	15.3%	1.16
Outpatient Visits									
Non-Emergency Visits	108,895	131,799	0.83	197,548	0.55	77,115	1.41	109,998	0.99
Emergency Visits	9,325	16,822	0.55	18,660	0.50	11,550	0.81	10,356	0.90
Full-Time Equivalents (FTEs)									
Administrators	25.0	17.5	1.43	19.4	1.29	10.6	2.36	29.0	0.86
Nurses, Licensed	85.9	232.9	0.37	276.2	0.31	97.4	0.88	83.0	1.04
Ancillary Nursing Personnel	14.5	42.6	0.34	44.0	0.33	15.0	0.97	14.6	0.99
All Other Personnel	262.3	453.0	0.58	479.5	0.55	210.0	1.25	263.8	0.99
Total FTEs	387.7	746.0	0.52	819.1	0.47	333.0	1.16	390.4	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	30.4	12.3	2.47	10.2	3.00	15.0	2.02	27.8	1.09
Nurses, Licensed	104.6	163.8	0.64	144.4	0.72	138.1	0.76	79.6	1.31
Ancillary Nursing Personnel	17.6	30.0	0.59	23.0	0.77	21.2	0.83	14.0	1.26
All Other Personnel	319.2	318.6	1.00	250.7	1.27	297.9	1.07	253.0	1.26
Total FTEs	471.8	524.6	0.90	428.2	1.10	472.2	1.00	374.4	1.26

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 1,790
 Inpatient Days 7,171

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

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

Newborn Nursery:
 Bassinets 6
 Total Births 94
 Newborn Days 199

178 Froedtert Holy Family Memorial
Manitowoc, WI 54220

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,275	5,158	37.2%	14.1	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	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	120	279	7.6%	0.8	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	1	10	395	1,734	47.5%	4.8	4.4
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	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	25	0	25.0	Surgical Personnel	7	1	7.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	13	28.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	4	5.2
Dental Hygienists	0	0	0.0	Occupational Therapists	5	4	6.9
Registered Nurses	55	52	84.9	Occupational Therapy Assistants/Aides	0	2	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	10.5
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	6	2	7.3
Ancillary Nursing Personnel	10	15	14.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	3	1.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	37	57.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	71	81	103.0
Pharmacy Personnel	9	1	9.0				
Clinical Laboratory Personnel	12	9	16.3				
				Total	276	233	387.7

178 Froedtert Holy Family Memorial
Manitowoc, WI 54220

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$158,554,536	55.6%	48.2%	1.15	48.2%	1.15	47.9%	1.16	54.5%	1.02
Medical Assistance	\$35,888,657	12.6%	14.2%	0.89	12.5%	1.01	13.8%	0.91	12.3%	1.02
Commercial	\$82,580,883	29.0%	32.4%	0.89	33.9%	0.85	33.5%	0.86	28.5%	1.02
All Other	\$8,210,109	2.9%	5.2%	0.55	5.4%	0.53	4.8%	0.60	4.6%	0.62
Deductions as % of Total Gross Patient Revenue										
Medicare	\$124,301,573	43.6%	37.1%	1.18	37.4%	1.16	33.7%	1.30	41.2%	1.06
Medical Assistance	\$31,289,380	11.0%	11.2%	0.98	10.1%	1.08	10.5%	1.04	10.3%	1.06
Commercial	\$40,957,022	14.4%	14.9%	0.96	15.8%	0.91	14.1%	1.02	14.4%	1.00
Charity Care	\$1,186,805	0.4%	0.7%	0.57	0.5%	0.78	0.6%	0.68	0.2%	1.89
Bad Debt	\$4,463,553	1.6%	0.8%	1.85	0.8%	2.01	1.0%	1.51	1.5%	1.02
All Other	\$3,713,715	1.3%	3.1%	0.42	3.5%	0.37	2.9%	0.44	3.1%	0.42
Total Deductions	\$205,912,048	72.2%	67.9%	1.06	68.2%	1.06	62.8%	1.15	70.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.1%	6.4%	0.95	3.6%	1.68	6.2%	0.98	2.8%	2.20
Net Gains/Losses as % of Net Income		67.8%	11.1%	6.12	14.6%	4.64	28.7%	2.36	1.1%	63.68
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,604,960	45.9%	41.6%	1.10	43.1%	1.07	47.2%	0.97	52.5%	0.87
Supplies & Services	\$44,434,385	49.1%	52.7%	0.93	50.8%	0.97	46.1%	1.06	44.3%	1.11
Capital Component	\$4,515,509	5.0%	5.7%	0.87	6.2%	0.81	6.7%	0.75	3.2%	1.58
Fiscal Statistics										
Operating Margin (%)		-7.2%	6.4%	N/A	10.1%	N/A	6.7%	N/A	-31.4%	0.23
Total Hospital Net Income (%)		-26.3%	7.1%	N/A	11.6%	N/A	9.1%	N/A	-31.8%	0.82
Return on Equity (%)		-70.1%	3.1%	N/A	7.9%	N/A	4.6%	N/A	-57.4%	1.22
Current Ratio		0.7	2.9	0.26	6.2	0.12	14.3	0.05	1.9	0.40
Days in Net Patient Accounts Receivable		28.3	85.9	0.33	54.4	0.52	49.3	0.57	20.6	1.38
Average Payment Period		10.1	125.5	0.08	44.2	0.23	35.0	0.29	24.0	0.42
Equity Financing (%)		88.9%	57.8%	1.54	79.9%	1.11	57.4%	1.55	84.0%	1.06
Long-Term Debt to Equity Ratio		0.0	0.4	0.06	0.1	0.15	0.1	0.18	0.0	2.92
Times Interest Earned		0.0	12.0	N/A	18.0	N/A	16.7	N/A	0.0	N/A
Total Asset Turnover		3.1	0.4	7.36	0.7	4.71	0.5	6.39	1.8	1.74
Average Age of Plant (Years)		2.3	19.6	0.12	11.5	0.20	11.3	0.21	1.1	2.04
Increase (Decrease) Total Net Patient Revenue		-16.3%	3.9%	N/A	3.8%	N/A	3.0%	N/A	-11.0%	1.48
Outpatient Gross Revenue (% of Total GPR)		75.3%	67.6%	1.11	75.5%	1.00	82.2%	0.92	79.5%	0.95
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,032	\$19,469	0.67	\$14,714	0.89	\$12,086	1.08	\$11,289	1.15
Inpatient Net Revenue per Day		\$3,146	\$3,859	0.82	\$3,218	0.98	\$3,093	1.02	\$3,112	1.01
Outpatient Net Revenue per Visit		\$511	\$875	0.58	\$732	0.70	\$740	0.69	\$627	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$285,234,185	Cash & Cash Equivalents	\$1,904,425	Current Liabilities	\$2,392,161
Less Deductions	\$205,912,048	Net Patient Receivables	\$6,148,015	Long-Term Debt	\$538,569
Net Patient Revenue	\$79,322,137	Other Receivables	\$1,023,632	Other Liabilities	\$57,270
Plus Other Revenue	\$5,157,607			Subtotal	\$2,988,000
Total Revenue	\$84,479,744	Land, Buildings & Equipment (Net)	\$22,337,074	Unrestricted Fund Balance	\$23,871,000
Less Expenses	\$90,554,854	Other Assets	-\$4,554,146	Restricted Fund Balance	\$3,804,000
Non-Operating Gains/Losses	-\$12,763,890			Total Liabilities & Fund Balance	\$26,859,000
Net Income	-\$18,839,000	Total Assets	\$26,859,000		

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.2%	61.5%	0.75	54.9%	0.84	54.8%	0.84	61.0%	0.76
Obstetrics	19.6%	41.1%	0.48	36.7%	0.04	34.5%	0.57	28.6%	0.68
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.7%	61.6%	0.68	53.2%	0.78	59.6%	0.70	52.2%	0.80
Average Census (Patients)									
Adult Medical-Surgical	17.6	24.9	0.70	24.8	0.71	15.8	1.11	25.0	0.70
Obstetrics	1.4	5.0	0.27	4.3	0.32	2.9	0.47	2.0	0.68
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	23.0	44.9	0.51	44.4	0.52	29.6	0.77	33.9	0.68
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.5	0.80	4.0	0.89	4.2	0.87	4.9	0.74
Obstetrics	2.1	2.4	0.87	2.4	0.87	2.3	0.91	2.0	1.04
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	4.3	0.87	4.4	0.85	5.2	0.71
Surgical Operations									
Inpatient	291	989	0.29	829	0.35	409	0.71	290	1.00
Outpatient	2,215	4,208	0.53	6,019	0.37	2,735	0.81	2,187	1.01
Inpatient as % of All Surgeries	11.6%	19.0%	0.61	12.1%	0.96	13.0%	0.89	11.7%	0.99
Outpatient Visits									
Non-Emergency Visits	80,259	131,799	0.61	197,548	0.41	92,528	0.87	81,207	0.99
Emergency Visits	20,188	16,822	1.20	18,660	1.08	17,976	1.12	20,264	1.00
Full-Time Equivalents (FTEs)									
Administrators	12.0	17.5	0.69	19.4	0.62	12.7	0.94	10.0	1.20
Nurses, Licensed	174.7	232.9	0.75	276.2	0.63	137.2	1.27	147.6	1.18
Ancillary Nursing Personnel	48.3	42.6	1.13	44.0	1.10	29.9	1.62	42.5	1.14
All Other Personnel	289.9	453.0	0.64	479.5	0.60	239.1	1.21	283.3	1.02
Total FTEs	524.8	746.0	0.70	819.1	0.64	418.9	1.25	483.4	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.7	12.3	0.70	10.2	0.85	10.9	0.79	6.2	1.40
Nurses, Licensed	126.1	163.8	0.77	144.4	0.87	117.7	1.07	91.1	1.39
Ancillary Nursing Personnel	34.9	30.0	1.16	23.0	1.52	25.6	1.36	26.2	1.33
All Other Personnel	209.4	318.6	0.66	250.7	0.84	205.0	1.02	174.8	1.20
Total FTEs	379.1	524.6	0.72	428.2	0.89	359.2	1.06	298.3	1.27

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	55	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	11
Discharges	2,254	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	196
Inpatient Days	8,380			Inpatient Days	0	Newborn Days	384

067 Aurora Medical Center - Bay Area
Marinette, WI 54143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	1,770	6,411	46.2%	17.6	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	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	239	501	19.6%	1.4	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	1	10	234	1,468	40.2%	4.0	6.3
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)	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	1	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	7	8	12.1
Physicians & Dentists	21	10	22.2	Radiological Services Personnel	28	17	35.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	12	11.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	85	99	152.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	5	5	8.9	Physical Therapy Assistants/Aides	1	1	2.0
Ancillary Nursing Personnel	18	65	48.3	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	9	1	9.9	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	21	15	23.4
Health Info Mgmt-Administrators/Technicians	16	1	16.9	All Other Personnel	75	57	109.8
Pharmacy Personnel	12	10	15.5				
Clinical Laboratory Personnel	18	19	28.2				
				Total	345	325	524.8

067 Aurora Medical Center - Bay Area

Marinette, WI 54143

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$277,818,224	58.0%	48.2%	1.20	48.2%	1.20	51.3%	1.13	58.2%	1.00
Medical Assistance	\$64,461,579	13.5%	14.2%	0.95	12.5%	1.08	15.3%	0.88	13.4%	1.00
Commercial	\$90,953,744	19.0%	32.4%	0.59	33.9%	0.56	29.5%	0.64	19.1%	0.99
All Other	\$45,633,991	9.5%	5.2%	1.82	5.4%	1.75	3.8%	2.50	9.3%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$234,421,672	49.0%	37.1%	1.32	37.4%	1.31	39.7%	1.23	48.7%	1.00
Medical Assistance	\$56,791,059	11.9%	11.2%	1.06	10.1%	1.17	12.1%	0.98	11.8%	1.01
Commercial	\$54,735,588	11.4%	14.9%	0.77	15.8%	0.72	13.1%	0.87	10.5%	1.08
Charity Care	\$2,731,151	0.6%	0.7%	0.78	0.5%	1.07	0.8%	0.70	0.7%	0.82
Bad Debt	\$5,473,253	1.1%	0.8%	1.35	0.8%	1.47	1.2%	0.96	1.0%	1.10
All Other	\$32,926,789	6.9%	3.1%	2.20	3.5%	1.95	2.2%	3.07	6.6%	1.04
Total Deductions	\$387,079,512	80.8%	67.9%	1.19	68.2%	1.19	69.2%	1.17	79.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%	6.4%	0.28		3.6%	0.49	3.8%	0.47	1.0%	1.76
Net Gains/Losses as % of Net Income	10.2%	11.1%	0.92		14.6%	0.70	15.2%	0.67	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$43,384,281	42.2%	41.6%	1.02	43.1%	0.98	40.1%	1.05	40.5%	1.04
Supplies & Services	\$50,794,627	49.4%	52.7%	0.94	50.8%	0.97	54.4%	0.91	50.7%	0.98
Capital Component	\$8,606,356	8.4%	5.7%	1.46	6.2%	1.36	5.5%	1.53	8.8%	0.95
Fiscal Statistics										
Operating Margin (%)	-10.0%	6.4%	N/A		10.1%	N/A	5.0%	N/A	-14.5%	0.69
Total Hospital Net Income (%)	-11.2%	7.1%	N/A		11.6%	N/A	5.8%	N/A	-8.2%	1.36
Return on Equity (%)	-5.9%	3.1%	N/A		7.9%	N/A	2.3%	N/A	-4.2%	1.39
Current Ratio	5.3	2.9	1.84		6.2	0.86	2.8	1.89	7.0	0.76
Days in Net Patient Accounts Receivable	50.0	85.9	0.58		54.4	0.92	86.5	0.58	57.8	0.86
Average Payment Period	34.0	125.5	0.27		44.2	0.77	128.9	0.26	35.1	0.97
Equity Financing (%)	52.3%	57.8%	0.91		79.9%	0.65	62.5%	0.84	51.0%	1.03
Long-Term Debt to Equity Ratio	0.8	0.4	1.92		0.1	5.13	0.3	2.46	0.7	1.07
Times Interest Earned	-4.2	12.0	N/A		18.0	N/A	12.9	N/A	-2.2	1.92
Total Asset Turnover	0.5	0.4	1.25		0.7	0.80	0.4	1.35	0.5	1.09
Average Age of Plant (Years)	5.6	19.6	0.28		11.5	0.49	21.5	0.26	4.2	1.32
Increase (Decrease) Total Net Patient Revenue	-4.9%	3.9%	N/A		3.8%	N/A	0.2%	N/A	-11.0%	0.45
Outpatient Gross Revenue (% of Total GPR)	81.6%	67.6%	1.21		75.5%	1.08	74.2%	1.10	77.0%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,998	\$19,469	0.56		\$14,714	0.75	\$12,524	0.88	\$12,286	0.90
Inpatient Net Revenue per Day	\$2,669	\$3,859	0.69		\$3,218	0.83	\$2,770	0.96	\$2,146	1.24
Outpatient Net Revenue per Visit	\$722	\$875	0.82		\$732	0.99	\$766	0.94	\$711	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$478,867,540	Cash & Cash Equivalents	\$32,460,457	Current Liabilities	\$9,032,648
Less Deductions	\$387,079,512	Net Patient Receivables	\$12,563,723	Long-Term Debt	\$69,100,000
Net Patient Revenue	\$91,788,028	Other Receivables	\$342,571	Other Liabilities	\$5,662,658
Plus Other Revenue	\$1,676,533			Subtotal	\$83,795,306
Total Revenue	\$93,464,559	Land, Buildings & Equipment (Net)	\$125,776,861	Unrestricted Fund Balance	\$91,881,098
Less Expenses	\$102,785,264	Other Assets	\$4,532,793	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,053,138	Total Assets	\$175,676,405	Total Liabilities & Fund Balance	\$175,676,404
Net Income	-\$10,373,843				

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 2023	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	82.1%	61.5%	1.34	56.9%	1.44	75.8%	1.08	84.5%	0.97
Obstetrics	70.6%	41.1%	1.72	33.7%	0.27	51.5%	1.37	51.5%	1.37
Pediatrics	67.9%	67.0%	1.01	64.1%	1.06	55.6%	1.22	63.4%	1.07
Total Hospital	80.4%	61.6%	1.31	51.1%	1.58	70.4%	1.14	84.7%	0.95
Average Census (Patients)									
Adult Medical-Surgical	121.6	24.9	4.88	14.9	8.18	100.5	1.21	125.9	0.97
Obstetrics	9.2	5.0	1.83	3.0	3.03	13.4	0.69	7.7	1.19
Pediatrics	9.5	1.7	5.55	2.6	3.71	4.8	5.55	10.1	0.94
Total Hospital	181.8	44.9	4.05	28.6	6.35	190.9	0.95	188.9	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	5.2	4.5	1.14	4.7	1.11	4.8	1.07	5.9	0.88
Obstetrics	3.3	2.4	1.37	2.4	1.40	2.5	1.33	2.9	1.14
Pediatrics	3.1	3.8	0.82	4.1	0.75	4.2	0.74	3.1	0.99
Total Hospital	5.6	4.9	1.15	4.1	1.35	5.2	1.08	6.1	0.91
Surgical Operations									
Inpatient	3,775	989	3.82	1,050	3.59	3,644	1.04	4,215	0.90
Outpatient	17,201	4,208	4.09	4,075	4.22	11,922	1.44	17,879	0.96
Inpatient as % of All Surgeries	18.0%	19.0%	0.95	20.5%	0.88	23.4%	0.77	19.1%	0.94
Outpatient Visits									
Non-Emergency Visits	433,367	131,799	3.29	89,194	4.86	419,931	1.03	502,662	0.86
Emergency Visits	27,063	16,822	1.61	12,167	2.22	42,605	0.64	24,211	1.12
Full-Time Equivalents (FTEs)									
Administrators	9.0	17.5	0.51	21.2	0.42	59.1	0.15	8.0	1.13
Nurses, Licensed	1,057.5	232.9	4.54	219.5	4.82	886.0	1.19	1,025.2	1.03
Ancillary Nursing Personnel	110.5	42.6	2.59	62.9	1.76	175.9	0.63	112.3	0.98
All Other Personnel	2,209.5	453.0	4.88	424.5	5.20	1,728.4	1.28	2,366.8	0.93
Total FTEs	3,386.5	746.0	4.54	728.1	4.65	2,849.5	1.19	3,512.3	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.5	12.3	0.12	16.3	0.09	11.2	0.13	1.3	1.14
Nurses, Licensed	170.9	163.8	1.04	168.3	1.02	167.8	1.02	163.9	1.04
Ancillary Nursing Personnel	17.9	30.0	0.60	48.2	0.37	33.3	0.54	17.9	1.00
All Other Personnel	357.2	318.6	1.12	325.5	1.10	327.4	1.09	378.3	0.94
Total FTEs	547.4	524.6	1.04	558.3	0.98	539.8	1.01	561.4	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	226	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	11,862	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	967
Inpatient Days	66,359			Inpatient Days	0	Newborn Days	1,714

069 Marshfield Medical Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	148	8,572	44,370	82.1%	121.6	5.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	7	181	2,493	97.6%	6.8	13.8
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	14	1,123	3,470	67.9%	9.5	3.1
Obstetrics	1	13	1,009	3,351	70.6%	9.2	3.3
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	20	629	6,878	94.2%	18.8	10.9
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	6	93	1,373	62.7%	3.8	14.8
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	18	255	4,424	67.3%	12.1	17.3
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	9	0	9.0	Surgical Personnel	59	19	69.2
Physicians & Dentists	204	161	247.3	Radiological Services Personnel	92	19	102.1
Medical & Dental Residents	101	0	101.0	Respiratory Therapists	30	26	43.3
Dental Hygienists	0	0	0.0	Occupational Therapists	10	11	15.4
Registered Nurses	789	321	940.4	Occupational Therapy Assistants/Aides	0	2	1.3
Certified Nurse Midwives	3	0	3.0	Physical Therapists	18	11	24.7
Licensed Practical Nurses	3	5	4.9	Physical Therapy Assistants/Aides	2	2	2.9
Ancillary Nursing Personnel	87	114	110.5	Recreational Therapists	0	1	0.2
Physician Assistants	30	15	35.1	Dietitians & Nutritionists	5	5	7.5
Nurse Practitioners	62	25	73.9	Psychologists	7	3	9.5
Certified Registered Nurse Anesthetists	24	11	24.5	Social Workers	8	4	9.5
Clinical Nurse Specialists	10	1	10.8	All Other Health Professionals	481	251	565.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	619	186	679.9
Pharmacy Personnel	97	32	111.4				
Clinical Laboratory Personnel	1	0	1.0				
				Total	2,905	1,281	3,386.5

069 Marshfield Medical Center
Marshfield, WI 54449

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,189,426,461	51.4%	48.2%	1.07	51.9%	0.99	48.7%	1.05	51.1%	1.00
Medical Assistance	\$327,880,587	14.2%	14.2%	1.00	13.6%	1.04	13.0%	1.09	13.8%	1.02
Commercial	\$681,381,111	29.4%	32.4%	0.91	28.8%	1.02	32.4%	0.91	29.8%	0.99
All Other	\$116,917,859	5.0%	5.2%	0.97	5.7%	0.88	5.9%	0.85	5.3%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$838,199,141	36.2%	37.1%	0.98	38.3%	0.95	38.0%	0.95	35.9%	1.01
Medical Assistance	\$253,749,554	11.0%	11.2%	0.98	10.8%	1.02	10.4%	1.05	10.6%	1.03
Commercial	\$247,757,953	10.7%	14.9%	0.72	10.2%	1.05	15.8%	0.68	9.9%	1.08
Charity Care	\$9,755,464	0.4%	0.7%	0.58	0.5%	0.88	0.8%	0.52	0.5%	0.87
Bad Debt	\$21,690,038	0.9%	0.8%	1.11	0.7%	1.40	0.8%	1.21	0.5%	1.83
All Other	\$68,821,992	3.0%	3.1%	0.95	3.7%	0.80	3.4%	0.88	3.5%	0.85
Total Deductions	\$1,439,974,142	62.2%	67.9%	0.92	64.1%	0.97	69.2%	0.90	60.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.0%	6.4%	0.16	3.3%	0.31	7.4%	0.14	1.0%	1.01
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	43.0%	N/A	7.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$340,920,672	36.5%	41.6%	0.88	38.8%	0.94	40.0%	0.91	37.5%	0.97
Supplies & Services	\$563,118,222	60.3%	52.7%	1.15	56.2%	1.07	54.9%	1.10	59.5%	1.01
Capital Component	\$29,206,008	3.1%	5.7%	0.54	4.9%	0.64	5.1%	0.62	3.0%	1.06
Fiscal Statistics										
Operating Margin (%)		-5.5%	6.4%	N/A	1.4%	N/A	5.8%	N/A	-9.3%	0.59
Total Hospital Net Income (%)		-5.5%	7.1%	N/A	2.5%	N/A	6.3%	N/A	-9.3%	0.59
Return on Equity (%)		-1.7%	3.1%	N/A	0.6%	N/A	4.7%	N/A	-2.6%	0.64
Current Ratio		0.9	2.9	0.31	1.0	0.86	5.7	0.16	1.5	0.59
Days in Net Patient Accounts Receivable		112.8	85.9	1.31	174.2	0.65	57.7	1.96	140.9	0.80
Average Payment Period		272.9	125.5	2.17	378.0	0.72	46.2	5.91	160.3	1.70
Equity Financing (%)		31.3%	57.8%	0.54	34.7%	0.90	72.7%	0.43	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	1.1	1.14	0.2	6.58	1.2	1.09
Times Interest Earned		-93,542.4	12.0	N/A	5.7	N/A	12.2	N/A	0.0	N/A
Total Asset Turnover		0.3	0.4	0.72	0.2	1.39	0.7	0.42	0.3	1.08
Average Age of Plant (Years)		34.6	19.6	1.77	39.8	0.87	13.4	2.57	34.2	1.01
Increase (Decrease) Total Net Patient Revenue		2.2%	3.9%	0.56	3.0%	0.74	3.5%	0.64	9.9%	0.23
Outpatient Gross Revenue (% of Total GPR)		70.2%	67.6%	1.04	73.4%	0.96	62.1%	1.13	69.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$22,775	\$19,469	1.17	\$16,243	1.40	\$22,156	1.03	\$22,085	1.03
Inpatient Net Revenue per Day		\$4,013	\$3,859	1.04	\$3,215	1.25	\$4,083	0.98	\$3,573	1.12
Outpatient Net Revenue per Visit		\$1,362	\$875	1.56	\$1,234	1.10	\$987	1.38	\$1,177	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,315,606,018	Cash & Cash Equivalents		Current Liabilities	\$676,370,414
Less Deductions	\$1,439,974,142	Net Patient Receivables	\$12,808,371	Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$875,631,876	Other Receivables	\$270,627,028	Other Liabilities	\$131,289,257
Plus Other Revenue	\$9,064,012		\$219,577,908	Subtotal	\$1,979,950,372
Total Revenue	\$884,695,888	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$933,244,902	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0	Total Assets	\$2,883,677,481	Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$48,549,014				

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 2023	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.2%	61.5%	0.75	56.9%	0.81	32.8%	1.41	61.4%	0.75
Obstetrics	23.8%	41.1%	0.58	33.7%	0.02	18.9%	1.26	28.1%	0.85
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.5%	61.6%	0.69	51.1%	0.83	35.7%	1.19	55.9%	0.76
Average Census (Patients)									
Adult Medical-Surgical	6.9	24.9	0.28	14.9	0.47	5.6	1.24	9.2	0.75
Obstetrics	0.7	5.0	0.14	3.0	0.24	0.8	0.87	0.8	0.85
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.6	44.9	0.17	28.6	0.27	8.1	0.95	10.1	0.76
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	4.7	0.80	3.8	0.98	4.0	0.93
Obstetrics	1.7	2.4	0.69	2.4	0.71	2.1	0.80	1.9	0.90
Pediatrics	0.0	3.8	N/A	4.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.9	0.56	4.1	0.65	3.8	0.71	3.6	0.74
Surgical Operations									
Inpatient	251	989	0.25	1,050	0.24	135	1.86	258	0.97
Outpatient	1,851	4,208	0.44	4,075	0.45	1,616	1.15	1,645	1.13
Inpatient as % of All Surgeries	11.9%	19.0%	0.63	20.5%	0.58	7.7%	1.55	13.6%	0.88
Outpatient Visits									
Non-Emergency Visits	174,767	131,799	1.33	89,194	1.96	55,406	3.15	180,936	0.97
Emergency Visits	8,364	16,822	0.50	12,167	0.69	8,784	0.95	8,614	0.97
Full-Time Equivalents (FTEs)									
Administrators	33.8	17.5	1.93	21.2	1.59	10.8	3.12	38.6	0.87
Nurses, Licensed	87.6	232.9	0.38	219.5	0.40	65.3	1.34	89.6	0.98
Ancillary Nursing Personnel	10.0	42.6	0.23	62.9	0.16	8.4	1.18	9.6	1.04
All Other Personnel	391.4	453.0	0.86	424.5	0.92	151.7	2.58	388.6	1.01
Total FTEs	522.8	746.0	0.70	728.1	0.72	236.3	2.21	526.5	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	75.1	12.3	6.11	16.3	4.61	21.5	3.49	105.3	0.71
Nurses, Licensed	194.6	163.8	1.19	168.3	1.16	129.7	1.50	244.2	0.80
Ancillary Nursing Personnel	22.2	30.0	0.74	48.2	0.46	16.8	1.32	26.2	0.85
All Other Personnel	870.0	318.6	2.73	325.5	2.67	301.4	2.89	1,058.7	0.82
Total FTEs	1,161.9	524.6	2.21	558.3	2.08	469.3	2.48	1,434.5	0.81

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	1
Discharges	1,033	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	168
Inpatient Days	2,789			Inpatient Days	0	Newborn Days	252

070 Mile Bluff Medical Center
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	682	2,528	46.2%	6.9	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	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	156	261	23.8%	0.7	1.7
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	31	5	33.8	Surgical Personnel	4	2	4.6
Physicians & Dentists	22	5	23.8	Radiological Services Personnel	15	6	16.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	5.8
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.4
Registered Nurses	64	29	72.7	Occupational Therapy Assistants/Aides	1	2	1.4
Certified Nurse Midwives	1	0	1.0	Physical Therapists	1	2	1.4
Licensed Practical Nurses	4	2	4.9	Physical Therapy Assistants/Aides	2	1	2.2
Ancillary Nursing Personnel	10	1	10.0	Recreational Therapists	3	3	4.0
Physician Assistants	10	6	12.3	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	3	1	3.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	5.6	Social Workers	2	2	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	59	10	62.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	152	55	174.8
Pharmacy Personnel	24	2	24.0				
Clinical Laboratory Personnel	10	4	11.5				
				Total	470	148	522.8

070 Mile Bluff Medical Center
Mauston, WI 53948

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$121,469,036	48.8%	48.2%	1.01	51.9%	0.94	50.4%	0.97	47.4%	1.03
Medical Assistance	\$48,644,303	19.5%	14.2%	1.37	13.6%	1.44	11.9%	1.64	15.6%	1.25
Commercial	\$70,587,062	28.3%	32.4%	0.88	28.8%	0.98	34.9%	0.81	30.3%	0.93
All Other	\$8,397,446	3.4%	5.2%	0.64	5.7%	0.59	2.7%	1.23	6.7%	0.50
Deductions as % of Total Gross Patient Revenue										
Medicare	\$85,750,116	34.4%	37.1%	0.93	38.3%	0.90	34.8%	0.99	32.5%	1.06
Medical Assistance	\$19,822,389	8.0%	11.2%	0.71	10.8%	0.74	8.4%	0.94	12.1%	0.66
Commercial	\$13,847,212	5.6%	14.9%	0.37	10.2%	0.55	13.4%	0.42	5.7%	0.97
Charity Care	\$1,541,926	0.6%	0.7%	0.85	0.5%	1.29	0.7%	0.90	1.3%	0.47
Bad Debt	\$1,694,805	0.7%	0.8%	0.80	0.7%	1.02	1.0%	0.71	1.4%	0.49
All Other	\$13,585,047	5.5%	3.1%	1.74	3.7%	1.47	1.9%	2.94	9.6%	0.57
Total Deductions	\$136,241,495	54.7%	67.9%	0.81	64.1%	0.85	60.1%	0.91	62.6%	0.87
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.2%	6.4%	0.97	3.3%	1.89	3.7%	1.69	5.2%	1.20
Net Gains/Losses as % of Net Income		391.4%	11.1%	35.37	43.0%	9.09	21.8%	18.00	81.6%	4.80
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,494,347	42.6%	41.6%	1.02	38.8%	1.10	46.1%	0.92	59.1%	0.72
Supplies & Services	\$64,593,690	52.4%	52.7%	1.00	56.2%	0.93	46.6%	1.12	36.5%	1.44
Capital Component	\$6,154,775	5.0%	5.7%	0.87	4.9%	1.02	7.3%	0.69	4.4%	1.13
Fiscal Statistics										
Operating Margin (%)		-2.4%	6.4%	N/A	1.4%	N/A	8.5%	N/A	-0.6%	3.79
Total Hospital Net Income (%)		0.8%	7.1%	0.11	2.5%	0.32	10.7%	0.08	-3.6%	N/A
Return on Equity (%)		0.9%	3.1%	0.28	0.6%	1.55	2.9%	0.30	-3.3%	N/A
Current Ratio		3.2	2.9	1.11	1.0	3.06	1.7	1.85	4.0	0.79
Days in Net Patient Accounts Receivable		53.1	85.9	0.62	174.2	0.30	136.5	0.39	68.8	0.77
Average Payment Period		72.0	125.5	0.57	378.0	0.19	286.0	0.25	40.0	1.80
Equity Financing (%)		39.1%	57.8%	0.68	34.7%	1.13	49.5%	0.79	39.1%	1.00
Long-Term Debt to Equity Ratio		1.0	0.4	2.63	1.1	0.91	0.6	1.65	1.1	0.95
Times Interest Earned		1.4	12.0	0.12	5.7	0.25	15.7	0.09	-1.6	N/A
Total Asset Turnover		1.0	0.4	2.43	0.2	4.70	0.3	3.94	0.9	1.10
Average Age of Plant (Years)		21.0	19.6	1.07	39.8	0.53	26.1	0.81	22.1	0.95
Increase (Decrease) Total Net Patient Revenue		12.9%	3.9%	3.27	3.0%	4.26	9.7%	1.33	2.9%	4.45
Outpatient Gross Revenue (% of Total GPR)		81.2%	67.6%	1.20	73.4%	1.11	84.3%	0.96	69.9%	1.16
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$23,629	\$19,469	1.21	\$16,243	1.45	\$14,823	1.59	\$45,789	0.52
Inpatient Net Revenue per Day		\$7,917	\$3,859	2.05	\$3,215	2.46	\$3,524	2.25	\$11,473	0.69
Outpatient Net Revenue per Visit		\$492	\$875	0.56	\$1,234	0.40	\$832	0.59	\$303	1.63

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$249,097,846	Cash & Cash Equivalents	\$22,206,323	Current Liabilities	\$23,668,489
Less Deductions	\$136,241,495	Net Patient Receivables	\$16,412,319	Long-Term Debt	\$46,659,715
Net Patient Revenue	\$112,856,351	Other Receivables	\$729,163	Other Liabilities	\$0
Plus Other Revenue	\$7,483,144			Subtotal	\$70,328,204
Total Revenue	\$120,339,496	Land, Buildings & Equipment (Net)	\$34,824,288	Unrestricted Fund Balance	\$45,302,425
Less Expenses	\$123,242,812	Other Assets	\$41,776,967	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,899,495			Total Liabilities & Fund Balance	\$115,630,629
Net Income	\$996,179	Total Assets	\$115,949,060		

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: 3

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.1%	61.5%	0.86	56.9%	0.93	32.8%	1.62	53.2%	1.00
Obstetrics	15.5%	41.1%	0.38	33.7%	0.03	18.9%	0.82	15.9%	0.97
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.0%	61.6%	0.65	51.1%	0.78	35.7%	1.12	42.8%	0.94
Average Census (Patients)									
Adult Medical-Surgical	6.9	24.9	0.28	14.9	0.46	5.6	1.23	6.9	1.00
Obstetrics	1.1	5.0	0.22	3.0	0.36	0.8	1.32	1.1	0.97
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.4	44.9	0.19	28.6	0.29	8.1	1.04	9.0	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.5	0.95	4.7	0.92	3.8	1.13	4.4	0.97
Obstetrics	2.3	2.4	0.96	2.4	0.98	2.1	1.11	2.2	1.06
Pediatrics	0.0	3.8	N/A	4.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.78	4.1	0.91	3.8	1.00	4.0	0.95
Surgical Operations									
Inpatient	171	989	0.17	1,050	0.16	135	1.27	114	1.50
Outpatient	2,097	4,208	0.50	4,075	0.51	1,616	1.30	1,356	1.55
Inpatient as % of All Surgeries	7.5%	19.0%	0.40	20.5%	0.37	7.7%	0.98	7.8%	0.97
Outpatient Visits									
Non-Emergency Visits	61,330	131,799	0.47	89,194	0.69	55,406	1.11	70,990	0.86
Emergency Visits	11,661	16,822	0.69	12,167	0.96	8,784	1.33	10,785	1.08
Full-Time Equivalents (FTEs)									
Administrators	18.8	17.5	1.08	21.2	0.89	10.8	1.74	20.0	0.94
Nurses, Licensed	51.0	232.9	0.22	219.5	0.23	65.3	0.78	144.6	0.35
Ancillary Nursing Personnel	5.9	42.6	0.14	62.9	0.09	8.4	0.70	33.9	0.17
All Other Personnel	131.6	453.0	0.29	424.5	0.31	151.7	0.87	244.8	0.54
Total FTEs	207.3	746.0	0.28	728.1	0.28	236.3	0.88	443.3	0.47
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.6	12.3	2.41	16.3	1.82	21.5	1.38	31.5	0.94
Nurses, Licensed	80.2	163.8	0.49	168.3	0.48	129.7	0.62	227.8	0.35
Ancillary Nursing Personnel	9.3	30.0	0.31	48.2	0.19	16.8	0.55	53.3	0.17
All Other Personnel	207.1	318.6	0.65	325.5	0.64	301.4	0.69	385.6	0.54
Total FTEs	326.2	524.6	0.62	558.3	0.58	469.3	0.70	698.3	0.47

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	21	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	7
Discharges	810	Preferred Provider Organization (PPO)	Yes	Discharges	28	Total Births	145
Inpatient Days	3,068			Inpatient Days	418	Newborn Days	297

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	586	2,520	53.1%	6.9	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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	171	396	15.5%	1.1	2.3
Psychiatric	3	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	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	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	1	53	152	41.6%	0.4	2.9
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	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	18	1	18.8	Surgical Personnel	4	1	4.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	5	11.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	5	5.9
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.0
Registered Nurses	21	42	51.0	Occupational Therapy Assistants/Aides	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	3	6.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	4	4.4
Ancillary Nursing Personnel	3	7	5.9	Recreational Therapists	0	0	0.0
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	8	15	16.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	39	35	55.0
Pharmacy Personnel	9	7	12.2				
Clinical Laboratory Personnel	3	5	6.4				
				Total	129	136	207.3

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$82,651,043	45.3%	48.2%	0.94	51.9%	0.87	50.4%	0.90	46.0%	0.99
Medical Assistance	\$27,067,061	14.8%	14.2%	1.05	13.6%	1.09	11.9%	1.24	14.4%	1.03
Commercial	\$61,784,169	33.9%	32.4%	1.05	28.8%	1.18	34.9%	0.97	34.5%	0.98
All Other	\$10,768,241	5.9%	5.2%	1.13	5.7%	1.03	2.7%	2.15	5.1%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$53,087,071	29.1%	37.1%	0.79	38.3%	0.76	34.8%	0.84	27.6%	1.06
Medical Assistance	\$19,146,523	10.5%	11.2%	0.94	10.8%	0.97	8.4%	1.25	9.3%	1.13
Commercial	\$17,889,791	9.8%	14.9%	0.66	10.2%	0.97	13.4%	0.74	9.8%	1.00
Charity Care	\$1,801,503	1.0%	0.7%	1.35	0.5%	2.05	0.7%	1.43	1.0%	1.02
Bad Debt	\$1,365,938	0.7%	0.8%	0.88	0.7%	1.12	1.0%	0.78	0.5%	1.65
All Other	\$6,259,447	3.4%	3.1%	1.10	3.7%	0.92	1.9%	1.85	2.6%	1.34
Total Deductions	\$99,550,273	54.6%	67.9%	0.80	64.1%	0.85	60.1%	0.91	50.7%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		16.9%	6.4%	2.65	3.3%	5.16	3.7%	4.61	10.0%	1.69
Net Gains/Losses as % of Net Income		5.6%	11.1%	0.50	43.0%	0.13	21.8%	0.26	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,288,853	39.8%	41.6%	0.96	38.8%	1.03	46.1%	0.86	46.5%	0.86
Supplies & Services	\$47,791,258	55.5%	52.7%	1.05	56.2%	0.99	46.6%	1.19	48.4%	1.15
Capital Component	\$4,007,062	4.7%	5.7%	0.81	4.9%	0.95	7.3%	0.64	5.2%	0.90
Fiscal Statistics										
Operating Margin (%)		13.6%	6.4%	2.13	1.4%	9.49	8.5%	1.59	14.4%	0.94
Total Hospital Net Income (%)		14.2%	7.1%	2.01	2.5%	5.74	10.7%	1.33	5.5%	2.60
Return on Equity (%)		18.6%	3.1%	6.08	0.6%	33.56	2.9%	6.46	2.3%	8.21
Current Ratio		3.8	2.9	1.33	1.0	3.66	1.7	2.22	8.2	0.46
Days in Net Patient Accounts Receivable		57.0	85.9	0.66	174.2	0.33	136.5	0.42	52.4	1.09
Average Payment Period		25.8	125.5	0.21	378.0	0.07	286.0	0.09	45.7	0.57
Equity Financing (%)		74.6%	57.8%	1.29	34.7%	2.15	49.5%	1.51	88.5%	0.84
Long-Term Debt to Equity Ratio		0.2	0.4	0.51	1.1	0.18	0.6	0.32	0.1	3.06
Times Interest Earned		28.1	12.0	2.34	5.7	4.94	15.7	1.80	10.1	2.79
Total Asset Turnover		1.3	0.4	3.03	0.2	5.86	0.3	4.92	0.5	2.83
Average Age of Plant (Years)		15.8	19.6	0.81	39.8	0.40	26.1	0.61	13.7	1.16
Increase (Decrease) Total Net Patient Revenue		-5.5%	3.9%	N/A	3.0%	N/A	9.7%	N/A	6.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.8%	67.6%	1.28	73.4%	1.18	84.3%	1.03	85.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,946	\$19,469	0.61	\$16,243	0.74	\$14,823	0.81	\$13,560	0.88	
Inpatient Net Revenue per Day	\$2,868	\$3,859	0.74	\$3,215	0.89	\$3,524	0.81	\$3,109	0.92	
Outpatient Net Revenue per Visit	\$1,014	\$875	1.16	\$1,234	0.82	\$832	1.22	\$938	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$182,270,515	Cash & Cash Equivalents		Current Liabilities	\$5,852,563
Less Deductions	\$99,550,273	Net Patient Receivables	\$12,915,033	Long-Term Debt	\$11,466,845
Net Patient Revenue	\$82,720,242	Other Receivables	\$169,490	Other Liabilities	\$2,177,717
Plus Other Revenue	\$16,872,412			Subtotal	\$19,497,125
Total Revenue	\$99,592,654	Land, Buildings & Equipment (Net)	\$53,048,704		
Less Expenses	\$86,087,173	Other Assets	\$10,704,180	Unrestricted Fund Balance	\$57,336,618
Non-Operating Gains/Losses	\$794,513			Restricted Fund Balance	\$0
Net Income	\$14,299,994	Total Assets	\$76,833,742	Total Liabilities & Fund Balance	\$76,833,743

328 Ascension Wisconsin Hospital - Menomonee Falls
 N88W14275 Main Street, Suite 100
 Menomonee Falls, WI 53051
 262-415-2001

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 2		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.8%	61.5%	0.26	63.8%	0.25	19.5%	0.81	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	15.8%	61.6%	0.26	63.4%	0.25	19.6%	0.81	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	1.3	24.9	0.05	22.9	0.06	2.6	0.49	0.0	N/A
Obstetrics	0.0	5.0	N/A	5.1	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.3	44.9	0.03	42.7	0.03	2.9	0.44	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	1.9	4.5	0.41	4.3	0.43	3.6	0.51	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.3	N/A	1.8	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	1.9	4.9	0.38	4.5	0.42	3.2	0.58	0.0	N/A
Surgical Operations									
Inpatient	0	989	N/A	1,038	N/A	169	N/A	0	N/A
Outpatient	0	4,208	N/A	4,019	N/A	1,744	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	8.9%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	194	131,799	0.00	117,094	0.00	28,500	0.01	0	N/A
Emergency Visits	10,395	16,822	0.62	18,746	0.55	5,439	1.91	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	14.2	N/A	5.9	N/A	0.0	N/A
Nurses, Licensed	11.7	232.9	0.05	188.0	0.06	39.4	0.30	0.0	N/A
Ancillary Nursing Personnel	0.0	42.6	N/A	37.4	N/A	6.0	N/A	0.0	N/A
All Other Personnel	18.1	453.0	0.04	333.2	0.05	78.1	0.23	0.0	N/A
Total FTEs	29.8	746.0	0.04	572.8	0.05	129.4	0.23	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	10.1	N/A	29.9	N/A	0.0	N/A
Nurses, Licensed	51.5	163.8	0.31	134.3	0.38	199.9	0.26	0.0	N/A
Ancillary Nursing Personnel	0.0	30.0	N/A	26.7	N/A	30.4	N/A	0.0	N/A
All Other Personnel	80.2	318.6	0.25	238.0	0.34	396.6	0.20	0.0	N/A
Total FTEs	131.8	524.6	0.25	409.2	0.32	656.8	0.20	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	248	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	462			Inpatient Days	0	Newborn Days	0

328 Ascension Wisconsin Hospital - Menomonee Falls
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	248	462	15.8%	1.3	1.9
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	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	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	1	5.0
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	11	9	11.7	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	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	1	4	1.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	5	6.1
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	6	1	6.0				
				Total	29	20	29.8

328 Ascension Wisconsin Hospital - Menomonee Falls
Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	2A Value	Ratio	2 Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$9,726,111	22.7%	48.2%	0.47	53.0%	0.43	47.8%	0.48	0.0%	N/A
Medical Assistance	\$18,913,591	44.2%	14.2%	3.11	11.4%	3.89	12.9%	3.44	0.0%	N/A
Commercial	\$8,252,749	19.3%	32.4%	0.60	32.8%	0.59	35.2%	0.55	0.0%	N/A
All Other	\$5,872,389	13.7%	5.2%	2.63	2.8%	4.92	4.2%	3.27	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$0	0.0%	37.1%	N/A	43.5%	N/A	28.9%	N/A	0.0%	N/A
Medical Assistance	\$0	0.0%	11.2%	N/A	9.4%	N/A	8.0%	N/A	0.0%	N/A
Commercial	\$0	0.0%	14.9%	N/A	15.9%	N/A	13.7%	N/A	0.0%	N/A
Charity Care	\$40,719	0.1%	0.7%	0.13	0.8%	0.12	0.6%	0.17	0.0%	N/A
Bad Debt	\$19,030	0.0%	0.8%	0.05	0.9%	0.05	0.8%	0.05	0.0%	N/A
All Other	\$34,493,464	80.7%	3.1%	25.76	1.8%	46.00	5.2%	15.44	0.0%	N/A
Total Deductions	\$34,553,213	80.8%	67.9%	1.19	72.2%	1.12	57.3%	1.41	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	6.4%	0.00		4.3%	0.00	2.9%	0.00	0.0%	N/A
Net Gains/Losses as % of Net Income	7.6%	11.1%	0.69		N/A	N/A	7.9%	0.97	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$3,474,138	36.9%	41.6%	0.89	38.8%	0.95	41.9%	0.88	0.0%	N/A
Supplies & Services	\$4,205,360	44.7%	52.7%	0.85	53.3%	0.84	51.7%	0.86	0.0%	N/A
Capital Component	\$1,735,549	18.4%	5.7%	3.21	7.9%	2.33	6.4%	2.87	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	-14.7%	6.4%	N/A		9.2%	N/A	12.9%	N/A	0.0%	N/A
Total Hospital Net Income (%)	-16.1%	7.1%	N/A		8.1%	N/A	13.9%	N/A	0.0%	N/A
Return on Equity (%)	-8.5%	3.1%	N/A		4.9%	N/A	1.2%	N/A	0.0%	N/A
Current Ratio	1.4	2.9	0.49		12.4	0.11	1.0	1.42	0.0	N/A
Days in Net Patient Accounts Receivable	60.1	85.9	0.70		50.4	1.19	442.3	0.14	0.0	N/A
Average Payment Period	64.7	125.5	0.52		31.3	2.07	1183.6	0.05	0.0	N/A
Equity Financing (%)	0.0%	57.8%	N/A		85.9%	N/A	33.2%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	1.2	N/A	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		8.8	N/A	46.5	N/A	0.0	N/A
Total Asset Turnover	0.5	0.4	1.25		0.6	0.87	0.1	6.38	0.0	N/A
Average Age of Plant (Years)	2.2	19.6	0.11		11.9	0.18	99.6	0.02	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	18.4%	3.9%	4.66		0.8%	22.01	20.1%	0.91	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	94.4%	67.6%	1.40		68.7%	1.37	85.5%	1.10	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$4,757	\$19,469	0.24		\$14,690	0.32	\$16,973	0.28	\$0	N/A
Inpatient Net Revenue per Day	\$2,570	\$3,859	0.67		\$3,206	0.80	\$3,576	0.72	\$0	N/A
Outpatient Net Revenue per Visit	\$666	\$875	0.76		\$746	0.89	\$948	0.70	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,764,840	Cash & Cash Equivalents	\$1,000	Current Liabilities	\$1,660,323
Less Deductions	\$34,553,213	Net Patient Receivables	\$1,352,915	Long-Term Debt	\$0
Net Patient Revenue	\$8,211,627	Other Receivables	\$7,033	Other Liabilities	\$19,924,629
Plus Other Revenue	\$64			Subtotal	\$21,584,952
Total Revenue	\$8,211,691	Land, Buildings & Equipment (Net)	\$288,484	Unrestricted Fund Balance	-\$6,195,791
Less Expenses	\$9,415,047	Other Assets	\$13,739,729	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$99,276	Total Assets	\$15,389,161	Total Liabilities & Fund Balance	\$15,389,161
Net Income	-\$1,302,632				

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.3%	61.5%	1.14	63.8%	1.10	62.5%	1.13	56.1%	1.25
Obstetrics	27.5%	41.1%	0.67	44.7%	0.11	35.5%	0.77	27.3%	1.01
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	63.6%	61.6%	1.03	63.4%	1.00	61.3%	1.04	54.3%	1.17
Average Census (Patients)									
Adult Medical-Surgical	53.4	24.9	2.14	22.9	2.33	27.9	1.91	59.4	0.90
Obstetrics	4.9	5.0	0.99	5.1	0.97	4.2	1.18	4.9	1.01
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	99.3	44.9	2.21	42.7	2.33	54.3	1.83	109.7	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.5	0.95	4.3	1.00	4.4	0.97	4.3	1.00
Obstetrics	2.3	2.4	0.96	2.3	1.00	2.4	0.97	2.3	1.02
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.89	4.5	0.97	4.7	0.92	4.4	0.98
Surgical Operations									
Inpatient	2,566	989	2.59	1,038	2.47	1,120	2.29	2,494	1.03
Outpatient	5,989	4,208	1.42	4,019	1.49	5,321	1.13	5,731	1.05
Inpatient as % of All Surgeries	30.0%	19.0%	1.58	20.5%	1.46	17.4%	1.72	30.3%	0.99
Outpatient Visits									
Non-Emergency Visits	76,001	131,799	0.58	117,094	0.65	201,183	0.38	74,850	1.02
Emergency Visits	21,301	16,822	1.27	18,746	1.14	23,507	0.91	20,867	1.02
Full-Time Equivalents (FTEs)									
Administrators	69.6	17.5	3.98	14.2	4.91	18.1	3.84	77.6	0.90
Nurses, Licensed	297.1	232.9	1.28	188.0	1.58	312.2	0.95	307.8	0.97
Ancillary Nursing Personnel	52.7	42.6	1.24	37.4	1.41	44.9	1.17	59.2	0.89
All Other Personnel	585.4	453.0	1.29	333.2	1.76	592.5	0.99	587.7	1.00
Total FTEs	1,004.8	746.0	1.35	572.8	1.75	967.7	1.04	1,032.3	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.7	12.3	2.42	10.1	2.94	9.7	3.05	33.1	0.90
Nurses, Licensed	126.9	163.8	0.77	134.3	0.94	167.7	0.76	131.4	0.97
Ancillary Nursing Personnel	22.5	30.0	0.75	26.7	0.84	24.1	0.93	25.3	0.89
All Other Personnel	250.0	318.6	0.78	238.0	1.05	318.3	0.79	250.8	1.00
Total FTEs	429.1	524.6	0.82	409.2	1.05	519.9	0.83	440.6	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	156	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	8,384	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	733
Inpatient Days	36,235			Inpatient Days	0	Newborn Days	1,357

072 Froedtert Menomonee Falls Hospital
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	76	4,516	19,508	70.3%	53.4	4.3
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	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	777	1,804	27.5%	4.9	2.3
Psychiatric	1	0	666	3,417	0.0%	9.4	5.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	472	3,311	60.5%	9.1	7.0
Step-Down (Special Care)	1	39	1,916	7,898	55.5%	21.6	4.1
Neonatal Intensive/Intermediate Care	1	8	37	297	10.2%	0.8	8.0
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	69	1	69.6	Surgical Personnel	17	14	24.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	50	53.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	5	12.9
Dental Hygienists	0	0	0.0	Occupational Therapists	2	18	11.6
Registered Nurses	167	199	289.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	23	20.0
Licensed Practical Nurses	1	3	2.5	Physical Therapy Assistants/Aides	0	3	0.8
Ancillary Nursing Personnel	15	66	52.7	Recreational Therapists	0	1	0.5
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	4	6.1
Nurse Practitioners	2	1	2.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	3	1.2	Social Workers	11	9	14.9
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	91	125	156.6
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	114	126	182.3
Pharmacy Personnel	49	36	63.9				
Clinical Laboratory Personnel	19	6	23.7				
				Total	610	706	1,004.8

072 Froedtert Menomonee Falls Hospital

Menomonee Falls, WI 53051

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$518,890,712	58.2%	48.2%	1.21	53.0%	1.10	44.9%	1.30	57.0%	1.02	
Medical Assistance	\$87,230,956	9.8%	14.2%	0.69	11.4%	0.86	18.0%	0.54	10.1%	0.97	
Commercial	\$269,178,622	30.2%	32.4%	0.93	32.8%	0.92	32.5%	0.93	31.0%	0.97	
All Other	\$15,933,455	1.8%	5.2%	0.34	2.8%	0.64	4.6%	0.39	1.8%	0.97	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$418,093,021	46.9%	37.1%	1.27	43.5%	1.08	35.8%	1.31	45.5%	1.03	
Medical Assistance	\$71,930,418	8.1%	11.2%	0.72	9.4%	0.86	14.0%	0.58	8.3%	0.98	
Commercial	\$133,113,994	14.9%	14.9%	1.00	15.9%	0.94	13.9%	1.08	14.8%	1.01	
Charity Care	\$2,107,411	0.2%	0.7%	0.32	0.8%	0.29	0.5%	0.44	0.3%	0.78	
Bad Debt	\$10,106,271	1.1%	0.8%	1.34	0.9%	1.27	0.8%	1.37	0.6%	1.78	
All Other	\$10,564,840	1.2%	3.1%	0.38	1.8%	0.68	2.9%	0.41	1.2%	0.98	
Total Deductions	\$645,915,955	72.5%	67.9%	1.07	72.2%	1.00	67.9%	1.07	70.6%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.9%	6.4%	0.60	4.3%	0.90	6.1%	0.64	4.4%	0.89	
Net Gains/Losses as % of Net Income		119.2%	11.1%	10.77	N/A	N/A	10.0%	11.94	195.9%	0.61	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$117,145,495	46.8%	41.6%	1.13	38.8%	1.21	43.9%	1.07	49.3%	0.95	
Supplies & Services	\$120,651,495	48.2%	52.7%	0.92	53.3%	0.90	49.1%	0.98	45.4%	1.06	
Capital Component	\$12,393,702	5.0%	5.7%	0.86	7.9%	0.63	6.9%	0.72	5.3%	0.93	
Fiscal Statistics											
Operating Margin (%)		2.0%	6.4%	0.31	9.2%	0.21	7.1%	0.28	5.1%	0.38	
Total Hospital Net Income (%)		-11.6%	7.1%	N/A	8.1%	N/A	7.8%	N/A	-6.0%	1.95	
Return on Equity (%)		-21.6%	3.1%	N/A	4.9%	N/A	2.1%	N/A	-11.0%	1.96	
Current Ratio		2.8	2.9	0.97	12.4	0.22	2.2	1.26	2.2	1.26	
Days in Net Patient Accounts Receivable		40.1	85.9	0.47	50.4	0.80	119.9	0.33	46.2	0.87	
Average Payment Period		15.4	125.5	0.12	31.3	0.49	229.7	0.07	27.0	0.57	
Equity Financing (%)		90.5%	57.8%	1.57	85.9%	1.05	53.3%	1.70	79.0%	1.14	
Long-Term Debt to Equity Ratio		0.0	0.4	0.01	0.1	0.08	0.5	0.01	0.0	N/A	
Times Interest Earned		-13.2	12.0	N/A	8.8	N/A	9.1	N/A	-6.0	2.20	
Total Asset Turnover		2.1	0.4	4.94	0.6	3.46	0.3	7.93	2.1	1.03	
Average Age of Plant (Years)		19.6	19.6	1.00	11.9	1.64	25.3	0.78	17.9	1.10	
Increase (Decrease) Total Net Patient Revenue		-1.3%	3.9%	N/A	0.8%	N/A	4.1%	N/A	5.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)		56.7%	67.6%	0.84	68.7%	0.83	71.5%	0.79	53.1%	1.07	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$14,493	\$19,469	0.74	\$14,690	0.99	\$18,306	0.79	\$14,089	1.03	
Inpatient Net Revenue per Day		\$3,286	\$3,859	0.85	\$3,206	1.03	\$3,976	0.83	\$3,188	1.03	
Outpatient Net Revenue per Visit		\$1,376	\$875	1.57	\$746	1.84	\$752	1.83	\$1,316	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$891,233,745	Cash & Cash Equivalents	\$11,315	Current Liabilities	\$10,175,579
Less Deductions	\$645,915,955	Net Patient Receivables	\$26,939,101	Long-Term Debt	\$533,788
Net Patient Revenue	\$245,317,790	Other Receivables	\$180,316	Other Liabilities	\$805,633
Plus Other Revenue	\$9,882,304			Subtotal	\$11,515,000
Total Revenue	\$255,200,092	Land, Buildings & Equipment (Net)	\$82,966,776	Unrestricted Fund Balance	\$109,285,000
Less Expenses	\$250,190,692	Other Assets	\$10,702,492	Restricted Fund Balance	\$790,000
Non-Operating Gains/Losses	-\$31,043,400			Total Liabilities & Fund Balance	\$120,800,000
Net Income	-\$26,034,000	Total Assets	\$120,800,000		

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.8%	61.5%	0.63	56.8%	0.68	54.8%	0.71	50.7%	0.76
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	34.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.8%	61.6%	0.69	54.3%	0.79	59.6%	0.72	52.8%	0.81
Average Census (Patients)									
Adult Medical-Surgical	6.2	24.9	0.25	12.6	0.49	15.8	0.39	7.1	0.87
Obstetrics	0.0	5.0	N/A	2.6	N/A	2.9	N/A	1.3	0.00
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.6	44.9	0.19	18.5	0.46	29.6	0.29	9.5	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.5	0.75	4.3	0.79	4.2	0.82	3.2	1.06
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.3	N/A	2.1	0.00
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	0.73	4.4	0.80	4.4	0.81	3.2	1.12
Surgical Operations									
Inpatient	17	989	0.02	358	0.05	409	0.04	47	0.36
Outpatient	2,142	4,208	0.51	2,715	0.79	2,735	0.78	2,175	0.98
Inpatient as % of All Surgeries	0.8%	19.0%	0.04	11.6%	0.07	13.0%	0.06	2.1%	0.37
Outpatient Visits									
Non-Emergency Visits	119,717	131,799	0.91	80,185	1.49	92,528	1.29	113,892	1.05
Emergency Visits	14,249	16,822	0.85	8,854	1.61	17,976	0.79	13,631	1.05
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	10.4	0.10	12.7	0.08	1.0	1.00
Nurses, Licensed	126.5	232.9	0.54	132.4	0.96	137.2	0.92	131.3	0.96
Ancillary Nursing Personnel	18.6	42.6	0.44	20.9	0.89	29.9	0.62	16.8	1.11
All Other Personnel	288.1	453.0	0.64	273.9	1.05	239.1	1.20	171.6	1.68
Total FTEs	434.2	746.0	0.58	437.6	0.99	418.9	1.04	320.8	1.35
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.1	12.3	0.09	13.2	0.08	10.9	0.10	1.1	0.94
Nurses, Licensed	135.0	163.8	0.82	167.9	0.80	117.7	1.15	149.2	0.90
Ancillary Nursing Personnel	19.9	30.0	0.66	26.5	0.75	25.6	0.78	19.1	1.04
All Other Personnel	307.5	318.6	0.97	347.5	0.88	205.0	1.50	194.9	1.58
Total FTEs	463.4	524.6	0.88	555.1	0.83	359.2	1.29	364.4	1.27

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	20	Health Maintenance Organization (HMO)	Yes	Average Beds Used	5	Bassinets	0
Discharges	883	Preferred Provider Organization (PPO)	Yes	Discharges	184	Total Births	0
Inpatient Days	3,125			Inpatient Days	1,917	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	662	2,263	38.8%	6.2	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	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)	1	4	221	862	59.0%	2.4	3.9
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	0	9	5.9
Physicians & Dentists	29	15	35.4	Radiological Services Personnel	10	21	19.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	13	7.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.1
Registered Nurses	27	108	90.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	6	11.4
Licensed Practical Nurses	7	22	22.4	Physical Therapy Assistants/Aides	1	5	4.2
Ancillary Nursing Personnel	3	28	18.6	Recreational Therapists	0	0	0.0
Physician Assistants	6	7	10.2	Dietitians & Nutritionists	0	4	1.7
Nurse Practitioners	7	11	11.7	Psychologists	0	1	0.8
Certified Registered Nurse Anesthetists	1	2	2.0	Social Workers	3	3	4.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	46	23	59.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	66	17	78.1
Pharmacy Personnel	6	20	11.4				
Clinical Laboratory Personnel	16	3	17.7				
				Total	247	338	434.2

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$148,541,475	52.6%	48.2%	1.09	51.7%	1.02	51.3%	1.02	50.1%	1.05
Medical Assistance	\$33,908,842	12.0%	14.2%	0.85	12.2%	0.99	15.3%	0.78	13.1%	0.92
Commercial	\$89,563,257	31.7%	32.4%	0.98	31.5%	1.01	29.5%	1.07	33.6%	0.95
All Other	\$10,287,287	3.6%	5.2%	0.70	4.7%	0.78	3.8%	0.96	3.3%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$96,785,533	34.3%	37.1%	0.92	34.8%	0.98	39.7%	0.86	31.8%	1.08
Medical Assistance	\$23,700,119	8.4%	11.2%	0.75	8.8%	0.95	12.1%	0.69	9.0%	0.93
Commercial	\$22,088,512	7.8%	14.9%	0.52	10.5%	0.75	13.1%	0.60	8.4%	0.93
Charity Care	\$2,019,921	0.7%	0.7%	0.98	0.4%	1.90	0.8%	0.88	0.8%	0.92
Bad Debt	\$5,206,848	1.8%	0.8%	2.18	1.1%	1.62	1.2%	1.55	1.3%	1.45
All Other	\$4,987,366	1.8%	3.1%	0.56	3.0%	0.58	2.2%	0.79	1.5%	1.19
Total Deductions	\$154,788,299	54.8%	67.9%	0.81	58.7%	0.93	69.2%	0.79	52.7%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	6.4%	0.60	4.2%	0.92	3.8%	1.01	3.4%	1.12
Net Gains/Losses as % of Net Income		1.8%	11.1%	0.16	33.8%	0.05	15.2%	0.12	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,885,721	50.0%	41.6%	1.20	48.8%	1.02	40.1%	1.25	49.5%	1.01
Supplies & Services	\$47,599,868	46.7%	52.7%	0.89	46.5%	1.00	54.4%	0.86	47.1%	0.99
Capital Component	\$3,337,025	3.3%	5.7%	0.57	4.7%	0.70	5.5%	0.60	3.4%	0.97
Fiscal Statistics										
Operating Margin (%)		23.2%	6.4%	3.65	4.9%	4.76	5.0%	4.67	19.4%	1.20
Total Hospital Net Income (%)		23.5%	7.1%	3.32	7.2%	3.28	5.8%	4.05	19.0%	1.24
Return on Equity (%)		31.0%	3.1%	10.14	1.3%	23.76	2.3%	13.40	26.9%	1.15
Current Ratio		83.3	2.9	29.00	1.1	73.96	2.8	29.76	13.6	6.12
Days in Net Patient Accounts Receivable		42.7	85.9	0.50	210.1	0.20	86.5	0.49	50.3	0.85
Average Payment Period		3.0	125.5	0.02	460.7	0.01	128.9	0.02	14.8	0.20
Equity Financing (%)		80.2%	57.8%	1.39	38.6%	2.08	62.5%	1.28	82.0%	0.98
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.9	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		16,083.7	12.0	1,336.6	22.9	700.85	12.9	1,243.8	1,815.9	8.86
Total Asset Turnover		1.3	0.4	3.07	0.2	7.40	0.4	3.33	1.4	0.92
Average Age of Plant (Years)		15.5	19.6	0.79	56.0	0.28	21.5	0.72	14.8	1.05
Increase (Decrease) Total Net Patient Revenue		3.3%	3.9%	0.84	7.4%	0.45	0.2%	17.34	-2.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.8%	67.6%	1.34	76.6%	1.19	74.2%	1.22	89.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,163		\$19,469	0.93	\$17,024	1.07	\$12,524	1.45	\$16,119	1.13
Inpatient Net Revenue per Day	\$3,609		\$3,859	0.94	\$3,633	0.99	\$2,770	1.30	\$3,566	1.01
Outpatient Net Revenue per Visit	\$844		\$875	0.96	\$979	0.86	\$766	1.10	\$833	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$282,300,861	Cash & Cash Equivalents	\$2,228	Current Liabilities	\$802,638
Less Deductions	\$154,788,299	Net Patient Receivables	\$14,905,301	Long-Term Debt	\$0
Net Patient Revenue	\$127,512,562	Other Receivables	\$361,920	Other Liabilities	\$19,189,628
Plus Other Revenue	\$5,107,163			Subtotal	\$19,992,266
Total Revenue	\$132,619,725	Land, Buildings & Equipment (Net)	\$25,051,415	Unrestricted Fund Balance	\$81,125,404
Less Expenses	\$101,822,614	Other Assets	\$60,796,806	Restricted Fund Balance	\$2,722,490
Non-Operating Gains/Losses	\$564,064			Total Liabilities & Fund Balance	\$101,117,670
Net Income	\$31,361,175	Total Assets	\$101,117,670		

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.6%	61.5%	1.28	63.8%	1.23	54.8%	1.44	94.0%	0.84
Obstetrics	36.5%	41.1%	0.89	44.7%	0.05	34.5%	1.06	46.9%	0.78
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	74.2%	61.6%	1.20	63.4%	1.17	59.6%	1.25	77.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	25.2	24.9	1.01	22.9	1.10	15.8	1.59	30.1	0.84
Obstetrics	2.2	5.0	0.44	5.1	0.43	2.9	0.75	2.8	0.78
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	54.9	44.9	1.22	42.7	1.29	29.6	1.85	58.8	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	5.4	4.5	1.19	4.3	1.25	4.2	1.30	4.9	1.10
Obstetrics	2.3	2.4	0.96	2.3	1.00	2.3	1.01	2.4	0.99
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.2	4.9	1.08	4.5	1.17	4.4	1.20	5.2	1.02
Surgical Operations									
Inpatient	684	989	0.69	1,038	0.66	409	1.67	817	0.84
Outpatient	4,009	4,208	0.95	4,019	1.00	2,735	1.47	3,925	1.02
Inpatient as % of All Surgeries	14.6%	19.0%	0.77	20.5%	0.71	13.0%	1.12	17.2%	0.85
Outpatient Visits									
Non-Emergency Visits	201,261	131,799	1.53	117,094	1.72	92,528	2.18	236,979	0.85
Emergency Visits	13,624	16,822	0.81	18,746	0.73	17,976	0.76	14,703	0.93
Full-Time Equivalents (FTEs)									
Administrators	10.6	17.5	0.61	14.2	0.75	12.7	0.84	11.6	0.91
Nurses, Licensed	148.3	232.9	0.64	188.0	0.79	137.2	1.08	151.7	0.98
Ancillary Nursing Personnel	29.0	42.6	0.68	37.4	0.78	29.9	0.97	3.7	7.76
All Other Personnel	262.4	453.0	0.58	333.2	0.79	239.1	1.10	281.2	0.93
Total FTEs	450.4	746.0	0.60	572.8	0.79	418.9	1.08	448.2	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.0	12.3	0.49	10.1	0.59	10.9	0.55	7.0	0.86
Nurses, Licensed	83.8	163.8	0.51	134.3	0.62	117.7	0.71	91.0	0.92
Ancillary Nursing Personnel	16.4	30.0	0.55	26.7	0.61	25.6	0.64	2.2	7.31
All Other Personnel	148.3	318.6	0.47	238.0	0.62	205.0	0.72	168.7	0.88
Total FTEs	254.5	524.6	0.49	409.2	0.62	359.2	0.71	268.9	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	74	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	3
Discharges	3,821	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	320
Inpatient Days	20,046			Inpatient Days	0	Newborn Days	606

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,700	9,183	78.6%	25.2	5.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	6	342	799	36.5%	2.2	2.3
Psychiatric	1	12	657	3,171	72.4%	8.7	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	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	1,122	6,893	78.7%	18.9	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	10	2	10.6	Surgical Personnel	19	13	24.1
Physicians & Dentists	19	8	24.2	Radiological Services Personnel	23	19	33.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	8	8.5
Dental Hygienists	0	0	0.0	Occupational Therapists	3	9	4.9
Registered Nurses	100	99	139.2	Occupational Therapy Assistants/Aides	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	7	3.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	2	1.0
Ancillary Nursing Personnel	21	34	29.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	8	9.2	Psychologists	0	1	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	5	7.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	39	16	41.4
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	41	16	48.6
Pharmacy Personnel	16	4	18.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	357	259	450.4

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$290,303,884	57.2%	48.2%	1.19	53.0%	1.08	51.3%	1.11	58.4%	0.98
Medical Assistance	\$42,404,761	8.4%	14.2%	0.59	11.4%	0.74	15.3%	0.55	7.1%	1.17
Commercial	\$167,840,633	33.1%	32.4%	1.02	32.8%	1.01	29.5%	1.12	32.8%	1.01
All Other	\$6,602,230	1.3%	5.2%	0.25	2.8%	0.47	3.8%	0.34	1.7%	0.78
Deductions as % of Total Gross Patient Revenue										
Medicare	\$240,769,953	47.5%	37.1%	1.28	43.5%	1.09	39.7%	1.20	47.7%	1.00
Medical Assistance	\$37,573,796	7.4%	11.2%	0.66	9.4%	0.79	12.1%	0.61	6.1%	1.21
Commercial	\$92,248,727	18.2%	14.9%	1.22	15.9%	1.15	13.1%	1.39	17.7%	1.03
Charity Care	\$2,476,367	0.5%	0.7%	0.67	0.8%	0.59	0.8%	0.60	0.6%	0.83
Bad Debt	\$3,905,205	0.8%	0.8%	0.91	0.9%	0.86	1.2%	0.65	1.0%	0.78
All Other	\$4,211,720	0.8%	3.1%	0.27	1.8%	0.47	2.2%	0.37	0.9%	0.90
Total Deductions	\$381,185,768	75.2%	67.9%	1.11	72.2%	1.04	69.2%	1.09	74.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	6.4%	0.11	4.3%	0.17	3.8%	0.19	0.8%	0.94
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	N/A	N/A	15.2%	N/A	24.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,764,569	31.8%	41.6%	0.76	38.8%	0.82	40.1%	0.79	34.0%	0.94
Supplies & Services	\$78,288,429	62.6%	52.7%	1.19	53.3%	1.17	54.4%	1.15	59.9%	1.04
Capital Component	\$7,032,360	5.6%	5.7%	0.98	7.9%	0.71	5.5%	1.02	6.1%	0.92
Fiscal Statistics										
Operating Margin (%)		1.4%	6.4%	0.22	9.2%	0.15	5.0%	0.28	7.7%	0.18
Total Hospital Net Income (%)		1.4%	7.1%	0.20	8.1%	0.17	5.8%	0.24	10.0%	0.14
Return on Equity (%)		1.7%	3.1%	0.55	4.9%	0.34	2.3%	0.73	11.5%	0.15
Current Ratio		3.8	2.9	1.32	12.4	0.31	2.8	1.35	4.2	0.90
Days in Net Patient Accounts Receivable		56.2	85.9	0.65	50.4	1.12	86.5	0.65	78.0	0.72
Average Payment Period		29.3	125.5	0.23	31.3	0.94	128.9	0.23	34.1	0.86
Equity Financing (%)		75.9%	57.8%	1.31	85.9%	0.88	62.5%	1.21	76.7%	0.99
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	8.8	N/A	12.9	N/A	0.0	N/A
Total Asset Turnover		1.2	0.4	2.80	0.6	1.96	0.4	3.03	1.1	1.06
Average Age of Plant (Years)		21.0	19.6	1.07	11.9	1.76	21.5	0.98	19.8	1.06
Increase (Decrease) Total Net Patient Revenue		-6.4%	3.9%	N/A	0.8%	N/A	0.2%	N/A	4.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.3%	67.6%	1.01	68.7%	0.99	74.2%	0.92	65.2%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,837	\$19,469	0.56	\$14,690	0.74	\$12,524	0.87	\$12,304	0.88
Inpatient Net Revenue per Day		\$2,022	\$3,859	0.52	\$3,206	0.63	\$2,770	0.73	\$2,420	0.84
Outpatient Net Revenue per Visit		\$412	\$875	0.47	\$746	0.55	\$766	0.54	\$352	1.17

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$507,151,508	Cash & Cash Equivalents	\$81,729	Current Liabilities	\$9,553,453
Less Deductions	\$381,185,768	Net Patient Receivables	\$19,389,345	Long-Term Debt	\$0
Net Patient Revenue	\$125,965,740	Other Receivables	\$146,073	Other Liabilities	\$16,085,934
Plus Other Revenue	\$917,583			Subtotal	\$25,639,387
Total Revenue	\$126,883,323	Land, Buildings & Equipment (Net)	\$68,489,555	Unrestricted Fund Balance	\$80,560,169
Less Expenses	\$125,085,358	Other Assets	\$18,092,854	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,798			Total Liabilities & Fund Balance	\$106,199,556
Net Income	\$1,794,167	Total Assets	\$106,199,556		

333 Froedtert Community Hospital - Mequon
 11421 N Port Washington Rd
 Mequon, WI 53092

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

County: Ozaukee
 Analysis Area: Southeastern (2A)
 Volume Group: 1

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.4%	61.5%	0.23	63.8%	0.23	13.7%	1.05	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	14.4%	61.6%	0.23	63.4%	0.23	19.0%	0.76	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	0.6	24.9	0.02	22.9	0.03	1.7	0.34	0.0	N/A
Obstetrics	0.0	5.0	N/A	5.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	0.6	44.9	0.01	42.7	0.01	2.5	0.23	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	2.4	4.5	0.52	4.3	0.54	3.5	0.68	0.0	N/A
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	3.2	N/A	0.0	N/A
Total Hospital	2.4	4.9	0.49	4.5	0.53	4.4	0.53	0.0	N/A
Surgical Operations									
Inpatient	0	989	N/A	1,038	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	4,019	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	2,524	131,799	0.02	117,094	0.02	15,186	0.17	0	N/A
Emergency Visits	5,857	16,822	0.35	18,746	0.31	3,910	1.50	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	14.2	0.07	1.9	0.53	0.0	N/A
Nurses, Licensed	8.1	232.9	0.03	188.0	0.04	31.3	0.26	0.0	N/A
Ancillary Nursing Personnel	0.0	42.6	N/A	37.4	N/A	6.3	N/A	0.0	N/A
All Other Personnel	12.3	453.0	0.03	333.2	0.04	60.7	0.20	0.0	N/A
Total FTEs	21.4	746.0	0.03	572.8	0.04	100.2	0.21	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	12.3	0.75	10.1	0.91	12.8	0.71	0.0	N/A
Nurses, Licensed	74.4	163.8	0.45	134.3	0.55	213.7	0.35	0.0	N/A
Ancillary Nursing Personnel	0.0	30.0	N/A	26.7	N/A	43.1	N/A	0.0	N/A
All Other Personnel	112.5	318.6	0.35	238.0	0.47	414.9	0.27	0.0	N/A
Total FTEs	196.1	524.6	0.37	409.2	0.48	684.6	0.29	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	4	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	89	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	210			Inpatient Days	0	Newborn Days	0

333 Froedtert Community Hospital - Mequon
 Mequon, WI 53092

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	89	210	14.4%	0.6	2.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	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	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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	2	3.6
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	7	4	8.1	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	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	4	4.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	4	2	4.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	18	12	21.4

333 Froedtert Community Hospital - Mequon

Mequon, WI 53092

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$10,287,134	38.6%	48.2%	0.80	53.0%	0.73	44.4%	0.87	0.0%	N/A
Medical Assistance	\$4,199,182	15.7%	14.2%	1.11	11.4%	1.39	14.1%	1.11	0.0%	N/A
Commercial	\$11,510,602	43.2%	32.4%	1.33	32.8%	1.31	37.2%	1.16	0.0%	N/A
All Other	\$668,321	2.5%	5.2%	0.48	2.8%	0.90	4.3%	0.59	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,617,025	32.3%	37.1%	0.87	43.5%	0.74	25.2%	1.28	0.0%	N/A
Medical Assistance	\$3,811,298	14.3%	11.2%	1.28	9.4%	1.53	10.0%	1.43	0.0%	N/A
Commercial	\$5,884,061	22.1%	14.9%	1.48	15.9%	1.39	12.1%	1.83	0.0%	N/A
Charity Care	\$93,340	0.4%	0.7%	0.48	0.8%	0.43	0.3%	1.05	0.0%	N/A
Bad Debt	\$521,875	2.0%	0.8%	2.31	0.9%	2.18	0.8%	2.35	0.0%	N/A
All Other	\$323,509	1.2%	3.1%	0.39	1.8%	0.69	3.5%	0.35	0.0%	N/A
Total Deductions	\$19,251,108	72.2%	67.9%	1.06	72.2%	1.00	51.9%	1.39	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	6.4%	N/A		4.3%	N/A	3.9%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		N/A	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$2,864,481	41.4%	41.6%	1.00	38.8%	1.07	47.1%	0.88	0.0%	N/A
Supplies & Services	\$3,465,951	50.2%	52.7%	0.95	53.3%	0.94	43.9%	1.14	0.0%	N/A
Capital Component	\$580,699	8.4%	5.7%	1.46	7.9%	1.06	9.0%	0.94	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	6.8%	6.4%	1.07		9.2%	0.74	7.7%	0.88	0.0%	N/A
Total Hospital Net Income (%)	6.8%	7.1%	0.96		8.1%	0.83	8.1%	0.83	0.0%	N/A
Return on Equity (%)	3.3%	3.1%	1.06		4.9%	0.66	8.5%	0.38	0.0%	N/A
Current Ratio	6.1	2.9	2.11		12.4	0.49	2.4	2.52	0.0	N/A
Days in Net Patient Accounts Receivable	64.7	85.9	0.75		50.4	1.28	60.0	1.08	0.0	N/A
Average Payment Period	13.1	125.5	0.10		31.3	0.42	45.4	0.29	0.0	N/A
Equity Financing (%)	98.5%	57.8%	1.71		85.9%	1.15	37.9%	2.60	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	1.0	N/A	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		8.8	N/A	7.3	N/A	0.0	N/A
Total Asset Turnover	0.5	0.4	1.12		0.6	0.79	1.0	0.46	0.0	N/A
Average Age of Plant (Years)	3.1	19.6	0.16		11.9	0.26	5.6	0.54	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	0.0%	3.9%	N/A		0.8%	N/A	7.6%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	94.5%	67.6%	1.40		68.7%	1.37	83.4%	1.13	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,081	\$19,469	0.47		\$14,690	0.62	\$20,257	0.45	\$0	N/A
Inpatient Net Revenue per Day	\$3,690	\$3,859	0.96		\$3,206	1.15	\$3,306	1.12	\$0	N/A
Outpatient Net Revenue per Visit	\$850	\$875	0.97		\$746	1.14	\$992	0.86	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,665,239	Cash & Cash Equivalents	\$0	Current Liabilities	\$226,420
Less Deductions	\$19,251,108	Net Patient Receivables	\$1,313,607	Long-Term Debt	\$0
Net Patient Revenue	\$7,414,131	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$226,420
Total Revenue	\$7,414,131	Land, Buildings & Equipment (Net)	\$14,067,794	Unrestricted Fund Balance	\$15,217,021
Less Expenses	\$6,911,131	Other Assets	\$62,040	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$15,443,441
Net Income	\$503,000	Total Assets	\$15,443,441		

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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	35.2%	61.5%	0.57	56.9%	0.62	19.5%	1.81	16.9%	2.08	
Obstetrics	0.0%	41.1%	N/A	33.7%	N/A	12.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	35.2%	61.6%	0.57	51.1%	0.69	19.6%	1.79	16.9%	2.08	
Average Census (Patients)										
Adult Medical-Surgical	4.2	24.9	0.17	14.9	0.28	2.6	1.63	4.7	0.89	
Obstetrics	0.0	5.0	N/A	3.0	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.0	N/A	0.0	N/A	
Total Hospital	4.2	44.9	0.09	28.6	0.15	2.9	1.46	4.7	0.89	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.8	4.5	0.83	4.7	0.81	3.6	1.04	4.6	0.83	
Obstetrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	4.1	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.8	4.9	0.78	4.1	0.91	3.2	1.17	5.0	0.76	
Surgical Operations										
Inpatient	5	989	0.01	1,050	0.00	169	0.03	3	1.67	
Outpatient	348	4,208	0.08	4,075	0.09	1,744	0.20	262	1.33	
Inpatient as % of All Surgeries	1.4%	19.0%	0.07	20.5%	0.07	8.9%	0.16	1.1%	1.25	
Outpatient Visits										
Non-Emergency Visits	9,302	131,799	0.07	89,194	0.10	28,500	0.33	3,161	2.94	
Emergency Visits	6,228	16,822	0.37	12,167	0.51	5,439	1.15	10,725	0.58	
Full-Time Equivalents (FTEs)										
Administrators	11.0	17.5	0.63	21.2	0.52	5.9	1.87	8.8	1.26	
Nurses, Licensed	45.8	232.9	0.20	219.5	0.21	39.4	1.16	21.7	2.11	
Ancillary Nursing Personnel	15.8	42.6	0.37	62.9	0.25	6.0	2.63	3.5	4.50	
All Other Personnel	72.3	453.0	0.16	424.5	0.17	78.1	0.92	38.8	1.86	
Total FTEs	144.8	746.0	0.19	728.1	0.20	129.4	1.12	72.7	1.99	
FTEs per 100 Patient Census (Adjusted)										
Administrators	42.6	12.3	3.46	16.3	2.62	29.9	1.43	32.7	1.30	
Nurses, Licensed	177.2	163.8	1.08	168.3	1.05	199.9	0.89	81.1	2.18	
Ancillary Nursing Personnel	61.0	30.0	2.04	48.2	1.27	30.4	2.01	13.1	4.66	
All Other Personnel	279.8	318.6	0.88	325.5	0.86	396.6	0.71	144.9	1.93	
Total FTEs	560.5	524.6	1.07	558.3	1.00	656.8	0.85	271.8	2.06	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	12	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	407	Preferred Provider Organization (PPO)	Yes	Discharges	42	Total Births	0
Inpatient Days	1,542			Inpatient Days	337	Newborn Days	0

074 Aspirus Merrill Hospital
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	408	1,542	35.2%	4.2	3.8
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	4	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	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	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	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	11	0	11.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	6	13.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	2.3
Registered Nurses	28	14	45.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	3.3
Licensed Practical Nurses	0	1	0.3	Physical Therapy Assistants/Aides	0	1	0.8
Ancillary Nursing Personnel	10	9	15.8	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	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	1	4.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	8	23.3
Pharmacy Personnel	3	1	4.1				
Clinical Laboratory Personnel	8	3	8.0				
				Total	99	50	144.8

074 Aspirus Merrill Hospital

Merrill, WI 54452

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$28,114,425	47.2%	48.2%	0.98	51.9%	0.91	47.8%	0.99	46.9%	1.01	
Medical Assistance	\$10,953,270	18.4%	14.2%	1.29	13.6%	1.35	12.9%	1.43	19.1%	0.96	
Commercial	\$16,815,674	28.2%	32.4%	0.87	28.8%	0.98	35.2%	0.80	28.3%	1.00	
All Other	\$3,698,942	6.2%	5.2%	1.19	5.7%	1.09	4.2%	1.48	5.8%	1.08	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$16,048,141	26.9%	37.1%	0.73	38.3%	0.70	28.9%	0.93	26.7%	1.01	
Medical Assistance	\$8,135,419	13.7%	11.2%	1.22	10.8%	1.27	8.0%	1.70	12.2%	1.12	
Commercial	\$4,883,073	8.2%	14.9%	0.55	10.2%	0.81	13.7%	0.60	16.1%	0.51	
Charity Care	\$707,875	1.2%	0.7%	1.63	0.5%	2.47	0.6%	2.10	1.7%	0.71	
Bad Debt	\$296,643	0.5%	0.8%	0.59	0.7%	0.75	0.8%	0.60	2.0%	0.25	
All Other	\$2,773,742	4.7%	3.1%	1.49	3.7%	1.25	5.2%	0.89	2.8%	1.65	
Total Deductions	\$32,844,893	55.1%	67.9%	0.81	64.1%	0.86	57.3%	0.96	61.5%	0.90	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.7%	6.4%	0.11	3.3%	0.21	2.9%	0.24	3.3%	0.21	
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	43.0%	N/A	7.9%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$10,673,985	45.9%	41.6%	1.10	38.8%	1.18	41.9%	1.10	43.4%	1.06	
Supplies & Services	\$10,812,539	46.5%	52.7%	0.88	56.2%	0.83	51.7%	0.90	49.0%	0.95	
Capital Component	\$1,758,964	7.6%	5.7%	1.32	4.9%	1.54	6.4%	1.18	7.6%	0.99	
Fiscal Statistics											
Operating Margin (%)		13.7%	6.4%	2.15	1.4%	9.56	12.9%	1.06	-26.5%	N/A	
Total Hospital Net Income (%)		13.6%	7.1%	1.92	2.5%	5.50	13.9%	0.99	-26.4%	N/A	
Return on Equity (%)		28.3%	3.1%	9.24	0.6%	50.97	1.2%	24.13	-39.8%	N/A	
Current Ratio		1.0	2.9	0.34	1.0	0.94	1.0	0.98	2.5	0.39	
Days in Net Patient Accounts Receivable		50.1	85.9	0.58	174.2	0.29	442.3	0.11	74.9	0.67	
Average Payment Period		66.5	125.5	0.53	378.0	0.18	1183.6	0.06	25.6	2.60	
Equity Financing (%)		21.1%	57.8%	0.37	34.7%	0.61	33.2%	0.64	36.4%	0.58	
Long-Term Debt to Equity Ratio		2.0	0.4	5.22	1.1	1.80	1.2	1.77	1.3	1.54	
Times Interest Earned		22.7	12.0	1.89	5.7	3.99	46.5	0.49	-38.9	N/A	
Total Asset Turnover		2.1	0.4	4.85	0.2	9.37	0.1	24.77	1.5	1.38	
Average Age of Plant (Years)		1.9	19.6	0.10	39.8	0.05	99.6	0.02	1.0	1.96	
Increase (Decrease) Total Net Patient Revenue		32.5%	3.9%	8.25	3.0%	10.75	20.1%	1.62	0.9%	35.22	
Outpatient Gross Revenue (% of Total GPR)		82.1%	67.6%	1.22	73.4%	1.12	85.5%	0.96	83.8%	0.98	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$9,615	\$19,469	0.49	\$16,243	0.59	\$16,973	0.57	\$12,287	0.78	
Inpatient Net Revenue per Day		\$1,994	\$3,859	0.52	\$3,215	0.62	\$3,576	0.56	\$2,581	0.77	
Outpatient Net Revenue per Visit		\$1,458	\$875	1.67	\$1,234	1.18	\$948	1.54	\$966	1.51	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$59,582,313	Cash & Cash Equivalents	\$1,076	Current Liabilities	\$3,960,775
Less Deductions	\$32,844,893	Net Patient Receivables	\$3,669,665	Long-Term Debt	\$5,610,042
Net Patient Revenue	\$26,737,420	Other Receivables	\$0	Other Liabilities	\$683,564
Plus Other Revenue	\$188,416			Subtotal	\$10,254,381
Total Revenue	\$26,925,835	Land, Buildings & Equipment (Net)	\$9,088,630		
Less Expenses	\$23,245,488	Other Assets	\$238,845	Unrestricted Fund Balance	\$2,743,835
Non-Operating Gains/Losses	-\$5,892			Restricted Fund Balance	\$0
Net Income	\$3,674,455	Total Assets	\$12,998,216	Total Liabilities & Fund Balance	\$12,998,216

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	136.9%	61.5%	2.23	76.0%	1.80	75.8%	1.81	59.9%	2.29
Obstetrics	52.9%	41.1%	1.29	50.2%	0.31	51.5%	1.03	55.2%	0.96
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	104.3%	61.6%	1.69	76.0%	1.37	70.4%	1.48	62.8%	1.66
Average Census (Patients)									
Adult Medical-Surgical	105.4	24.9	4.23	84.6	1.25	100.5	1.05	125.7	0.84
Obstetrics	15.3	5.0	3.06	19.6	0.78	13.4	1.15	18.2	0.84
Pediatrics	0.0	1.7	N/A	9.0	N/A	4.8	N/A	0.0	N/A
Total Hospital	162.7	44.9	3.62	130.7	1.25	190.9	0.85	194.0	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	6.6	4.5	1.45	5.4	1.21	4.8	1.36	6.9	0.95
Obstetrics	2.5	2.4	1.02	2.6	0.94	2.5	0.98	2.5	0.98
Pediatrics	0.0	3.8	N/A	3.4	N/A	4.2	N/A	0.0	N/A
Total Hospital	6.3	4.9	1.30	6.0	1.05	5.2	1.21	6.5	0.97
Surgical Operations									
Inpatient	2,060	989	2.08	2,630	0.78	3,644	0.57	2,093	0.98
Outpatient	2,733	4,208	0.65	5,126	0.53	11,922	0.23	3,416	0.80
Inpatient as % of All Surgeries	43.0%	19.0%	2.26	33.9%	1.27	23.4%	1.84	38.0%	1.13
Outpatient Visits									
Non-Emergency Visits	649,938	131,799	4.93	218,170	2.98	419,931	1.55	664,204	0.98
Emergency Visits	45,115	16,822	2.68	34,394	1.31	42,605	1.06	43,707	1.03
Full-Time Equivalents (FTEs)									
Administrators	89.4	17.5	5.11	42.7	2.09	59.1	1.51	105.9	0.84
Nurses, Licensed	512.8	232.9	2.20	550.7	0.93	886.0	0.58	565.1	0.91
Ancillary Nursing Personnel	84.0	42.6	1.97	120.2	0.70	175.9	0.48	27.8	3.02
All Other Personnel	964.6	453.0	2.13	947.6	1.02	1,728.4	0.56	1,084.0	0.89
Total FTEs	1,650.7	746.0	2.21	1,661.2	0.99	2,849.5	0.58	1,782.8	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.0	12.3	1.95	14.4	1.67	11.2	2.14	26.6	0.90
Nurses, Licensed	137.7	163.8	0.84	185.1	0.74	167.8	0.82	141.8	0.97
Ancillary Nursing Personnel	22.6	30.0	0.75	40.4	0.56	33.3	0.68	7.0	3.23
All Other Personnel	259.0	318.6	0.81	318.5	0.81	327.4	0.79	272.1	0.95
Total FTEs	443.2	524.6	0.84	558.3	0.79	539.8	0.82	447.5	0.99

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	15
Discharges	9,447	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,099
Inpatient Days	59,380			Inpatient Days	0	Newborn Days	3,521

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	5,832	38,471	136.9%	105.4	6.6
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	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	29	2,274	5,599	52.9%	15.3	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	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	36	1,062	11,635	88.5%	31.9	11.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	14	279	3,675	71.9%	10.1	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	86	16	89.4	Surgical Personnel	27	10	29.2
Physicians & Dentists	118	25	131.4	Radiological Services Personnel	58	26	59.6
Medical & Dental Residents	9	0	9.0	Respiratory Therapists	23	14	28.1
Dental Hygienists	2	15	14.6	Occupational Therapists	7	9	8.9
Registered Nurses	382	268	472.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	8	10.4
Licensed Practical Nurses	7	2	8.3	Physical Therapy Assistants/Aides	1	5	2.3
Ancillary Nursing Personnel	56	153	84.0	Recreational Therapists	0	0	0.0
Physician Assistants	28	4	30.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	26	11	32.5	Psychologists	4	1	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	17	6	19.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	161	42	171.5
Health Info Mgmt-Administrators/Technicians	9	1	9.8	All Other Personnel	191	57	217.4
Pharmacy Personnel	54	15	57.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	1,422	716	1,650.7

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$788,155,215	50.2%	48.2%	1.04	47.5%	1.06	48.7%	1.03	49.0%	1.02
Medical Assistance	\$360,489,811	22.9%	14.2%	1.62	20.6%	1.11	13.0%	1.77	23.7%	0.97
Commercial	\$391,965,621	25.0%	32.4%	0.77	29.1%	0.86	32.4%	0.77	25.0%	1.00
All Other	\$30,234,836	1.9%	5.2%	0.37	2.7%	0.70	5.9%	0.33	2.3%	0.83
Deductions as % of Total Gross Patient Revenue										
Medicare	\$627,817,067	40.0%	37.1%	1.08	38.0%	1.05	38.0%	1.05	38.7%	1.03
Medical Assistance	\$281,154,455	17.9%	11.2%	1.60	16.0%	1.12	10.4%	1.71	18.4%	0.98
Commercial	\$217,696,747	13.9%	14.9%	0.93	14.2%	0.97	15.8%	0.88	13.5%	1.03
Charity Care	\$16,026,608	1.0%	0.7%	1.40	1.0%	1.07	0.8%	1.27	1.5%	0.69
Bad Debt	\$19,596,356	1.2%	0.8%	1.47	0.8%	1.64	0.8%	1.61	1.5%	0.81
All Other	\$10,663,325	0.7%	3.1%	0.22	1.4%	0.48	3.4%	0.20	0.5%	1.25
Total Deductions	\$1,172,954,558	74.7%	67.9%	1.10	71.4%	1.05	69.2%	1.08	74.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.3%	6.4%	1.76	9.2%	1.23	7.4%	1.54	7.6%	1.49
Net Gains/Losses as % of Net Income		95.6%	11.1%	8.64	N/A	N/A	7.6%	12.64	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$122,580,339	26.8%	41.6%	0.64	33.3%	0.80	40.0%	0.67	30.3%	0.88
Supplies & Services	\$302,379,867	66.1%	52.7%	1.25	61.4%	1.08	54.9%	1.20	62.2%	1.06
Capital Component	\$32,793,762	7.2%	5.7%	1.25	5.3%	1.36	5.1%	1.41	7.5%	0.95
Fiscal Statistics										
Operating Margin (%)		-2.1%	6.4%	N/A	9.2%	N/A	5.8%	N/A	-7.8%	0.27
Total Hospital Net Income (%)		-85.3%	7.1%	N/A	5.8%	N/A	6.3%	N/A	-7.4%	11.52
Return on Equity (%)		-67.1%	3.1%	N/A	4.0%	N/A	4.7%	N/A	-6.0%	11.13
Current Ratio		4.9	2.9	1.72	13.4	0.37	5.7	0.87	3.0	1.64
Days in Net Patient Accounts Receivable		52.1	85.9	0.61	55.9	0.93	57.7	0.90	61.3	0.85
Average Payment Period		27.9	125.5	0.22	25.4	1.10	46.2	0.60	40.8	0.68
Equity Financing (%)		65.9%	57.8%	1.14	88.1%	0.75	72.7%	0.91	76.6%	0.86
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.8	N/A	12.2	N/A	1,442,466.0	N/A
Total Asset Turnover		1.4	0.4	3.34	0.7	1.98	0.7	1.93	0.8	1.76
Average Age of Plant (Years)		14.8	19.6	0.75	13.4	1.10	13.4	1.10	14.1	1.04
Increase (Decrease) Total Net Patient Revenue		0.8%	3.9%	0.20	2.3%	0.35	3.5%	0.23	1.4%	0.57
Outpatient Gross Revenue (% of Total GPR)		56.2%	67.6%	0.83	56.1%	1.00	62.1%	0.90	51.0%	1.10
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$20,932	\$19,469	1.08	\$27,430	0.76	\$22,156	0.94	\$19,812	1.06
Inpatient Net Revenue per Day		\$3,319	\$3,859	0.86	\$4,579	0.72	\$4,083	0.81	\$3,028	1.10
Outpatient Net Revenue per Visit		\$316	\$875	0.36	\$907	0.35	\$987	0.32	\$286	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,570,845,483	Cash & Cash Equivalents	\$259,255	Current Liabilities	\$32,823,040
Less Deductions	\$1,172,954,558	Net Patient Receivables	\$56,837,245	Long-Term Debt	\$0
Net Patient Revenue	\$397,890,925	Other Receivables	\$1,695,688	Other Liabilities	\$74,364,549
Plus Other Revenue	\$50,617,299			Subtotal	\$107,187,589
Total Revenue	\$448,508,224	Land, Buildings & Equipment (Net)	\$145,519,700	Unrestricted Fund Balance	\$207,014,681
Less Expenses	\$457,753,968	Other Assets	\$109,890,382	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$201,487,463			Total Liabilities & Fund Balance	\$314,202,270
Net Income	-\$210,733,207	Total Assets	\$314,202,270		

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	116.5%	61.5%	1.90	76.0%	1.53	54.8%	2.13	124.7%	0.93
Obstetrics	74.3%	41.1%	1.81	50.2%	0.22	34.5%	2.15	43.3%	1.72
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	103.2%	61.6%	1.68	76.0%	1.36	59.6%	1.73	75.3%	1.37
Average Census (Patients)									
Adult Medical-Surgical	23.3	24.9	0.93	84.6	0.28	15.8	1.47	29.9	0.78
Obstetrics	11.1	5.0	2.23	19.6	0.57	2.9	3.80	11.3	0.99
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	60.9	44.9	1.36	130.7	0.47	29.6	2.06	69.3	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	4.5	1.06	5.4	0.88	4.2	1.16	5.1	0.95
Obstetrics	2.5	2.4	1.03	2.6	0.96	2.3	1.08	2.5	1.02
Pediatrics	0.0	3.8	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.2	4.9	1.07	6.0	0.86	4.4	1.18	5.5	0.95
Surgical Operations									
Inpatient	362	989	0.37	2,630	0.14	409	0.88	404	0.90
Outpatient	730	4,208	0.17	5,126	0.14	2,735	0.27	873	0.84
Inpatient as % of All Surgeries	33.2%	19.0%	1.74	33.9%	0.98	13.0%	2.55	31.6%	1.05
Outpatient Visits									
Non-Emergency Visits	79,204	131,799	0.60	218,170	0.36	92,528	0.86	79,313	1.00
Emergency Visits	57,339	16,822	3.41	34,394	1.67	17,976	3.19	60,185	0.95
Full-Time Equivalents (FTEs)									
Administrators	15.3	17.5	0.87	42.7	0.36	12.7	1.20	16.3	0.94
Nurses, Licensed	197.4	232.9	0.85	550.7	0.36	137.2	1.44	198.5	0.99
Ancillary Nursing Personnel	41.3	42.6	0.97	120.2	0.34	29.9	1.38	42.1	0.98
All Other Personnel	204.6	453.0	0.45	947.6	0.22	239.1	0.86	188.9	1.08
Total FTEs	458.5	746.0	0.61	1,661.2	0.28	418.9	1.09	445.8	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.9	12.3	0.88	14.4	0.76	10.9	1.00	11.0	0.99
Nurses, Licensed	140.1	163.8	0.86	185.1	0.76	117.7	1.19	133.8	1.05
Ancillary Nursing Personnel	29.3	30.0	0.98	40.4	0.73	25.6	1.14	28.4	1.03
All Other Personnel	145.2	318.6	0.46	318.5	0.46	205.0	0.71	127.3	1.14
Total FTEs	325.5	524.6	0.62	558.3	0.58	359.2	0.91	300.5	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	59	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,297	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,484
Inpatient Days	22,234			Inpatient Days	0	Newborn Days	2,246

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,768	8,506	116.5%	23.3	4.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	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	15	1,623	4,069	74.3%	11.1	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	12	628	4,238	96.8%	11.6	6.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	12	274	5,421	123.8%	14.9	19.8
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	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	2	15.3	Surgical Personnel	10	4	12.3
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	22	14	27.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	14	17.5
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	2.5
Registered Nurses	138	106	188.4	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	2	5	2.0
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	31	36	41.3	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	0	0	0.0	Social Workers	6	6	7.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	30	10	32.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	9	57.8
Pharmacy Personnel	24	14	25.8				
Clinical Laboratory Personnel	3	4	5.2				
				Total	371	229	458.5

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$103,565,656	25.9%	48.2%	0.54	47.5%	0.54	51.3%	0.50	26.6%	0.97
Medical Assistance	\$240,079,012	60.0%	14.2%	4.22	20.6%	2.91	15.3%	3.91	58.9%	1.02
Commercial	\$48,930,411	12.2%	32.4%	0.38	29.1%	0.42	29.5%	0.41	12.5%	0.97
All Other	\$7,671,180	1.9%	5.2%	0.37	2.7%	0.70	3.8%	0.50	1.9%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$77,333,299	19.3%	37.1%	0.52	38.0%	0.51	39.7%	0.49	19.6%	0.99
Medical Assistance	\$169,887,355	42.4%	11.2%	3.79	16.0%	2.66	12.1%	3.51	40.6%	1.05
Commercial	\$20,491,054	5.1%	14.9%	0.34	14.2%	0.36	13.1%	0.39	5.5%	0.93
Charity Care	\$5,528,158	1.4%	0.7%	1.89	1.0%	1.45	0.8%	1.69	1.3%	1.04
Bad Debt	\$4,717,175	1.2%	0.8%	1.39	0.8%	1.55	1.2%	0.99	1.1%	1.04
All Other	\$2,502,313	0.6%	3.1%	0.20	1.4%	0.44	2.2%	0.28	0.8%	0.78
Total Deductions	\$280,459,354	70.1%	67.9%	1.03	71.4%	0.98	69.2%	1.01	68.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	6.4%	0.53	9.2%	0.37	3.8%	0.88	2.8%	1.21
Net Gains/Losses as % of Net Income		5.6%	11.1%	0.50	N/A	N/A	15.2%	0.37	157.5%	0.04
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$49,909,028	37.3%	41.6%	0.90	33.3%	1.12	40.1%	0.93	38.7%	0.96
Supplies & Services	\$81,336,359	60.8%	52.7%	1.15	61.4%	0.99	54.4%	1.12	59.4%	1.02
Capital Component	\$2,512,238	1.9%	5.7%	0.33	5.3%	0.36	5.5%	0.34	1.9%	1.00
Fiscal Statistics										
Operating Margin (%)		-7.9%	6.4%	N/A	9.2%	N/A	5.0%	N/A	-0.3%	28.57
Total Hospital Net Income (%)		-8.4%	7.1%	N/A	5.8%	N/A	5.8%	N/A	0.5%	N/A
Return on Equity (%)		-16.8%	3.1%	N/A	4.0%	N/A	2.3%	N/A	1.0%	N/A
Current Ratio		3.3	2.9	1.13	13.4	0.24	2.8	1.16	1.3	2.45
Days in Net Patient Accounts Receivable		32.3	85.9	0.38	55.9	0.58	86.5	0.37	35.0	0.93
Average Payment Period		23.5	125.5	0.19	25.4	0.92	128.9	0.18	61.8	0.38
Equity Financing (%)		20.5%	57.8%	0.35	88.1%	0.23	62.5%	0.33	3.0%	6.91
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.8	N/A	12.9	N/A	0.0	N/A
Total Asset Turnover		2.0	0.4	4.71	0.7	2.79	0.4	5.10	2.1	0.96
Average Age of Plant (Years)		7.5	19.6	0.38	13.4	0.56	21.5	0.35	7.0	1.07
Increase (Decrease) Total Net Patient Revenue		-11.2%	3.9%	N/A	2.3%	N/A	0.2%	N/A	-1.4%	7.73
Outpatient Gross Revenue (% of Total GPR)		56.7%	67.6%	0.84	56.1%	1.01	74.2%	0.76	53.7%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,534	\$19,469	0.75	\$27,430	0.53	\$12,524	1.16	\$15,468	0.94
Inpatient Net Revenue per Day		\$2,804	\$3,859	0.73	\$4,579	0.61	\$2,770	1.01	\$2,861	0.98
Outpatient Net Revenue per Visit		\$454	\$875	0.52	\$907	0.50	\$766	0.59	\$487	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$400,246,259	Cash & Cash Equivalents	\$101,510	Current Liabilities	\$8,458,535
Less Deductions	\$280,459,354	Net Patient Receivables	\$10,611,559	Long-Term Debt	\$0
Net Patient Revenue	\$119,786,905	Other Receivables	\$255,318	Other Liabilities	\$40,562,918
Plus Other Revenue	\$4,178,554			Subtotal	\$49,021,453
Total Revenue	\$123,965,461	Land, Buildings & Equipment (Net)	\$33,101,054	Unrestricted Fund Balance	\$12,626,849
Less Expenses	\$133,757,625	Other Assets	\$17,578,861	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$579,038	Total Assets	\$61,648,302	Total Liabilities & Fund Balance	\$61,648,302
Net Income	-\$10,371,202				

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	2.3%	61.5%	0.04	76.0%	0.03	54.8%	0.04	0.8%	2.80
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	34.5%	N/A	73.1%	0.00
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	151.1%	61.6%	2.45	76.0%	1.99	59.6%	2.54	104.7%	1.44
Average Census (Patients)									
Adult Medical-Surgical	0.3	24.9	0.01	84.6	0.00	15.8	0.02	0.2	1.82
Obstetrics	0.0	5.0	N/A	19.6	N/A	2.9	N/A	2.9	0.00
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	39.3	44.9	0.87	130.7	0.30	29.6	1.33	56.6	0.69
Average Length of Stay (Days)									
Adult Medical-Surgical	1.4	4.5	0.31	5.4	0.26	4.2	0.34	1.5	0.93
Obstetrics	2.2	2.4	0.90	2.6	0.84	2.3	0.94	2.6	0.83
Pediatrics	0.0	3.8	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.4	4.9	1.11	6.0	0.90	4.4	1.23	5.6	0.95
Surgical Operations									
Inpatient	312	989	0.32	2,630	0.12	409	0.76	375	0.83
Outpatient	821	4,208	0.20	5,126	0.16	2,735	0.30	751	1.09
Inpatient as % of All Surgeries	27.5%	19.0%	1.45	33.9%	0.81	13.0%	2.12	33.3%	0.83
Outpatient Visits									
Non-Emergency Visits	95,811	131,799	0.73	218,170	0.44	92,528	1.04	94,169	1.02
Emergency Visits	37,220	16,822	2.21	34,394	1.08	17,976	2.07	39,093	0.95
Full-Time Equivalents (FTEs)									
Administrators	20.6	17.5	1.18	42.7	0.48	12.7	1.62	17.0	1.21
Nurses, Licensed	103.4	232.9	0.44	550.7	0.19	137.2	0.75	121.4	0.85
Ancillary Nursing Personnel	24.5	42.6	0.58	120.2	0.20	29.9	0.82	35.9	0.68
All Other Personnel	194.7	453.0	0.43	947.6	0.21	239.1	0.81	190.4	1.02
Total FTEs	343.3	746.0	0.46	1,661.2	0.21	418.9	0.82	364.7	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.9	12.3	0.97	14.4	0.83	10.9	1.09	8.5	1.41
Nurses, Licensed	59.6	163.8	0.36	185.1	0.32	117.7	0.51	60.4	0.99
Ancillary Nursing Personnel	14.1	30.0	0.47	40.4	0.35	25.6	0.55	17.9	0.79
All Other Personnel	112.2	318.6	0.35	318.5	0.35	205.0	0.55	94.7	1.18
Total FTEs	197.9	524.6	0.38	558.3	0.35	359.2	0.55	181.5	1.09

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	26	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,664	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	104
Inpatient Days	14,340			Inpatient Days	0	Newborn Days	175

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	88	124	2.3%	0.3	1.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	121	264	0.0%	0.7	2.2
Psychiatric	1	7	532	2,329	91.2%	6.4	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	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	241	2,249	154.0%	6.2	9.3
Step-Down (Special Care)	1	0	1,682	9,374	0.0%	25.7	5.6
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	20	1	20.6	Surgical Personnel	6	2	6.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	18	13	25.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	6	11.4
Dental Hygienists	0	0	0.0	Occupational Therapists	2	10	6.2
Registered Nurses	84	46	103.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	11	14.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	20	19	24.5	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	1	2	2.7
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	2.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	3	23.1
Health Info Mgmt-Administrators/Technicians	11	2	12.7	All Other Personnel	46	15	53.9
Pharmacy Personnel	21	7	23.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	282	142	343.3

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$203,595,678	47.9%	48.2%	0.99	47.5%	1.01	51.3%	0.93	47.2%	1.01
Medical Assistance	\$121,678,549	28.6%	14.2%	2.01	20.6%	1.39	15.3%	1.87	29.1%	0.98
Commercial	\$81,619,591	19.2%	32.4%	0.59	29.1%	0.66	29.5%	0.65	18.7%	1.03
All Other	\$18,461,056	4.3%	5.2%	0.83	2.7%	1.58	3.8%	1.14	5.0%	0.86
Deductions as % of Total Gross Patient Revenue										
Medicare	\$153,150,358	36.0%	37.1%	0.97	38.0%	0.95	39.7%	0.91	35.2%	1.02
Medical Assistance	\$96,039,052	22.6%	11.2%	2.02	16.0%	1.41	12.1%	1.87	22.3%	1.01
Commercial	\$37,514,955	8.8%	14.9%	0.59	14.2%	0.62	13.1%	0.67	8.7%	1.01
Charity Care	\$14,869,292	3.5%	0.7%	4.79	1.0%	3.68	0.8%	4.27	3.7%	0.96
Bad Debt	\$5,983,170	1.4%	0.8%	1.66	0.8%	1.84	1.2%	1.19	1.8%	0.80
All Other	\$2,822,676	0.7%	3.1%	0.21	1.4%	0.47	2.2%	0.30	1.0%	0.66
Total Deductions	\$310,379,503	73.0%	67.9%	1.07	71.4%	1.02	69.2%	1.06	72.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.3%	6.4%	1.76	9.2%	1.22	3.8%	2.94	12.6%	0.89
Net Gains/Losses as % of Net Income		2.2%	11.1%	0.20	N/A	N/A	15.2%	0.15	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,908,347	28.1%	41.6%	0.68	33.3%	0.84	40.1%	0.70	28.2%	1.00
Supplies & Services	\$97,312,736	68.5%	52.7%	1.30	61.4%	1.11	54.4%	1.26	68.5%	1.00
Capital Component	\$4,855,754	3.4%	5.7%	0.59	5.3%	0.65	5.5%	0.62	3.3%	1.03
Fiscal Statistics										
Operating Margin (%)		-9.7%	6.4%	N/A	9.2%	N/A	5.0%	N/A	-11.3%	0.86
Total Hospital Net Income (%)		-9.9%	7.1%	N/A	5.8%	N/A	5.8%	N/A	-9.3%	1.06
Return on Equity (%)		-20.3%	3.1%	N/A	4.0%	N/A	2.3%	N/A	-14.8%	1.37
Current Ratio		2.7	2.9	0.96	13.4	0.20	2.8	0.98	1.5	1.78
Days in Net Patient Accounts Receivable		40.3	85.9	0.47	55.9	0.72	86.5	0.47	46.2	0.87
Average Payment Period		24.9	125.5	0.20	25.4	0.98	128.9	0.19	49.0	0.51
Equity Financing (%)		61.2%	57.8%	1.06	88.1%	0.69	62.5%	0.98	58.0%	1.06
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.8	N/A	12.9	N/A	0.0	N/A
Total Asset Turnover		2.1	0.4	4.81	0.7	2.85	0.4	5.21	1.6	1.32
Average Age of Plant (Years)		7.4	19.6	0.38	13.4	0.55	21.5	0.34	6.2	1.19
Increase (Decrease) Total Net Patient Revenue		-5.6%	3.9%	N/A	2.3%	N/A	0.2%	N/A	-9.8%	0.57
Outpatient Gross Revenue (% of Total GPR)		77.0%	67.6%	1.14	56.1%	1.37	74.2%	1.04	72.0%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,095	\$19,469	0.62	\$27,430	0.44	\$12,524	0.97	\$12,580	0.96
Inpatient Net Revenue per Day		\$2,210	\$3,859	0.57	\$4,579	0.48	\$2,770	0.80	\$2,241	0.99
Outpatient Net Revenue per Visit		\$667	\$875	0.76	\$907	0.74	\$766	0.87	\$627	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$425,354,875	Cash & Cash Equivalents	\$218,282	Current Liabilities	\$9,353,743
Less Deductions	\$310,379,503	Net Patient Receivables	\$12,694,376	Long-Term Debt	\$0
Net Patient Revenue	\$114,975,372	Other Receivables	\$909,490	Other Liabilities	\$15,124,052
Plus Other Revenue	\$14,582,718			Subtotal	\$24,477,795
Total Revenue	\$129,558,088	Land, Buildings & Equipment (Net)	\$37,305,481	Unrestricted Fund Balance	\$38,541,247
Less Expenses	\$142,076,837	Other Assets	\$11,891,415	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$283,519	Total Assets	\$63,019,044	Total Liabilities & Fund Balance	\$63,019,042
Net Income	-\$12,802,268				

329 Ascension Wisconsin Hospital - Greenfield
 4935 S 76th Street, Suite 100
 Milwaukee, WI 53220
 414-567-3211

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.1%	61.5%	0.23	76.0%	0.19	19.5%	0.72	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.1%	61.6%	0.23	76.0%	0.19	19.6%	0.72	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	1.1	24.9	0.05	84.6	0.01	2.6	0.43	0.0	N/A
Obstetrics	0.0	5.0	N/A	19.6	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.1	44.9	0.03	130.7	0.01	2.9	0.39	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	1.8	4.5	0.40	5.4	0.34	3.6	0.50	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.8	4.9	0.38	6.0	0.30	3.2	0.57	0.0	N/A
Surgical Operations									
Inpatient	0	989	N/A	2,630	N/A	169	N/A	0	N/A
Outpatient	0	4,208	N/A	5,126	N/A	1,744	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	33.9%	N/A	8.9%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	169	131,799	0.00	218,170	0.00	28,500	0.01	0	N/A
Emergency Visits	9,414	16,822	0.56	34,394	0.27	5,439	1.73	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	42.7	N/A	5.9	N/A	0.0	N/A
Nurses, Licensed	10.2	232.9	0.04	550.7	0.02	39.4	0.26	0.0	N/A
Ancillary Nursing Personnel	0.0	42.6	N/A	120.2	N/A	6.0	N/A	0.0	N/A
All Other Personnel	15.9	453.0	0.04	947.6	0.02	78.1	0.20	0.0	N/A
Total FTEs	26.1	746.0	0.03	1,661.2	0.02	129.4	0.20	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	14.4	N/A	29.9	N/A	0.0	N/A
Nurses, Licensed	48.4	163.8	0.30	185.1	0.26	199.9	0.24	0.0	N/A
Ancillary Nursing Personnel	0.0	30.0	N/A	40.4	N/A	30.4	N/A	0.0	N/A
All Other Personnel	75.9	318.6	0.24	318.5	0.24	396.6	0.19	0.0	N/A
Total FTEs	124.2	524.6	0.24	558.3	0.22	656.8	0.19	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	225	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	411			Inpatient Days	0	Newborn Days	0

329 Ascension Wisconsin Hospital - Greenfield
Milwaukee, WI 53220

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	225	411	14.1%	1.1	1.8
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	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	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	1	3.3
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	9	6	10.2	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	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	2	3.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	4	1	5.1
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	4	4	4.5				
				Total	23	14	26.1

329 Ascension Wisconsin Hospital - Greenfield
Milwaukee, WI 53220

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$12,198,369	33.2%	48.2%	0.69	47.5%	0.70	47.8%	0.69	0.0%	N/A
Medical Assistance	\$11,486,244	31.2%	14.2%	2.20	20.6%	1.51	12.9%	2.43	0.0%	N/A
Commercial	\$8,780,656	23.9%	32.4%	0.74	29.1%	0.82	35.2%	0.68	0.0%	N/A
All Other	\$4,311,769	11.7%	5.2%	2.24	2.7%	4.27	4.2%	2.79	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$0	0.0%	37.1%	N/A	38.0%	N/A	28.9%	N/A	0.0%	N/A
Medical Assistance	\$0	0.0%	11.2%	N/A	16.0%	N/A	8.0%	N/A	0.0%	N/A
Commercial	\$0	0.0%	14.9%	N/A	14.2%	N/A	13.7%	N/A	0.0%	N/A
Charity Care	\$72,282	0.2%	0.7%	0.27	1.0%	0.21	0.6%	0.35	0.0%	N/A
Bad Debt	\$32,855	0.1%	0.8%	0.11	0.8%	0.12	0.8%	0.11	0.0%	N/A
All Other	\$28,815,136	78.4%	3.1%	25.02	1.4%	55.17	5.2%	15.00	0.0%	N/A
Total Deductions	\$28,920,273	78.6%	67.9%	1.16	71.4%	1.10	57.3%	1.37	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	6.4%	N/A		9.2%	N/A	2.9%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		N/A	N/A	7.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$3,416,144	38.9%	41.6%	0.94	33.3%	1.17	41.9%	0.93	0.0%	N/A
Supplies & Services	\$4,025,768	45.8%	52.7%	0.87	61.4%	0.75	51.7%	0.89	0.0%	N/A
Capital Component	\$1,338,895	15.2%	5.7%	2.65	5.3%	2.90	6.4%	2.38	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)		-11.8%	6.4%	N/A	9.2%	N/A	12.9%	N/A	0.0%	N/A
Total Hospital Net Income (%)		-11.8%	7.1%	N/A	5.8%	N/A	13.9%	N/A	0.0%	N/A
Return on Equity (%)		-8.6%	3.1%	N/A	4.0%	N/A	1.2%	N/A	0.0%	N/A
Current Ratio		1.2	2.9	0.43	13.4	0.09	1.0	1.24	0.0	N/A
Days in Net Patient Accounts Receivable		63.6	85.9	0.74	55.9	1.14	442.3	0.14	0.0	N/A
Average Payment Period		77.9	125.5	0.62	25.4	3.07	1183.6	0.07	0.0	N/A
Equity Financing (%)		0.0%	57.8%	N/A	88.1%	N/A	33.2%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	1.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.8	N/A	46.5	N/A	0.0	N/A
Total Asset Turnover		0.7	0.4	1.72	0.7	1.02	0.1	8.78	0.0	N/A
Average Age of Plant (Years)		2.2	19.6	0.11	13.4	0.16	99.6	0.02	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		14.4%	3.9%	3.65	2.3%	6.25	20.1%	0.72	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		94.7%	67.6%	1.40	56.1%	1.69	85.5%	1.11	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$3,977	\$19,469	0.20		\$27,430	0.15	\$16,973	0.23	\$0	N/A
Inpatient Net Revenue per Day	\$2,210	\$3,859	0.57		\$4,579	0.48	\$3,576	0.62	\$0	N/A
Outpatient Net Revenue per Visit	\$730	\$875	0.83		\$907	0.81	\$948	0.77	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,777,038	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,861,889
Less Deductions	\$28,920,273	Net Patient Receivables	\$1,368,370	Long-Term Debt	\$0
Net Patient Revenue	\$7,856,765	Other Receivables	\$7,033	Other Liabilities	\$12,833,183
Plus Other Revenue	\$0			Subtotal	\$14,695,072
Total Revenue	\$7,856,765	Land, Buildings & Equipment (Net)	\$287,458	Unrestricted Fund Balance	-\$3,996,643
Less Expenses	\$8,780,807	Other Assets	\$9,035,568	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$510			Total Liabilities & Fund Balance	\$10,698,429
Net Income	-\$923,532	Total Assets	\$10,698,429		

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.2%	61.5%	0.75	76.0%	0.61	62.5%	0.74	47.0%	0.98
Obstetrics	42.8%	41.1%	1.04	50.2%	0.38	35.5%	1.21	36.5%	1.17
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	44.7%	61.6%	0.73	76.0%	0.59	61.3%	0.73	43.1%	1.04
Average Census (Patients)									
Adult Medical-Surgical	42.9	24.9	1.72	84.6	0.51	27.9	1.54	43.7	0.98
Obstetrics	19.3	5.0	3.85	19.6	0.98	4.2	4.60	18.6	1.03
Pediatrics	0.0	1.7	N/A	9.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	97.0	44.9	2.16	130.7	0.74	54.3	1.79	96.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	5.6	4.5	1.23	5.4	1.03	4.4	1.27	6.5	0.86
Obstetrics	2.9	2.4	1.19	2.6	1.11	2.4	1.20	2.9	0.99
Pediatrics	0.0	3.8	N/A	3.4	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.9	4.9	1.21	6.0	0.98	4.7	1.25	6.2	0.94
Surgical Operations									
Inpatient	1,393	989	1.41	2,630	0.53	1,120	1.24	1,297	1.07
Outpatient	2,494	4,208	0.59	5,126	0.49	5,321	0.47	2,736	0.91
Inpatient as % of All Surgeries	35.8%	19.0%	1.88	33.9%	1.06	17.4%	2.06	32.2%	1.11
Outpatient Visits									
Non-Emergency Visits	137,345	131,799	1.04	218,170	0.63	201,183	0.68	133,850	1.03
Emergency Visits	49,397	16,822	2.94	34,394	1.44	23,507	2.10	47,510	1.04
Full-Time Equivalents (FTEs)									
Administrators	32.0	17.5	1.83	42.7	0.75	18.1	1.76	30.0	1.07
Nurses, Licensed	522.7	232.9	2.24	550.7	0.95	312.2	1.67	493.3	1.06
Ancillary Nursing Personnel	148.9	42.6	3.49	120.2	1.24	44.9	3.32	147.6	1.01
All Other Personnel	1,159.1	453.0	2.56	947.6	1.22	592.5	1.96	1,119.5	1.04
Total FTEs	1,862.7	746.0	2.50	1,661.2	1.12	967.7	1.92	1,790.4	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.8	12.3	1.28	14.4	1.10	9.7	1.62	13.8	1.14
Nurses, Licensed	257.8	163.8	1.57	185.1	1.39	167.7	1.54	227.4	1.13
Ancillary Nursing Personnel	73.5	30.0	2.45	40.4	1.82	24.1	3.05	68.0	1.08
All Other Personnel	571.7	318.6	1.79	318.5	1.80	318.3	1.80	516.0	1.11
Total FTEs	918.8	524.6	1.75	558.3	1.65	519.9	1.77	825.3	1.11

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	217	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	31
Discharges	6,014	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,168
Inpatient Days	35,398			Inpatient Days	0	Newborn Days	3,709

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	93	2,794	15,674	46.2%	42.9	5.6
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	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	14	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	45	2,433	7,032	42.8%	19.3	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	22	674	4,841	60.3%	13.3	7.2
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	359	7,851	50.0%	21.5	21.9
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	32	0	32.0	Surgical Personnel	32	9	36.3
Physicians & Dentists	98	45	114.8	Radiological Services Personnel	36	21	44.5
Medical & Dental Residents	64	0	64.0	Respiratory Therapists	31	6	31.7
Dental Hygienists	0	0	0.0	Occupational Therapists	7	8	11.7
Registered Nurses	385	192	467.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	10	5	11.8	Physical Therapists	16	11	20.1
Licensed Practical Nurses	1	2	1.6	Physical Therapy Assistants/Aides	6	6	7.4
Ancillary Nursing Personnel	91	124	148.9	Recreational Therapists	0	0	0.0
Physician Assistants	29	6	30.7	Dietitians & Nutritionists	10	6	12.9
Nurse Practitioners	18	5	21.0	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	2	3	2.7	Social Workers	30	5	33.3
Clinical Nurse Specialists	12	12	18.2	All Other Health Professionals	156	58	178.6
Health Info Mgmt-Administrators/Technicians	26	3	27.3	All Other Personnel	327	73	353.5
Pharmacy Personnel	87	23	94.5				
Clinical Laboratory Personnel	29	12	36.0				
				Total	1,590	657	1,862.7

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$308,312,392	31.9%	48.2%	0.66	47.5%	0.67	44.9%	0.71	32.0%	1.00
Medical Assistance	\$440,527,554	45.6%	14.2%	3.21	20.6%	2.21	18.0%	2.54	47.0%	0.97
Commercial	\$181,404,521	18.8%	32.4%	0.58	29.1%	0.65	32.5%	0.58	17.9%	1.05
All Other	\$35,309,614	3.7%	5.2%	0.70	2.7%	1.33	4.6%	0.80	3.2%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$263,678,025	27.3%	37.1%	0.74	38.0%	0.72	35.8%	0.76	27.0%	1.01
Medical Assistance	\$365,280,301	37.8%	11.2%	3.38	16.0%	2.37	14.0%	2.70	39.4%	0.96
Commercial	\$88,226,202	9.1%	14.9%	0.61	14.2%	0.64	13.9%	0.66	7.8%	1.17
Charity Care	\$12,666,555	1.3%	0.7%	1.80	1.0%	1.38	0.5%	2.46	1.4%	0.95
Bad Debt	\$9,472,201	1.0%	0.8%	1.16	0.8%	1.29	0.8%	1.18	0.8%	1.18
All Other	\$13,203,980	1.4%	3.1%	0.44	1.4%	0.96	2.9%	0.47	1.0%	1.35
Total Deductions	\$752,527,264	77.9%	67.9%	1.15	71.4%	1.09	67.9%	1.15	77.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.7%	6.4%	0.90	9.2%	0.62	6.1%	0.94	4.6%	1.25
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	N/A	N/A	10.0%	N/A	0.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$113,235,073	46.7%	41.6%	1.12	33.3%	1.40	43.9%	1.06	45.5%	1.03
Supplies & Services	\$117,604,104	48.5%	52.7%	0.92	61.4%	0.79	49.1%	0.99	49.7%	0.98
Capital Component	\$11,613,682	4.8%	5.7%	0.83	5.3%	0.91	6.9%	0.69	4.8%	1.00
Fiscal Statistics										
Operating Margin (%)		-7.3%	6.4%	N/A	9.2%	N/A	7.1%	N/A	-11.9%	0.61
Total Hospital Net Income (%)		-7.2%	7.1%	N/A	5.8%	N/A	7.8%	N/A	-11.9%	0.61
Return on Equity (%)		-3.6%	3.1%	N/A	4.0%	N/A	2.1%	N/A	-5.7%	0.63
Current Ratio		23.7	2.9	8.25	13.4	1.76	2.2	10.74	27.5	0.86
Days in Net Patient Accounts Receivable		65.1	85.9	0.76	55.9	1.16	119.9	0.54	67.1	0.97
Average Payment Period		26.8	125.5	0.21	25.4	1.05	229.7	0.12	22.6	1.18
Equity Financing (%)		96.2%	57.8%	1.67	88.1%	1.09	53.3%	1.81	91.7%	1.05
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		-8.0	12.0	N/A	9.8	N/A	9.1	N/A	-17.2	0.47
Total Asset Turnover		0.5	0.4	1.15	0.7	0.68	0.3	1.84	0.5	1.03
Average Age of Plant (Years)		11.3	19.6	0.58	13.4	0.84	25.3	0.45	11.0	1.03
Increase (Decrease) Total Net Patient Revenue		5.6%	3.9%	1.42	2.3%	2.43	4.1%	1.37	-2.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.2%	67.6%	0.91	56.1%	1.09	71.5%	0.86	61.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,445		\$19,469	0.90	\$27,430	0.64	\$18,306	0.95	\$14,561	1.20
Inpatient Net Revenue per Day	\$3,653		\$3,859	0.95	\$4,579	0.80	\$3,976	0.92	\$2,666	1.37
Outpatient Net Revenue per Visit	\$630		\$875	0.72	\$907	0.69	\$752	0.84	\$703	0.90

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$965,554,083	Cash & Cash Equivalents	\$352,970,239	Current Liabilities	\$17,114,019
Less Deductions	\$752,527,264	Net Patient Receivables	\$37,968,055	Long-Term Debt	\$0
Net Patient Revenue	\$213,026,819	Other Receivables	\$1,070,351	Other Liabilities	\$220,566
Plus Other Revenue	\$12,972,916			Subtotal	\$17,334,585
Total Revenue	\$225,999,734	Land, Buildings & Equipment (Net)	\$53,888,929	Unrestricted Fund Balance	\$442,557,809
Less Expenses	\$242,452,859	Other Assets	\$13,994,819	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$125,000			Total Liabilities & Fund Balance	\$459,892,394
Net Income	-\$16,328,125	Total Assets	\$459,892,393		

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	77.1%	61.5%	1.25	76.0%	1.01	75.8%	1.02	74.7%	1.03
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	51.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	77.8%	61.6%	1.26	76.0%	1.02	70.4%	1.11	77.3%	1.01
Average Census (Patients)									
Adult Medical-Surgical	319.1	24.9	12.80	84.6	3.77	100.5	3.18	314.6	1.01
Obstetrics	0.0	5.0	N/A	19.6	N/A	13.4	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	9.0	N/A	4.8	N/A	0.0	N/A
Total Hospital	492.6	44.9	10.97	130.7	3.77	190.9	2.58	489.0	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	5.9	4.5	1.30	5.4	1.09	4.8	1.22	6.7	0.89
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.4	N/A	4.2	N/A	0.0	N/A
Total Hospital	7.0	4.9	1.45	6.0	1.17	5.2	1.36	7.7	0.91
Surgical Operations									
Inpatient	8,521	989	8.62	2,630	3.24	3,644	2.34	8,021	1.06
Outpatient	11,508	4,208	2.73	5,126	2.25	11,922	0.97	11,628	0.99
Inpatient as % of All Surgeries	42.5%	19.0%	2.24	33.9%	1.25	23.4%	1.82	40.8%	1.04
Outpatient Visits									
Non-Emergency Visits	446,389	131,799	3.39	218,170	2.05	419,931	1.06	444,068	1.01
Emergency Visits	68,694	16,822	4.08	34,394	2.00	42,605	1.61	65,656	1.05
Full-Time Equivalents (FTEs)									
Administrators	53.0	17.5	3.03	42.7	1.24	59.1	0.90	50.0	1.06
Nurses, Licensed	1,984.8	232.9	8.52	550.7	3.60	886.0	2.24	1,821.8	1.09
Ancillary Nursing Personnel	652.2	42.6	15.30	120.2	5.43	175.9	3.71	557.1	1.17
All Other Personnel	3,573.4	453.0	7.89	947.6	3.77	1,728.4	2.07	3,420.2	1.04
Total FTEs	6,263.4	746.0	8.40	1,661.2	3.77	2,849.5	2.20	5,849.1	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.0	12.3	0.40	14.4	0.34	11.2	0.44	4.6	1.08
Nurses, Licensed	185.4	163.8	1.13	185.1	1.00	167.8	1.10	166.7	1.11
Ancillary Nursing Personnel	60.9	30.0	2.03	40.4	1.51	33.3	1.83	51.0	1.20
All Other Personnel	333.8	318.6	1.05	318.5	1.05	327.4	1.02	313.0	1.07
Total FTEs	585.1	524.6	1.12	558.3	1.05	539.8	1.08	535.3	1.09

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	633	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	25,533	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	179,798			Inpatient Days	0	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	414	19,681	116,466	77.1%	319.1	5.9
Orthopedic	1	48	2,015	12,818	73.2%	35.1	6.4
Rehabilitation & Physical Medicine	1	45	1,108	13,857	84.4%	38.0	12.5
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	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	962	13,453	81.9%	36.9	14.0
Cardiac Intensive Unit	1	54	1,172	15,555	78.9%	42.6	13.3
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	902	7,649	77.6%	21.0	8.5
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	53	0	53.0	Surgical Personnel	165	31	179.1
Physicians & Dentists	330	43	349.6	Radiological Services Personnel	244	113	299.3
Medical & Dental Residents	121	0	121.0	Respiratory Therapists	46	28	54.9
Dental Hygienists	0	0	0.0	Occupational Therapists	35	21	46.2
Registered Nurses	1,463	512	1,717.8	Occupational Therapy Assistants/Aides	5	6	9.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	42	27	57.2
Licensed Practical Nurses	17	17	26.9	Physical Therapy Assistants/Aides	23	20	30.2
Ancillary Nursing Personnel	390	568	652.2	Recreational Therapists	1	2	2.1
Physician Assistants	67	11	72.3	Dietitians & Nutritionists	16	2	17.4
Nurse Practitioners	156	33	172.2	Psychologists	9	1	9.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	32	15	39.5
Clinical Nurse Specialists	59	19	67.8	All Other Health Professionals	477	164	538.0
Health Info Mgmt-Administrators/Technicians	190	36	206.3	All Other Personnel	836	296	968.3
Pharmacy Personnel	220	84	256.3				
Clinical Laboratory Personnel	137	70	170.8				
				Total	5,266	2,153	6,263.4

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$3,859,360,456	59.4%	48.2%	1.23	47.5%	1.25	48.7%	1.22	58.5%	1.01
Medical Assistance	\$905,100,776	13.9%	14.2%	0.98	20.6%	0.67	13.0%	1.07	14.0%	0.99
Commercial	\$1,552,709,268	23.9%	32.4%	0.74	29.1%	0.82	32.4%	0.74	24.9%	0.96
All Other	\$183,678,525	2.8%	5.2%	0.54	2.7%	1.03	5.9%	0.48	2.5%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,156,630,241	48.6%	37.1%	1.31	38.0%	1.28	38.0%	1.28	48.8%	1.00
Medical Assistance	\$759,157,574	11.7%	11.2%	1.04	16.0%	0.73	10.4%	1.12	11.9%	0.99
Commercial	\$833,714,318	12.8%	14.9%	0.86	14.2%	0.90	15.8%	0.81	13.1%	0.98
Charity Care	\$87,797,254	1.4%	0.7%	1.85	1.0%	1.42	0.8%	1.68	1.2%	1.15
Bad Debt	\$27,404,170	0.4%	0.8%	0.50	0.8%	0.55	0.8%	0.54	0.5%	0.91
All Other	\$67,011,876	1.0%	3.1%	0.33	1.4%	0.73	3.4%	0.31	1.0%	0.99
Total Deductions	\$4,931,715,433	75.9%	67.9%	1.12	71.4%	1.06	69.2%	1.10	76.4%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.8%	6.4%	1.69	9.2%	1.17	7.4%	1.47	8.7%	1.24	
Net Gains/Losses as % of Net Income	0.1%	11.1%	0.01	N/A	N/A	7.6%	0.01	0.0%	2.07	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$464,747,621	31.5%	41.6%	0.76	33.3%	0.95	40.0%	0.79	33.3%	0.95
Supplies & Services	\$956,404,221	64.9%	52.7%	1.23	61.4%	1.06	54.9%	1.18	62.9%	1.03
Capital Component	\$52,018,964	3.5%	5.7%	0.61	5.3%	0.67	5.1%	0.69	3.7%	0.94
Fiscal Statistics										
Operating Margin (%)	16.2%	6.4%	2.55	9.2%	1.77	5.8%	2.79	11.3%	1.44	
Total Hospital Net Income (%)	16.3%	7.1%	2.29	5.8%	2.81	6.3%	2.59	11.3%	1.44	
Return on Equity (%)	9.2%	3.1%	3.02	4.0%	2.29	4.7%	1.99	5.9%	1.57	
Current Ratio	23.7	2.9	8.25	13.4	1.76	5.7	4.17	27.5	0.86	
Days in Net Patient Accounts Receivable	59.5	85.9	0.69	55.9	1.06	57.7	1.03	64.1	0.93	
Average Payment Period	29.3	125.5	0.23	25.4	1.15	46.2	0.63	25.8	1.13	
Equity Financing (%)	96.2%	57.8%	1.67	88.1%	1.09	72.7%	1.32	91.7%	1.05	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	36.7	12.0	3.05	9.8	3.77	12.2	3.00	21.3	1.72	
Total Asset Turnover	0.6	0.4	1.33	0.7	0.79	0.7	0.77	0.5	1.09	
Average Age of Plant (Years)	18.3	19.6	0.93	13.4	1.36	13.4	1.36	17.1	1.07	
Increase (Decrease) Total Net Patient Revenue	10.0%	3.9%	2.55	2.3%	4.36	3.5%	2.90	3.6%	2.76	
Outpatient Gross Revenue (% of Total GPR)	53.0%	67.6%	0.78	56.1%	0.94	62.1%	0.85	53.0%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$30,700	\$19,469	1.58	\$27,430	1.12	\$22,156	1.39	\$34,950	0.88	
Inpatient Net Revenue per Day	\$4,267	\$3,859	1.11	\$4,579	0.93	\$4,083	1.05	\$4,324	0.99	
Outpatient Net Revenue per Visit	\$1,578	\$875	1.80	\$907	1.74	\$987	1.60	\$1,263	1.25	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,500,849,026	Cash & Cash Equivalents	\$2,376,465,780	Current Liabilities	\$115,224,667
Less Deductions	\$4,931,715,433	Net Patient Receivables	\$255,630,003	Long-Term Debt	\$0
Net Patient Revenue	\$1,569,133,593	Other Receivables	\$7,206,423	Other Liabilities	\$1,485,020
Plus Other Revenue	\$189,732,425			Subtotal	\$116,709,687
Total Revenue	\$1,758,866,018	Land, Buildings & Equipment (Net)	\$362,821,500	Unrestricted Fund Balance	\$2,979,637,860
Less Expenses	\$1,473,170,806	Other Assets	\$94,223,839	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$197,572			Total Liabilities & Fund Balance	\$3,096,347,547
Net Income	\$285,892,784	Total Assets	\$3,096,347,545		

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	61.5%	N/A	76.0%	N/A	62.5%	N/A	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	35.5%	N/A	0.0%	N/A
Pediatrics	92.5%	67.0%	1.38	92.5%	1.00	90.3%	1.02	86.4%	1.07
Total Hospital	96.6%	61.6%	1.57	76.0%	1.27	61.3%	1.58	91.8%	1.05
Average Census (Patients)									
Adult Medical-Surgical	0.0	24.9	N/A	84.6	N/A	27.9	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	19.6	N/A	4.2	N/A	0.0	N/A
Pediatrics	72.1	1.7	42.07	9.0	8.00	3.6	42.07	71.7	1.01
Total Hospital	185.6	44.9	4.13	130.7	1.42	54.3	3.42	192.7	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.5	N/A	5.4	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	3.4	3.8	0.91	3.4	1.00	3.4	1.00	3.6	0.97
Total Hospital	6.9	4.9	1.42	6.0	1.15	4.7	1.46	7.2	0.95
Surgical Operations									
Inpatient	2,864	989	2.90	2,630	1.09	1,120	2.56	2,860	1.00
Outpatient	10,245	4,208	2.43	5,126	2.00	5,321	1.93	9,260	1.11
Inpatient as % of All Surgeries	21.8%	19.0%	1.15	33.9%	0.64	17.4%	1.26	23.6%	0.93
Outpatient Visits									
Non-Emergency Visits	375,609	131,799	2.85	218,170	1.72	201,183	1.87	331,148	1.13
Emergency Visits	70,795	16,822	4.21	34,394	2.06	23,507	3.01	72,921	0.97
Full-Time Equivalents (FTEs)									
Administrators	34.0	17.5	1.94	42.7	0.80	18.1	1.87	37.0	0.92
Nurses, Licensed	1,186.1	232.9	5.09	550.7	2.15	312.2	3.80	1,016.2	1.17
Ancillary Nursing Personnel	91.3	42.6	2.14	120.2	0.76	44.9	2.03	97.8	0.93
All Other Personnel	1,634.1	453.0	3.61	947.6	1.72	592.5	2.76	1,528.3	1.07
Total FTEs	2,945.5	746.0	3.95	1,661.2	1.77	967.7	3.04	2,679.4	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.8	12.3	0.80	14.4	0.68	9.7	1.01	11.1	0.88
Nurses, Licensed	341.9	163.8	2.09	185.1	1.85	167.7	2.04	305.6	1.12
Ancillary Nursing Personnel	26.3	30.0	0.88	40.4	0.65	24.1	1.09	29.4	0.89
All Other Personnel	471.0	318.6	1.48	318.5	1.48	318.3	1.48	459.6	1.02
Total FTEs	848.9	524.6	1.62	558.3	1.52	519.9	1.63	805.8	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	192	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	9,848	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	67,729			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 12/31/2023	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	78	7,668	26,321	92.5%	72.1	3.4
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	38	792	14,019	101.1%	38.4	17.7
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	63	709	22,391	97.4%	61.3	31.6
Other Intensive Care	1	13	679	4,998	105.3%	13.7	7.4
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	34	0	34.0	Surgical Personnel	30	8	33.7
Physicians & Dentists	6	8	7.1	Radiological Services Personnel	90	42	108.1
Medical & Dental Residents	7	0	7.0	Respiratory Therapists	62	24	74.3
Dental Hygienists	2	0	2.0	Occupational Therapists	17	18	27.4
Registered Nurses	784	670	1,105.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	37	22	48.9
Licensed Practical Nurses	2	4	4.6	Physical Therapy Assistants/Aides	0	2	0.9
Ancillary Nursing Personnel	28	210	91.3	Recreational Therapists	26	5	28.7
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	29	16	41.3
Nurse Practitioners	55	18	62.3	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	33	23	40.6
Clinical Nurse Specialists	13	1	13.6	All Other Health Professionals	422	262	522.4
Health Info Mgmt-Administrators/Technicians	1	3	1.1	All Other Personnel	345	67	373.8
Pharmacy Personnel	98	62	124.4				
Clinical Laboratory Personnel	87	36	102.6				
				Total	2,276	1,538	2,945.5

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$6,323,178	0.4%	48.2%	0.01	47.5%	0.01	44.9%	0.01	0.4%	1.14
Medical Assistance	\$775,396,229	51.3%	14.2%	3.61	20.6%	2.48	18.0%	2.85	53.2%	0.96
Commercial	\$702,764,909	46.5%	32.4%	1.44	29.1%	1.60	32.5%	1.43	44.6%	1.04
All Other	\$27,427,071	1.8%	5.2%	0.35	2.7%	0.66	4.6%	0.40	1.8%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,736,303	0.4%	37.1%	0.01	38.0%	0.01	35.8%	0.01	0.2%	1.97
Medical Assistance	\$472,481,571	31.3%	11.2%	2.79	16.0%	1.96	14.0%	2.23	33.1%	0.94
Commercial	\$157,863,439	10.4%	14.9%	0.70	14.2%	0.73	13.9%	0.75	10.0%	1.04
Charity Care	\$4,292,652	0.3%	0.7%	0.39	1.0%	0.30	0.5%	0.53	0.2%	1.68
Bad Debt	\$7,746,448	0.5%	0.8%	0.60	0.8%	0.67	0.8%	0.62	0.4%	1.17
All Other	\$29,179,475	1.9%	3.1%	0.62	1.4%	1.36	2.9%	0.67	1.8%	1.10
Total Deductions	\$677,299,889	44.8%	67.9%	0.66	71.4%	0.63	67.9%	0.66	45.7%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.7%	6.4%	1.05		9.2%	0.73	6.1%	1.11	6.7%	1.00
Net Gains/Losses as % of Net Income	15.2%	11.1%	1.38		N/A	N/A	10.0%	1.53	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$319,816,272	39.4%	41.6%	0.95	33.3%	1.18	43.9%	0.90	39.5%	1.00
Supplies & Services	\$409,137,667	50.3%	52.7%	0.96	61.4%	0.82	49.1%	1.02	50.2%	1.00
Capital Component	\$83,671,712	10.3%	5.7%	1.79	5.3%	1.96	6.9%	1.49	10.3%	1.00
Fiscal Statistics										
Operating Margin (%)	9.2%	6.4%	1.44		9.2%	1.00	7.1%	1.29	11.4%	0.81
Total Hospital Net Income (%)	10.7%	7.1%	1.50		5.8%	1.84	7.8%	1.36	8.9%	1.20
Return on Equity (%)	4.1%	3.1%	1.32		4.0%	1.01	2.1%	1.93	3.1%	1.30
Current Ratio	5.6	2.9	1.96		13.4	0.42	2.2	2.55	2.7	2.11
Days in Net Patient Accounts Receivable	56.9	85.9	0.66		55.9	1.02	119.9	0.47	59.5	0.96
Average Payment Period	30.3	125.5	0.24		25.4	1.19	229.7	0.13	85.6	0.35
Equity Financing (%)	76.6%	57.8%	1.33		88.1%	0.87	53.3%	1.44	71.5%	1.07
Long-Term Debt to Equity Ratio	0.2	0.4	0.62		0.1	4.14	0.5	0.50	0.3	0.89
Times Interest Earned	8.3	12.0	0.69		9.8	0.85	9.1	0.91	6.0	1.38
Total Asset Turnover	0.4	0.4	0.88		0.7	0.52	0.3	1.40	0.4	1.03
Average Age of Plant (Years)	10.7	19.6	0.55		13.4	0.79	25.3	0.42	9.9	1.07
Increase (Decrease) Total Net Patient Revenue	5.0%	3.9%	1.26		2.3%	2.16	4.1%	1.21	8.5%	0.59
Outpatient Gross Revenue (% of Total GPR)	44.2%	67.6%	0.65		56.1%	0.79	71.5%	0.62	40.8%	1.08
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$50,944	\$19,469	2.62		\$27,430	1.86	\$18,306	2.78	\$50,352	1.01
Inpatient Net Revenue per Day	\$7,100	\$3,859	1.84		\$4,579	1.55	\$3,976	1.79	\$6,832	1.04
Outpatient Net Revenue per Visit	\$763	\$875	0.87		\$907	0.84	\$752	1.02	\$768	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,511,911,387	Cash & Cash Equivalents	\$63,217,068	Current Liabilities	\$62,745,024
Less Deductions	\$677,299,889	Net Patient Receivables	\$130,006,460	Long-Term Debt	\$447,425,920
Net Patient Revenue	\$834,611,498	Other Receivables	\$8,710,546	Other Liabilities	\$50,297,046
Plus Other Revenue	\$60,179,759			Subtotal	\$560,467,990
Total Revenue	\$894,791,257	Land, Buildings & Equipment (Net)	\$658,283,296		
Less Expenses	\$812,625,651	Other Assets	\$1,531,624,093	Unrestricted Fund Balance	\$1,831,373,473
Non-Operating Gains/Losses	\$14,782,493			Restricted Fund Balance	\$1,831,373,474
Net Income	\$96,948,099	Total Assets	\$2,391,841,463	Total Liabilities & Fund Balance	\$2,391,841,463

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	83.6%	61.5%	1.36	76.0%	1.10	75.8%	1.10	86.3%	0.97
Obstetrics	52.1%	41.1%	1.27	50.2%	0.53	51.5%	1.01	50.0%	1.04
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	81.0%	61.6%	1.32	76.0%	1.07	70.4%	1.15	84.3%	0.96
Average Census (Patients)									
Adult Medical-Surgical	350.2	24.9	14.05	84.6	4.14	100.5	3.48	355.7	0.98
Obstetrics	26.6	5.0	5.30	19.6	1.36	13.4	1.99	25.5	1.04
Pediatrics	0.0	1.7	N/A	9.0	N/A	4.8	N/A	0.0	N/A
Total Hospital	592.3	44.9	13.19	130.7	4.53	190.9	3.10	618.1	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.5	1.12	5.4	0.94	4.8	1.05	5.2	0.98
Obstetrics	2.6	2.4	1.06	2.6	0.99	2.5	1.03	2.5	1.02
Pediatrics	0.0	3.8	N/A	3.4	N/A	4.2	N/A	0.0	N/A
Total Hospital	5.9	4.9	1.21	6.0	0.98	5.2	1.13	6.1	0.96
Surgical Operations									
Inpatient	11,575	989	11.70	2,630	4.40	3,644	3.18	11,314	1.02
Outpatient	10,825	4,208	2.57	5,126	2.11	11,922	0.91	10,770	1.01
Inpatient as % of All Surgeries	51.7%	19.0%	2.72	33.9%	1.52	23.4%	2.21	51.2%	1.01
Outpatient Visits									
Non-Emergency Visits	913,237	131,799	6.93	218,170	4.19	419,931	2.17	895,620	1.02
Emergency Visits	52,888	16,822	3.14	34,394	1.54	42,605	1.24	52,583	1.01
Full-Time Equivalents (FTEs)									
Administrators	297.6	17.5	17.02	42.7	6.97	59.1	5.03	310.1	0.96
Nurses, Licensed	2,255.1	232.9	9.68	550.7	4.09	886.0	2.55	2,151.7	1.05
Ancillary Nursing Personnel	401.4	42.6	9.42	120.2	3.34	175.9	2.28	437.2	0.92
All Other Personnel	3,482.3	453.0	7.69	947.6	3.67	1,728.4	2.01	3,501.7	0.99
Total FTEs	6,436.5	746.0	8.63	1,661.2	3.87	2,849.5	2.26	6,400.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.2	12.3	1.81	14.4	1.55	11.2	1.98	23.1	0.96
Nurses, Licensed	168.3	163.8	1.03	185.1	0.91	167.8	1.00	160.2	1.05
Ancillary Nursing Personnel	29.9	30.0	1.00	40.4	0.74	33.3	0.90	32.6	0.92
All Other Personnel	259.8	318.6	0.82	318.5	0.82	327.4	0.79	260.8	1.00
Total FTEs	480.2	524.6	0.92	558.3	0.86	539.8	0.89	476.7	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	731	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	32
Discharges	36,892	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3,554
Inpatient Days	216,197			Inpatient Days	0	Newborn Days	5,409

079 Froedtert Hospital
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	419	25,035	127,807	83.6%	350.2	5.1
Orthopedic	1	32	1,632	10,319	88.3%	28.3	6.3
Rehabilitation & Physical Medicine	1	0	18	224	0.0%	0.6	12.4
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	94	3,691	31,251	0.0%	85.6	8.5
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	3,757	9,693	52.1%	26.6	2.6
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	1,294	17,895	83.1%	49.0	13.8
Cardiac Intensive Unit	1	20	180	6,203	85.0%	17.0	34.5
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	1,020	11,266	77.2%	30.9	11.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	16	265	1,539	26.4%	4.2	5.8

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	294	6	297.6	Surgical Personnel	85	30	100.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	234	179	316.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	58	39	81.4
Dental Hygienists	0	0	0.0	Occupational Therapists	36	55	64.7
Registered Nurses	1,554	1,017	2,179.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	53	55	83.2
Licensed Practical Nurses	4	4	6.2	Physical Therapy Assistants/Aides	1	8	5.0
Ancillary Nursing Personnel	159	528	401.4	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	23	20	36.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	43	14	47.9	Social Workers	58	29	69.8
Clinical Nurse Specialists	19	5	21.7	All Other Health Professionals	714	446	949.4
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	1,103	335	1,288.2
Pharmacy Personnel	250	98	285.3				
Clinical Laboratory Personnel	15	2	16.9				
				Total	4,848	2,935	6,436.5

079 Froedtert Hospital
Milwaukee, WI 53226

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$3,609,264,409	49.3%	48.2%	1.02	47.5%	1.04	48.7%	1.01	46.0%	1.07
Medical Assistance	\$1,135,490,393	15.5%	14.2%	1.09	20.6%	0.75	13.0%	1.19	15.4%	1.01
Commercial	\$2,364,645,602	32.3%	32.4%	1.00	29.1%	1.11	32.4%	1.00	32.3%	1.00
All Other	\$213,300,984	2.9%	5.2%	0.56	2.7%	1.06	5.9%	0.49	6.3%	0.46
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,793,765,789	38.2%	37.1%	1.03	38.0%	1.00	38.0%	1.00	35.8%	1.07
Medical Assistance	\$920,411,656	12.6%	11.2%	1.12	16.0%	0.79	10.4%	1.20	12.3%	1.02
Commercial	\$1,249,760,200	17.1%	14.9%	1.14	14.2%	1.20	15.8%	1.08	16.4%	1.04
Charity Care	\$36,929,491	0.5%	0.7%	0.69	1.0%	0.53	0.8%	0.63	0.4%	1.18
Bad Debt	\$62,776,513	0.9%	0.8%	1.01	0.8%	1.12	0.8%	1.10	0.8%	1.03
All Other	\$124,157,220	1.7%	3.1%	0.54	1.4%	1.19	3.4%	0.50	2.0%	0.86
Total Deductions	\$5,187,800,869	70.8%	67.9%	1.04	71.4%	0.99	69.2%	1.02	67.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.2%	6.4%	1.75	9.2%	1.22	7.4%	1.53	1.6%	7.17
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	N/A	N/A	7.6%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$687,405,168	30.5%	41.6%	0.73	33.3%	0.91	40.0%	0.76	33.0%	0.92
Supplies & Services	\$1,466,977,069	65.0%	52.7%	1.23	61.4%	1.06	54.9%	1.18	62.0%	1.05
Capital Component	\$102,489,456	4.5%	5.7%	0.79	5.3%	0.86	5.1%	0.89	4.9%	0.92
Fiscal Statistics										
Operating Margin (%)		6.2%	6.4%	0.97	9.2%	0.67	5.8%	1.06	7.7%	0.80
Total Hospital Net Income (%)		3.9%	7.1%	0.55	5.8%	0.68	6.3%	0.63	5.7%	0.69
Return on Equity (%)		7.5%	3.1%	2.45	4.0%	1.86	4.7%	1.61	10.6%	0.71
Current Ratio		3.1	2.9	1.07	13.4	0.23	5.7	0.54	2.5	1.24
Days in Net Patient Accounts Receivable		52.7	85.9	0.61	55.9	0.94	57.7	0.91	49.6	1.06
Average Payment Period		18.7	125.5	0.15	25.4	0.74	46.2	0.41	24.2	0.78
Equity Financing (%)		87.7%	57.8%	1.52	88.1%	1.00	72.7%	1.21	85.4%	1.03
Long-Term Debt to Equity Ratio		0.0	0.4	0.08	0.1	0.54	0.2	0.16	0.0	0.90
Times Interest Earned		6.3	12.0	0.53	9.8	0.65	12.2	0.52	7.7	0.82
Total Asset Turnover		2.0	0.4	4.57	0.7	2.71	0.7	2.65	1.9	1.03
Average Age of Plant (Years)		13.0	19.6	0.66	13.4	0.97	13.4	0.97	12.1	1.08
Increase (Decrease) Total Net Patient Revenue		-4.1%	3.9%	N/A	2.3%	N/A	3.5%	N/A	7.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		55.3%	67.6%	0.82	56.1%	0.98	62.1%	0.89	54.0%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$30,392	\$19,469	1.56	\$27,430	1.11	\$22,156	1.37	\$30,269	1.00	
Inpatient Net Revenue per Day	\$5,122	\$3,859	1.33	\$4,579	1.12	\$4,083	1.25	\$4,954	1.03	
Outpatient Net Revenue per Visit	\$1,114	\$875	1.27	\$907	1.23	\$987	1.13	\$1,231	0.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$7,322,701,388	Cash & Cash Equivalents	\$1,151,688	Current Liabilities	\$112,040,638
Less Deductions	\$5,187,800,869	Net Patient Receivables	\$308,170,712	Long-Term Debt	\$34,377,479
Net Patient Revenue	\$2,134,900,519	Other Receivables	\$14,734,645	Other Liabilities	\$4,605,250
Plus Other Revenue	\$269,894,042			Subtotal	\$151,023,367
Total Revenue	\$2,404,794,562	Land, Buildings & Equipment (Net)	\$883,626,845		
Less Expenses	\$2,256,871,693	Other Assets	\$23,126,369	Unrestricted Fund Balance	\$1,079,786,892
Non-Operating Gains/Losses	-\$55,742,001			Restricted Fund Balance	\$33,561,000
Net Income	\$92,180,868	Total Assets	\$1,230,810,259	Total Liabilities & Fund Balance	\$1,230,810,259

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 2023	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.2%	61.5%	0.82	56.9%	0.88	62.5%	0.80	79.6%	0.63
Obstetrics	26.9%	41.1%	0.65	33.7%	0.04	35.5%	0.76	27.7%	0.97
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	45.6%	61.6%	0.74	51.1%	0.89	61.3%	0.74	65.9%	0.69
Average Census (Patients)									
Adult Medical-Surgical	10.0	24.9	0.40	14.9	0.68	27.9	0.36	11.1	0.90
Obstetrics	1.3	5.0	0.27	3.0	0.44	4.2	0.32	1.4	0.97
Pediatrics	0.0	1.7	N/A	2.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	11.4	44.9	0.25	28.6	0.40	54.3	0.21	12.5	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.5	0.92	4.7	0.90	4.4	0.95	4.7	0.90
Obstetrics	2.1	2.4	0.88	2.4	0.90	2.4	0.88	2.1	1.03
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.77	4.1	0.91	4.7	0.80	4.1	0.92
Surgical Operations									
Inpatient	287	989	0.29	1,050	0.27	1,120	0.26	333	0.86
Outpatient	5,003	4,208	1.19	4,075	1.23	5,321	0.94	4,424	1.13
Inpatient as % of All Surgeries	5.4%	19.0%	0.29	20.5%	0.26	17.4%	0.31	7.0%	0.78
Outpatient Visits									
Non-Emergency Visits	102,015	131,799	0.77	89,194	1.14	201,183	0.51	100,776	1.01
Emergency Visits	8,750	16,822	0.52	12,167	0.72	23,507	0.37	8,999	0.97
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.5	0.17	21.2	0.14	18.1	0.17	3.0	1.00
Nurses, Licensed	126.3	232.9	0.54	219.5	0.58	312.2	0.40	133.1	0.95
Ancillary Nursing Personnel	8.2	42.6	0.19	62.9	0.13	44.9	0.18	12.2	0.68
All Other Personnel	284.1	453.0	0.63	424.5	0.67	592.5	0.48	255.5	1.11
Total FTEs	421.6	746.0	0.57	728.1	0.58	967.7	0.44	403.7	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.2	12.3	0.18	16.3	0.14	9.7	0.23	2.4	0.91
Nurses, Licensed	93.5	163.8	0.57	168.3	0.56	167.7	0.56	108.6	0.86
Ancillary Nursing Personnel	6.1	30.0	0.20	48.2	0.13	24.1	0.25	9.9	0.61
All Other Personnel	210.3	318.6	0.66	325.5	0.65	318.3	0.66	208.5	1.01
Total FTEs	312.1	524.6	0.59	558.3	0.56	519.9	0.60	329.5	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	1
Discharges	1,106	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	221
Inpatient Days	4,158			Inpatient Days	0	Newborn Days	379

323 Marshfield Medical Center - Minocqua
Minocqua, WI 54548

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	875	3,667	50.2%	10.0	4.2
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	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	231	491	26.9%	1.3	2.1
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	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.

** 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	7	6.9
Physicians & Dentists	38	14	41.5	Radiological Services Personnel	22	7	25.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	5.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	84	68	112.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	8	9	8.2	Recreational Therapists	0	0	0.0
Physician Assistants	8	4	10.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	4	6.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	8	5.9	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	60	16	66.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	79	19	84.7
Pharmacy Personnel	8	3	9.1				
Clinical Laboratory Personnel	15	1	16.0				
				Total	360	172	421.6

323 Marshfield Medical Center - Minocqua

Minocqua, WI 54548

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$188,393,021	59.8%	48.2%	1.24	51.9%	1.15	44.9%	1.33	59.7%	1.00
Medical Assistance	\$28,088,970	8.9%	14.2%	0.63	13.6%	0.66	18.0%	0.50	9.9%	0.90
Commercial	\$77,868,249	24.7%	32.4%	0.76	28.8%	0.86	32.5%	0.76	24.4%	1.01
All Other	\$20,434,654	6.5%	5.2%	1.24	5.7%	1.14	4.6%	1.43	6.0%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$136,989,795	43.5%	37.1%	1.17	38.3%	1.14	35.8%	1.22	39.9%	1.09
Medical Assistance	\$23,971,414	7.6%	11.2%	0.68	10.8%	0.71	14.0%	0.54	7.7%	0.98
Commercial	\$33,848,587	10.8%	14.9%	0.72	10.2%	1.06	13.9%	0.78	8.9%	1.21
Charity Care	-\$269,185	-0.1%	0.7%	N/A	0.5%	N/A	0.5%	N/A	0.3%	N/A
Bad Debt	\$2,488,415	0.8%	0.8%	0.93	0.7%	1.18	0.8%	0.95	0.8%	0.98
All Other	\$13,860,812	4.4%	3.1%	1.41	3.7%	1.18	2.9%	1.53	4.0%	1.09
Total Deductions	\$210,889,838	67.0%	67.9%	0.99	64.1%	1.05	67.9%	0.99	61.7%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	6.4%	0.11	3.3%	0.21	6.1%	0.11	1.1%	0.60
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	43.0%	N/A	10.0%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,764,781	37.1%	41.6%	0.89	38.8%	0.95	43.9%	0.84	34.1%	1.09
Supplies & Services	\$64,873,273	57.6%	52.7%	1.09	56.2%	1.02	49.1%	1.17	61.4%	0.94
Capital Component	\$6,037,408	5.4%	5.7%	0.93	4.9%	1.09	6.9%	0.77	4.5%	1.18
Fiscal Statistics										
Operating Margin (%)		-7.7%	6.4%	N/A	1.4%	N/A	7.1%	N/A	-14.9%	0.52
Total Hospital Net Income (%)		-7.7%	7.1%	N/A	2.5%	N/A	7.8%	N/A	-14.9%	0.52
Return on Equity (%)		-0.3%	3.1%	N/A	0.6%	N/A	2.1%	N/A	-0.5%	0.53
Current Ratio		0.9	2.9	0.31	1.0	0.86	2.2	0.40	1.5	0.59
Days in Net Patient Accounts Receivable		950.8	85.9	11.06	174.2	5.46	119.9	7.93	1,144.4	0.83
Average Payment Period		2,313.4	125.5	18.43	378.0	6.12	229.7	10.07	1,256.0	1.84
Equity Financing (%)		31.3%	57.8%	0.54	34.7%	0.90	53.3%	0.59	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	1.1	1.14	0.5	2.65	1.2	1.09
Times Interest Earned		0.0	12.0	N/A	5.7	N/A	9.1	N/A	0.0	N/A
Total Asset Turnover		0.0	0.4	0.08	0.2	0.16	0.3	0.14	0.0	1.04
Average Age of Plant (Years)		165.1	19.6	8.44	39.8	4.14	25.3	6.54	168.0	0.98
Increase (Decrease) Total Net Patient Revenue		-1.5%	3.9%	N/A	3.0%	N/A	4.1%	N/A	-21.7%	0.07
Outpatient Gross Revenue (% of Total GPR)		91.6%	67.6%	1.35	73.4%	1.25	71.5%	1.28	90.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,412	\$19,469	0.48	\$16,243	0.58	\$18,306	0.51	\$15,439	0.61
Inpatient Net Revenue per Day		\$2,507	\$3,859	0.65	\$3,215	0.78	\$3,976	0.63	\$4,030	0.62
Outpatient Net Revenue per Visit		\$866	\$875	0.99	\$1,234	0.70	\$752	1.15	\$824	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$314,784,894	Cash & Cash Equivalents		Current Liabilities	\$676,370,414
Less Deductions	\$210,889,838	Net Patient Receivables	\$-12,808,371	Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$103,895,056	Other Receivables	\$270,627,028	Other Liabilities	\$131,289,257
Plus Other Revenue	\$726,514		\$219,577,908	Subtotal	\$1,979,950,372
Total Revenue	\$104,621,570	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$112,675,462	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0	Total Assets	\$2,883,677,481	Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$8,053,892				

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.9%	61.5%	0.89	59.9%	0.92	62.5%	0.88	35.9%	1.53
Obstetrics	24.3%	41.1%	0.59	39.5%	0.07	35.5%	0.69	19.6%	1.24
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	48.1%	61.6%	0.78	61.8%	0.78	61.3%	0.78	32.0%	1.50
Average Census (Patients)									
Adult Medical-Surgical	22.0	24.9	0.88	26.8	0.82	27.9	0.79	14.3	1.53
Obstetrics	2.9	5.0	0.58	4.5	0.65	4.2	0.70	2.4	1.24
Pediatrics	0.0	1.7	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	27.9	44.9	0.62	55.6	0.50	54.3	0.51	18.6	1.50
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.85	4.5	0.86	4.4	0.88	4.5	0.87
Obstetrics	2.1	2.4	0.87	2.6	0.82	2.4	0.88	2.1	1.03
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.76	5.1	0.72	4.7	0.78	3.7	0.99
Surgical Operations									
Inpatient	566	989	0.57	948	0.60	1,120	0.51	490	1.16
Outpatient	3,276	4,208	0.78	4,423	0.74	5,321	0.62	3,206	1.02
Inpatient as % of All Surgeries	14.7%	19.0%	0.77	17.6%	0.83	17.4%	0.85	13.3%	1.11
Outpatient Visits									
Non-Emergency Visits	344,506	131,799	2.61	185,542	1.86	201,183	1.71	362,829	0.95
Emergency Visits	19,502	16,822	1.16	18,373	1.06	23,507	0.83	18,801	1.04
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	18.2	0.33	18.1	0.33	10.7	0.56
Nurses, Licensed	187.4	232.9	0.80	281.6	0.67	312.2	0.60	295.7	0.63
Ancillary Nursing Personnel	0.0	42.6	N/A	39.5	N/A	44.9	N/A	0.0	N/A
All Other Personnel	520.0	453.0	1.15	649.6	0.80	592.5	0.88	645.8	0.81
Total FTEs	713.4	746.0	0.96	989.0	0.72	967.7	0.74	952.2	0.75
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.5	12.3	0.28	11.4	0.31	9.7	0.36	8.0	0.44
Nurses, Licensed	109.3	163.8	0.67	176.3	0.62	167.7	0.65	220.3	0.50
Ancillary Nursing Personnel	0.0	30.0	N/A	24.8	N/A	24.1	N/A	0.0	N/A
All Other Personnel	303.3	318.6	0.95	406.7	0.75	318.3	0.95	481.1	0.63
Total FTEs	416.1	524.6	0.79	619.1	0.67	519.9	0.80	709.5	0.59

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	2,776	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	461
Inpatient Days	10,174			Inpatient Days	0	Newborn Days	718

091 SSM Health Monroe Hospital
 Monroe, WI 53566

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	40	2,063	8,019	54.9%	22.0	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	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	504	1,066	24.3%	2.9	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	209	1,089	49.7%	3.0	5.2
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	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	6	0	6.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	53	27	80.5	Radiological Services Personnel	25	18	32.0
Medical & Dental Residents	9	0	9.0	Respiratory Therapists	6	4	8.1
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	2.8
Registered Nurses	146	99	165.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.0	Physical Therapists	11	6	14.5
Licensed Practical Nurses	4	7	4.0	Physical Therapy Assistants/Aides	1	2	2.4
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	5	3.8	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	15	12	15.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	2	0.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	69	41	75.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	165	85	190.1
Pharmacy Personnel	33	4	33.0				
Clinical Laboratory Personnel	16	1	16.8				
				Total	615	352	713.4

091 SSM Health Monroe Hospital
 Monroe, WI 53566

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$348,083,257	50.7%	48.2%	1.05	43.0%	1.18	44.9%	1.13	50.3%	1.01
Medical Assistance	\$84,755,355	12.3%	14.2%	0.87	12.2%	1.01	18.0%	0.69	12.1%	1.02
Commercial	\$237,821,173	34.6%	32.4%	1.07	35.7%	0.97	32.5%	1.06	35.5%	0.98
All Other	\$16,481,579	2.4%	5.2%	0.46	9.2%	0.26	4.6%	0.53	2.2%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$276,798,691	40.3%	37.1%	1.09	33.3%	1.21	35.8%	1.13	37.6%	1.07
Medical Assistance	\$77,010,717	11.2%	11.2%	1.00	9.7%	1.15	14.0%	0.80	9.6%	1.16
Commercial	\$126,870,278	18.5%	14.9%	1.24	17.9%	1.03	13.9%	1.33	19.0%	0.97
Charity Care	\$4,393,150	0.6%	0.7%	0.88	0.6%	1.03	0.5%	1.20	0.6%	1.04
Bad Debt	-\$33,615	0.0%	0.8%	N/A	0.9%	N/A	0.8%	N/A	0.6%	N/A
All Other	\$6,077,849	0.9%	3.1%	0.28	5.1%	0.17	2.9%	0.31	1.8%	0.49
Total Deductions	\$491,117,070	71.5%	67.9%	1.05	67.5%	1.06	67.9%	1.05	69.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.6%	6.4%	0.87	3.6%	1.53	6.1%	0.91	4.4%	1.27
Net Gains/Losses as % of Net Income		81.6%	11.1%	7.37	53.3%	1.53	10.0%	8.17	103.5%	0.79
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$108,242,091	53.1%	41.6%	1.28	45.0%	1.18	43.9%	1.21	54.2%	0.98
Supplies & Services	\$85,918,385	42.2%	52.7%	0.80	48.7%	0.87	49.1%	0.86	39.2%	1.08
Capital Component	\$9,613,704	4.7%	5.7%	0.82	6.4%	0.74	6.9%	0.68	6.7%	0.71
Fiscal Statistics										
Operating Margin (%)		1.8%	6.4%	0.29	3.7%	0.49	7.1%	0.26	0.2%	8.96
Total Hospital Net Income (%)		9.1%	7.1%	1.29	7.7%	1.19	7.8%	1.17	-6.2%	N/A
Return on Equity (%)		3.3%	3.1%	1.08	3.8%	0.86	2.1%	1.57	-1.6%	N/A
Current Ratio		17.3	2.9	6.03	3.0	5.71	2.2	7.85	23.8	0.73
Days in Net Patient Accounts Receivable		57.5	85.9	0.67	65.9	0.87	119.9	0.48	75.7	0.76
Average Payment Period		38.6	125.5	0.31	98.2	0.39	229.7	0.17	39.0	0.99
Equity Financing (%)		41.9%	57.8%	0.73	50.5%	0.83	53.3%	0.79	32.2%	1.30
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.5	N/A	0.3	N/A
Times Interest Earned		-111,300.5	12.0	N/A	9.1	N/A	9.1	N/A	-4.1	27,050.26
Total Asset Turnover		0.3	0.4	0.78	0.5	0.70	0.3	1.25	0.3	1.21
Average Age of Plant (Years)		6.0	19.6	0.31	15.8	0.38	25.3	0.24	4.3	1.39
Increase (Decrease) Total Net Patient Revenue		0.4%	3.9%	0.10	7.9%	0.05	4.1%	0.09	2.0%	0.19
Outpatient Gross Revenue (% of Total GPR)		83.6%	67.6%	1.24	64.7%	1.29	71.5%	1.17	86.2%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,761	\$19,469	0.66	\$21,761	0.59	\$18,306	0.70	\$16,898	0.76
Inpatient Net Revenue per Day		\$3,456	\$3,859	0.90	\$4,214	0.82	\$3,976	0.87	\$4,561	0.76
Outpatient Net Revenue per Visit		\$441	\$875	0.50	\$819	0.54	\$752	0.59	\$441	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$687,141,364	Cash & Cash Equivalents	\$662,261	Current Liabilities	\$20,607,326
Less Deductions	\$491,117,070	Net Patient Receivables	\$30,861,118	Long-Term Debt	\$0
Net Patient Revenue	\$196,024,294	Other Receivables	\$1,108,053	Other Liabilities	\$340,283,215
Plus Other Revenue	\$11,523,980			Subtotal	\$360,890,541
Total Revenue	\$207,548,274	Land, Buildings & Equipment (Net)	\$118,569,510	Unrestricted Fund Balance	\$260,314,172
Less Expenses	\$203,774,180	Other Assets	\$470,003,771	Restricted Fund Balance	\$6,456,487
Non-Operating Gains/Losses	\$16,705,374			Total Liabilities & Fund Balance	\$621,204,713
Net Income	\$20,479,468	Total Assets	\$621,204,713		

331 Aurora Medical Center - Mount Pleasant
 13250 Washington Avenue
 Mount Pleasant, WI 53177

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.7%	61.5%	0.89	63.8%	0.86	42.9%	1.28	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	20.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	51.6%	61.6%	0.84	63.4%	0.81	39.2%	1.31	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	26.3	24.9	1.05	22.9	1.15	9.2	2.85	0.0	N/A
Obstetrics	0.0	5.0	N/A	5.1	N/A	1.1	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	30.9	44.9	0.69	42.7	0.72	12.6	2.46	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.5	0.89	4.3	0.94	3.7	1.09	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.0	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	4.4	4.9	0.90	4.5	0.98	3.8	1.16	0.0	N/A
Surgical Operations									
Inpatient	532	989	0.54	1,038	0.51	224	2.38	0	N/A
Outpatient	2,183	4,208	0.52	4,019	0.54	2,033	1.07	0	N/A
Inpatient as % of All Surgeries	19.6%	19.0%	1.03	20.5%	0.95	9.9%	1.98	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	47,590	131,799	0.36	117,094	0.41	77,115	0.62	0	N/A
Emergency Visits	21,498	16,822	1.28	18,746	1.15	11,550	1.86	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	14.2	0.42	10.6	0.57	0.0	N/A
Nurses, Licensed	159.3	232.9	0.68	188.0	0.85	97.4	1.64	0.0	N/A
Ancillary Nursing Personnel	54.1	42.6	1.27	37.4	1.45	15.0	3.62	0.0	N/A
All Other Personnel	306.7	453.0	0.68	333.2	0.92	210.0	1.46	0.0	N/A
Total FTEs	526.1	746.0	0.71	572.8	0.92	333.0	1.58	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.2	12.3	0.51	10.1	0.62	15.0	0.41	0.0	N/A
Nurses, Licensed	165.4	163.8	1.01	134.3	1.23	138.1	1.20	0.0	N/A
Ancillary Nursing Personnel	56.2	30.0	1.88	26.7	2.10	21.2	2.65	0.0	N/A
All Other Personnel	318.5	318.6	1.00	238.0	1.34	297.9	1.07	0.0	N/A
Total FTEs	546.3	524.6	1.04	409.2	1.34	472.2	1.16	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	60	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,585	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	11,290			Inpatient Days	0	Newborn Days	0

331 Aurora Medical Center - Mount Pleasant
Mount Pleasant, WI 53177

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	48	2,358	9,583	54.7%	26.3	4.1
Orthopedic	1	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	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	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	1	12	234	1,707	39.0%	4.7	7.3
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)	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	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	11	8	13.9
Physicians & Dentists	19	15	22.1	Radiological Services Personnel	30	14	35.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	10	9.7
Dental Hygienists	0	0	0.0	Occupational Therapists	5	0	5.0
Registered Nurses	122	45	143.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	4	13.9
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	37	35	54.1	Recreational Therapists	0	0	0.0
Physician Assistants	4	2	4.7	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	8	3	8.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	0	6.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	12	26.3
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	88	56	110.7
Pharmacy Personnel	12	12	14.4				
Clinical Laboratory Personnel	25	2	26.1				
				Total	438	225	526.1

331 Aurora Medical Center - Mount Pleasant

Mount Pleasant, WI 53177

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	2A Value	Ratio	4 Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$210,614,322	50.7%	48.2%	1.05	53.0%	0.96	47.9%	1.06	0.0%	N/A
Medical Assistance	\$56,340,916	13.6%	14.2%	0.95	11.4%	1.19	13.8%	0.98	0.0%	N/A
Commercial	\$130,723,615	31.5%	32.4%	0.97	32.8%	0.96	33.5%	0.94	0.0%	N/A
All Other	\$17,908,240	4.3%	5.2%	0.82	2.8%	1.54	4.8%	0.90	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$175,293,807	42.2%	37.1%	1.14	43.5%	0.97	33.7%	1.25	0.0%	N/A
Medical Assistance	\$51,072,158	12.3%	11.2%	1.10	9.4%	1.31	10.5%	1.17	0.0%	N/A
Commercial	\$67,639,849	16.3%	14.9%	1.09	15.9%	1.03	14.1%	1.15	0.0%	N/A
Charity Care	\$2,745,724	0.7%	0.7%	0.91	0.8%	0.80	0.6%	1.08	0.0%	N/A
Bad Debt	\$5,414,874	1.3%	0.8%	1.54	0.9%	1.45	1.0%	1.26	0.0%	N/A
All Other	\$9,387,314	2.3%	3.1%	0.72	1.8%	1.29	2.9%	0.77	0.0%	N/A
Total Deductions	\$311,553,726	75.0%	67.9%	1.10	72.2%	1.04	62.8%	1.19	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	6.4%	0.10		4.3%	0.15	6.2%	0.10	0.0%	N/A
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		N/A	N/A	28.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,565,457	40.4%	41.6%	0.97	38.8%	1.04	47.2%	0.86	0.0%	N/A
Supplies & Services	\$43,146,854	49.0%	52.7%	0.93	53.3%	0.92	46.1%	1.06	0.0%	N/A
Capital Component	\$9,292,356	10.6%	5.7%	1.84	7.9%	1.33	6.7%	1.58	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	15.9%	6.4%	2.50		9.2%	1.74	6.7%	2.39	0.0%	N/A
Total Hospital Net Income (%)	15.9%	7.1%	2.24		8.1%	1.96	9.1%	1.75	0.0%	N/A
Return on Equity (%)	4.6%	3.1%	1.52		4.9%	0.95	4.6%	1.01	0.0%	N/A
Current Ratio	36.2	2.9	12.61		12.4	2.93	14.3	2.54	0.0	N/A
Days in Net Patient Accounts Receivable	60.6	85.9	0.70		50.4	1.20	49.3	1.23	0.0	N/A
Average Payment Period	32.2	125.5	0.26		31.3	1.03	35.0	0.92	0.0	N/A
Equity Financing (%)	97.9%	57.8%	1.70		85.9%	1.14	57.4%	1.71	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.4	0.00		0.1	0.02	0.1	0.01	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		8.8	N/A	16.7	N/A	0.0	N/A
Total Asset Turnover	0.3	0.4	0.68		0.6	0.48	0.5	0.59	0.0	N/A
Average Age of Plant (Years)	6.8	19.6	0.35		11.9	0.57	11.3	0.61	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	61.4%	3.9%	15.58		0.8%	73.64	3.0%	20.64	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	68.2%	67.6%	1.01		68.7%	0.99	82.2%	0.83	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,877	\$19,469	0.76		\$14,690	1.01	\$12,086	1.23	\$0	N/A
Inpatient Net Revenue per Day	\$3,438	\$3,859	0.89		\$3,206	1.07	\$3,093	1.11	\$0	N/A
Outpatient Net Revenue per Visit	\$1,028	\$875	1.17		\$746	1.38	\$740	1.39	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$415,587,094	Cash & Cash Equivalents	\$232,270,996	Current Liabilities	\$7,000,640
Less Deductions	\$311,553,726	Net Patient Receivables	\$17,261,772	Long-Term Debt	\$308,957
Net Patient Revenue	\$104,033,368	Other Receivables	\$51,256	Other Liabilities	\$81,985
Plus Other Revenue	\$654,292			Subtotal	\$7,391,582
Total Revenue	\$104,687,661	Land, Buildings & Equipment (Net)	\$105,105,163	Unrestricted Fund Balance	\$351,336,062
Less Expenses	\$88,004,667	Other Assets	\$4,038,457	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$7,800	Total Assets	\$358,727,644	Total Liabilities & Fund Balance	\$358,727,644
Net Income	\$16,675,194				

334 ProHealth Care Waukesha Memorial Hospital - Mukwonago
 240 Maple Avenue
 Mukwonago, WI 53149
 262-363-1901

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: 3

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.8%	61.5%	0.42	63.8%	0.40	32.8%	0.79	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	18.9%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.8%	61.6%	0.42	63.4%	0.41	35.7%	0.72	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	4.7	24.9	0.19	22.9	0.20	5.6	0.83	0.0	N/A
Obstetrics	0.0	5.0	N/A	5.1	N/A	0.8	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	44.9	0.10	42.7	0.11	8.1	0.58	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.5	0.78	4.3	0.81	3.8	0.93	0.0	N/A
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	0.0	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.57	4.5	0.62	3.8	0.73	0.0	N/A
Surgical Operations									
Inpatient	0	989	N/A	1,038	N/A	135	N/A	0	N/A
Outpatient	0	4,208	N/A	4,019	N/A	1,616	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	7.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	12,696	131,799	0.10	117,094	0.11	55,406	0.23	0	N/A
Emergency Visits	11,910	16,822	0.71	18,746	0.64	8,784	1.36	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	14.2	N/A	10.8	N/A	0.0	N/A
Nurses, Licensed	36.9	232.9	0.16	188.0	0.20	65.3	0.57	0.0	N/A
Ancillary Nursing Personnel	10.1	42.6	0.24	37.4	0.27	8.4	1.20	0.0	N/A
All Other Personnel	97.2	453.0	0.21	333.2	0.29	151.7	0.64	0.0	N/A
Total FTEs	144.2	746.0	0.19	572.8	0.25	236.3	0.61	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	10.1	N/A	21.5	N/A	0.0	N/A
Nurses, Licensed	60.8	163.8	0.37	134.3	0.45	129.7	0.47	0.0	N/A
Ancillary Nursing Personnel	16.6	30.0	0.56	26.7	0.62	16.8	0.99	0.0	N/A
All Other Personnel	160.2	318.6	0.50	238.0	0.67	301.4	0.53	0.0	N/A
Total FTEs	237.7	524.6	0.45	409.2	0.58	469.3	0.51	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	612	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	1,698			Inpatient Days	0	Newborn Days	0

334 ProHealth Care Waukesha Memorial Hospital - Mukwonago
Mukwonago, WI 53149

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	481	1,698	25.8%	4.7	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	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	4	2	5.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	10	10.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	2.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.1
Registered Nurses	23	28	35.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	4	10.9
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	7	15	10.1	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	7	18.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	25	15	30.6
Pharmacy Personnel	3	7	7.4				
Clinical Laboratory Personnel	5	4	7.2				
				Total	105	97	144.2

334 ProHealth Care Waukesha Memorial Hospital - Mukwonago

Mukwonago, WI 53149

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	2A Value	Ratio	3 Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,185,312	53.5%	48.2%	1.11	53.0%	1.01	50.4%	1.06	0.0%	N/A
Medical Assistance	\$13,930,540	6.1%	14.2%	0.43	11.4%	0.54	11.9%	0.51	0.0%	N/A
Commercial	\$91,908,511	40.3%	32.4%	1.24	32.8%	1.23	34.9%	1.15	0.0%	N/A
All Other	\$185,529	0.1%	5.2%	0.02	2.8%	0.03	2.7%	0.03	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$105,700,095	46.3%	37.1%	1.25	43.5%	1.06	34.8%	1.33	0.0%	N/A
Medical Assistance	\$12,889,835	5.6%	11.2%	0.50	9.4%	0.60	8.4%	0.67	0.0%	N/A
Commercial	\$46,024,462	20.2%	14.9%	1.35	15.9%	1.27	13.4%	1.51	0.0%	N/A
Charity Care	\$1,679,568	0.7%	0.7%	1.01	0.8%	0.89	0.7%	1.07	0.0%	N/A
Bad Debt	\$0	0.0%	0.8%	N/A	0.9%	N/A	1.0%	N/A	0.0%	N/A
All Other	\$0	0.0%	3.1%	N/A	1.8%	N/A	1.9%	N/A	0.0%	N/A
Total Deductions	\$166,293,960	72.9%	67.9%	1.07	72.2%	1.01	60.1%	1.21	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.8%	6.4%	0.59	4.3%	0.88	3.7%	1.03	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	N/A	N/A	21.8%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,279,022	34.6%	41.6%	0.83	38.8%	0.89	46.1%	0.75	0.0%	N/A
Supplies & Services	\$19,473,241	47.1%	52.7%	0.90	53.3%	0.88	46.6%	1.01	0.0%	N/A
Capital Component	\$7,552,129	18.3%	5.7%	3.18	7.9%	2.31	7.3%	2.52	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)		35.8%	6.4%	5.62	9.2%	3.91	8.5%	4.19	0.0%	N/A
Total Hospital Net Income (%)		35.8%	7.1%	5.04	8.1%	4.41	10.7%	3.36	0.0%	N/A
Return on Equity (%)		0.0%	3.1%	N/A	4.9%	N/A	2.9%	N/A	0.0%	N/A
Current Ratio		0.0	2.9	N/A	12.4	N/A	1.7	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	85.9	N/A	50.4	N/A	136.5	N/A	0.0	N/A
Average Payment Period		0.0	125.5	N/A	31.3	N/A	286.0	N/A	0.0	N/A
Equity Financing (%)		0.0%	57.8%	N/A	85.9%	N/A	49.5%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		27.0	12.0	2.25	8.8	3.06	15.7	1.73	0.0	N/A
Total Asset Turnover		0.0	0.4	N/A	0.6	N/A	0.3	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	19.6	N/A	11.9	N/A	26.1	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		21.0%	3.9%	5.33	0.8%	25.21	9.7%	2.17	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.6%	67.6%	1.34	68.7%	1.32	84.3%	1.08	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,508	\$19,469	0.49	\$14,690	0.65	\$14,823	0.64	\$0	N/A	
Inpatient Net Revenue per Day	\$2,797	\$3,859	0.72	\$3,206	0.87	\$3,524	0.79	\$0	N/A	
Outpatient Net Revenue per Visit	\$2,280	\$875	2.61	\$746	3.05	\$832	2.74	\$0	N/A	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$228,209,892	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$166,293,960	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$61,915,932	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,434,262			Subtotal	\$0
Total Revenue	\$64,350,194	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$41,304,392	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$23,045,802	Total Assets	\$0		

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	61.5%	N/A	60.2%	N/A	13.7%	N/A	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	95.3%	67.0%	1.42	39.5%	2.41	95.3%	1.00	59.0%	1.61
Total Hospital	74.5%	61.6%	1.21	57.4%	1.30	19.0%	3.92	87.6%	0.85
Average Census (Patients)									
Adult Medical-Surgical	0.0	24.9	N/A	23.5	N/A	1.7	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.0	N/A	0.0	N/A
Pediatrics	2.9	1.7	1.67	0.5	5.43	0.3	1.67	2.4	1.21
Total Hospital	15.6	44.9	0.35	34.4	0.45	2.5	6.33	14.9	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.5	N/A	4.0	N/A	3.5	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	3.2	3.8	0.86	3.3	0.98	3.2	1.00	2.5	1.29
Total Hospital	9.6	4.9	1.97	4.2	2.28	4.4	2.16	8.9	1.07
Surgical Operations									
Inpatient	0	989	N/A	966	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	5,983	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	13.9%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	4,248	131,799	0.03	87,094	0.05	15,186	0.28	19,492	0.22
Emergency Visits	0	16,822	N/A	15,140	N/A	3,910	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.5	0.17	11.2	0.27	1.9	1.60	2.0	1.50
Nurses, Licensed	54.3	232.9	0.23	165.8	0.33	31.3	1.74	63.4	0.86
Ancillary Nursing Personnel	2.6	42.6	0.06	14.8	0.18	6.3	0.41	5.1	0.51
All Other Personnel	55.3	453.0	0.12	252.7	0.22	60.7	0.91	77.4	0.72
Total FTEs	115.2	746.0	0.15	444.5	0.26	100.2	1.15	147.8	0.78
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.2	12.3	1.23	9.5	1.60	12.8	1.18	8.1	1.87
Nurses, Licensed	274.3	163.8	1.67	140.0	1.96	213.7	1.28	256.8	1.07
Ancillary Nursing Personnel	13.1	30.0	0.44	12.5	1.05	43.1	0.30	20.5	0.64
All Other Personnel	279.6	318.6	0.88	213.4	1.31	414.9	0.67	313.3	0.89
Total FTEs	582.1	524.6	1.11	375.4	1.55	684.6	0.85	598.7	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	21	Health Maintenance		Average Beds Used	0	Bassinets	0
Discharges	596	Organization (HMO)	Yes	Discharges	0	Total Births	0
Inpatient Days	5,709	Preferred Provider		Inpatient Days	0	Newborn Days	0
		Organization (PPO)	Yes				

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
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	322	1,044	95.3%	2.9	3.2
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	18	274	4,665	71.0%	12.8	17.0
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	0	0.0
Physicians & Dentists	6	6	9.5	Radiological Services Personnel	2	1	2.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	10	8.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	5.8
Registered Nurses	26	47	52.7	Occupational Therapy Assistants/Aides	0	1	0.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	5	4.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	6	2.6	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	4	6.3
Nurse Practitioners	1	1	1.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	5	13.8
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	0	0	0.0				
				Total	65	93	115.2

194 Children's Wisconsin-Fox Valley Hospital

Neenah, WI 54956

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$6,442	0.0%	48.2%	0.00	49.9%	0.00	44.4%	0.00	0.0%	0.39
Medical Assistance	\$16,464,606	40.1%	14.2%	2.83	11.2%	3.57	14.1%	2.84	33.7%	1.19
Commercial	\$23,917,439	58.3%	32.4%	1.80	35.7%	1.63	37.2%	1.57	63.2%	0.92
All Other	\$630,616	1.5%	5.2%	0.29	3.1%	0.49	4.3%	0.36	3.0%	0.51
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,077	0.0%	37.1%	0.00	36.8%	0.00	25.2%	0.00	0.0%	0.28
Medical Assistance	\$8,979,844	21.9%	11.2%	1.96	8.8%	2.48	10.0%	2.19	14.5%	1.50
Commercial	\$3,321,308	8.1%	14.9%	0.54	16.3%	0.50	12.1%	0.67	9.1%	0.89
Charity Care	\$48,729	0.1%	0.7%	0.16	0.8%	0.15	0.3%	0.36	0.1%	1.35
Bad Debt	\$329,304	0.8%	0.8%	0.95	0.7%	1.08	0.8%	0.96	1.0%	0.83
All Other	\$692,371	1.7%	3.1%	0.54	1.8%	0.94	3.5%	0.49	1.8%	0.92
Total Deductions	\$13,373,633	32.6%	67.9%	0.48	65.2%	0.50	51.9%	0.63	26.5%	1.23
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.7%		6.4%	2.30	2.4%	6.02	3.9%	3.74	15.8%	0.93
Net Gains/Losses as % of Net Income	136.0%		11.1%	12.29	16.2%	8.41	5.4%	25.39	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,739,281	55.0%	41.6%	1.32	38.2%	1.44	47.1%	1.17	56.6%	0.97
Supplies & Services	\$12,999,482	40.3%	52.7%	0.76	56.2%	0.72	43.9%	0.92	39.2%	1.03
Capital Component	\$1,533,730	4.8%	5.7%	0.83	5.6%	0.84	9.0%	0.53	4.2%	1.13
Fiscal Statistics										
Operating Margin (%)		0.4%	6.4%	0.07	11.1%	0.04	7.7%	0.06	-0.8%	N/A
Total Hospital Net Income (%)		-1.2%	7.1%	N/A	13.0%	N/A	8.1%	N/A	-0.7%	1.87
Return on Equity (%)		-17.1%	3.1%	N/A	9.2%	N/A	8.5%	N/A	-5.5%	3.08
Current Ratio		-1.3	2.9	N/A	27.3	N/A	2.4	N/A	-0.5	2.66
Days in Net Patient Accounts Receivable		102.0	85.9	1.19	50.2	2.03	60.0	1.70	73.5	1.39
Average Payment Period		13.8	125.5	0.11	13.9	0.99	45.4	0.30	34.9	0.40
Equity Financing (%)		0.0%	57.8%	N/A	94.3%	N/A	37.9%	N/A	0.0%	0.37
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	7.3	N/A	0.0	N/A
Total Asset Turnover		14.0	0.4	32.69	0.7	20.04	1.0	13.37	8.3	1.68
Average Age of Plant (Years)		9.4	19.6	0.48	8.8	1.07	5.6	1.68	7.9	1.19
Increase (Decrease) Total Net Patient Revenue		-10.3%	3.9%	N/A	5.6%	N/A	7.6%	N/A	13.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		28.4%	67.6%	0.42	71.7%	0.40	83.4%	0.34	36.8%	0.77
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$36,208		\$19,469	1.86	\$13,116	2.76	\$20,257	1.79	\$36,786	0.98
Inpatient Net Revenue per Day	\$4,174		\$3,859	1.08	\$3,156	1.32	\$3,306	1.26	\$3,932	1.06
Outpatient Net Revenue per Visit	\$1,505		\$875	1.72	\$911	1.65	\$992	1.52	\$452	3.33

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,019,103	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,208,165
Less Deductions	\$13,373,633	Net Patient Receivables	\$7,728,347	Long-Term Debt	\$0
Net Patient Revenue	\$27,645,470	Other Receivables	\$1,996,756	Other Liabilities	\$1,544,632
Plus Other Revenue	\$4,769,629			Subtotal	\$2,752,797
Total Revenue	\$32,415,099	Land, Buildings & Equipment (Net)	\$1,255,594		
Less Expenses	\$32,272,492	Other Assets	-\$8,660,347	Unrestricted Fund Balance	-\$432,447
Non-Operating Gains/Losses	-\$538,745			Restricted Fund Balance	\$0
Net Income	-\$396,138	Total Assets	\$2,320,350	Total Liabilities & Fund Balance	\$2,320,350

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.9%	61.5%	1.12	60.2%	1.14	62.5%	1.10	72.6%	0.95
Obstetrics	41.2%	41.1%	1.00	34.1%	0.34	35.5%	1.16	38.9%	1.06
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	59.2%	61.6%	0.96	57.4%	1.03	61.3%	0.97	60.5%	0.98
Average Census (Patients)									
Adult Medical-Surgical	48.9	24.9	1.96	23.5	2.08	27.9	1.75	43.6	1.12
Obstetrics	11.5	5.0	2.30	4.7	2.43	4.2	2.75	10.9	1.06
Pediatrics	0.0	1.7	N/A	0.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	94.8	44.9	2.11	34.4	2.75	54.3	1.75	90.2	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.86	4.0	0.97	4.4	0.88	4.2	0.93
Obstetrics	2.5	2.4	1.02	2.4	1.05	2.4	1.03	2.5	1.00
Pediatrics	0.0	3.8	N/A	3.3	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.2	0.96	4.7	0.86	4.3	0.93
Surgical Operations									
Inpatient	3,278	989	3.31	966	3.39	1,120	2.93	3,042	1.08
Outpatient	10,730	4,208	2.55	5,983	1.79	5,321	2.02	12,017	0.89
Inpatient as % of All Surgeries	23.4%	19.0%	1.23	13.9%	1.68	17.4%	1.35	20.2%	1.16
Outpatient Visits									
Non-Emergency Visits	91,509	131,799	0.69	87,094	1.05	201,183	0.45	93,729	0.98
Emergency Visits	25,486	16,822	1.52	15,140	1.68	23,507	1.08	24,373	1.05
Full-Time Equivalents (FTEs)									
Administrators	31.0	17.5	1.77	11.2	2.76	18.1	1.71	33.0	0.94
Nurses, Licensed	304.3	232.9	1.31	165.8	1.84	312.2	0.97	322.9	0.94
Ancillary Nursing Personnel	1.4	42.6	0.03	14.8	0.09	44.9	0.03	21.6	0.06
All Other Personnel	491.1	453.0	1.08	252.7	1.94	592.5	0.83	472.1	1.04
Total FTEs	827.8	746.0	1.11	444.5	1.86	967.7	0.86	849.5	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.8	12.3	1.29	9.5	1.67	9.7	1.62	15.2	1.04
Nurses, Licensed	155.3	163.8	0.95	140.0	1.11	167.7	0.93	148.5	1.05
Ancillary Nursing Personnel	0.7	30.0	0.02	12.5	0.06	24.1	0.03	9.9	0.07
All Other Personnel	250.6	318.6	0.79	213.4	1.17	318.3	0.79	217.1	1.15
Total FTEs	422.4	524.6	0.81	375.4	1.13	519.9	0.81	390.7	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	160	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	8,549	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,659
Inpatient Days	34,584			Inpatient Days	0	Newborn Days	2,974

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	71	4,556	17,849	68.9%	48.9	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	205	2,425	55.4%	6.6	11.8
Hospice	2	0	127	251	0.0%	0.7	2.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	28	1,700	4,207	41.2%	11.5	2.5
Psychiatric	1	19	652	3,122	45.0%	8.6	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	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	242	2,454	48.0%	6.7	10.1
Step-Down (Special Care)	1	16	1,018	4,276	73.2%	11.7	4.2
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	31	0	31.0	Surgical Personnel	27	9	29.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	49	35	60.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	11	11.5
Dental Hygienists	0	0	0.0	Occupational Therapists	11	2	11.2
Registered Nurses	256	98	293.7	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	5	10.8
Licensed Practical Nurses	7	8	10.6	Physical Therapy Assistants/Aides	1	1	1.1
Ancillary Nursing Personnel	1	2	1.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	6	5.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	146	91	173.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	101	45	119.4
Pharmacy Personnel	31	4	31.8				
Clinical Laboratory Personnel	28	3	29.6				
				Total	715	321	827.8

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$286,667,660	42.1%	48.2%	0.87	49.9%	0.84	44.9%	0.94	40.6%	1.04
Medical Assistance	\$88,124,419	12.9%	14.2%	0.91	11.2%	1.15	18.0%	0.72	12.5%	1.04
Commercial	\$287,190,036	42.2%	32.4%	1.30	35.7%	1.18	32.5%	1.30	43.6%	0.97
All Other	\$18,927,196	2.8%	5.2%	0.53	3.1%	0.88	4.6%	0.61	3.3%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$210,322,896	30.9%	37.1%	0.83	36.8%	0.84	35.8%	0.86	28.4%	1.09
Medical Assistance	\$66,988,929	9.8%	11.2%	0.88	8.8%	1.12	14.0%	0.70	9.6%	1.02
Commercial	\$136,090,014	20.0%	14.9%	1.34	16.3%	1.23	13.9%	1.44	18.7%	1.07
Charity Care	\$5,313,052	0.8%	0.7%	1.07	0.8%	1.01	0.5%	1.46	0.8%	0.94
Bad Debt	\$5,962,258	0.9%	0.8%	1.03	0.7%	1.18	0.8%	1.05	1.3%	0.69
All Other	\$8,968,982	1.3%	3.1%	0.42	1.8%	0.74	2.9%	0.46	1.4%	0.94
Total Deductions	\$433,646,131	63.7%	67.9%	0.94	65.2%	0.98	67.9%	0.94	60.2%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.3%	6.4%	0.36	2.4%	0.95	6.1%	0.38	7.6%	0.31
Net Gains/Losses as % of Net Income		0.0%	11.1%	0.00	16.2%	0.00	10.0%	0.00	0.1%	0.11
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$91,394,312	39.9%	41.6%	0.96	38.2%	1.05	43.9%	0.91	39.1%	1.02
Supplies & Services	\$122,839,144	53.6%	52.7%	1.02	56.2%	0.95	49.1%	1.09	55.3%	0.97
Capital Component	\$14,757,696	6.4%	5.7%	1.12	5.6%	1.14	6.9%	0.93	5.6%	1.14
Fiscal Statistics										
Operating Margin (%)		9.5%	6.4%	1.50	11.1%	0.86	7.1%	1.34	12.4%	0.77
Total Hospital Net Income (%)		9.5%	7.1%	1.34	13.0%	0.74	7.8%	1.22	12.4%	0.77
Return on Equity (%)		5.4%	3.1%	1.76	9.2%	0.58	2.1%	2.57	7.0%	0.77
Current Ratio		49.1	2.9	17.10	27.3	1.80	2.2	22.26	44.4	1.11
Days in Net Patient Accounts Receivable		48.4	85.9	0.56	50.2	0.96	119.9	0.40	48.3	1.00
Average Payment Period		10.2	125.5	0.08	13.9	0.73	229.7	0.04	15.1	0.68
Equity Financing (%)		98.8%	57.8%	1.71	94.3%	1.05	53.3%	1.85	98.2%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.5	N/A	0.0	1.45
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	9.1	N/A	0.0	N/A
Total Asset Turnover		0.6	0.4	1.32	0.7	0.81	0.3	2.12	0.6	1.00
Average Age of Plant (Years)		10.0	19.6	0.51	8.8	1.14	25.3	0.40	10.5	0.95
Increase (Decrease) Total Net Patient Revenue		-0.1%	3.9%	N/A	5.6%	N/A	4.1%	N/A	-3.7%	0.02
Outpatient Gross Revenue (% of Total GPR)		55.8%	67.6%	0.83	71.7%	0.78	71.5%	0.78	59.0%	0.95
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,100		\$19,469	0.62	\$13,116	0.92	\$18,306	0.66	\$12,824	0.94
Inpatient Net Revenue per Day	\$3,274		\$3,859	0.85	\$3,156	1.04	\$3,976	0.82	\$2,995	1.09
Outpatient Net Revenue per Visit	\$1,280		\$875	1.46	\$911	1.40	\$752	1.70	\$1,336	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$680,909,311	Cash & Cash Equivalents	\$107,794,234	Current Liabilities	\$6,061,016
Less Deductions	\$433,646,131	Net Patient Receivables	\$32,754,087	Long-Term Debt	-\$678,546
Net Patient Revenue	\$247,263,180	Other Receivables	\$153,001,658	Other Liabilities	\$0
Plus Other Revenue	\$5,885,697			Subtotal	\$5,382,470
Total Revenue	\$253,148,876	Land, Buildings & Equipment (Net)	\$150,320,077		
Less Expenses	\$228,991,152	Other Assets	\$4,242,416	Unrestricted Fund Balance	\$442,730,003
Non-Operating Gains/Losses	\$3,913			Restricted Fund Balance	\$0
Net Income	\$24,161,637	Total Assets	\$448,112,472	Total Liabilities & Fund Balance	\$448,112,473

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	16.5%	61.5%	0.27	56.8%	0.29	19.5%	0.85	20.3%	0.82	
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	12.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	16.5%	61.6%	0.27	54.3%	0.30	19.6%	0.84	20.3%	0.82	
Average Census (Patients)										
Adult Medical-Surgical	1.3	24.9	0.05	12.6	0.11	2.6	0.51	1.6	0.82	
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	1.3	44.9	0.03	18.5	0.07	2.9	0.46	1.6	0.82	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.3	4.5	0.52	4.3	0.54	3.6	0.65	3.2	0.73	
Obstetrics	0.0	2.4	N/A	2.3	N/A	1.8	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	2.3	4.9	0.48	4.4	0.53	3.2	0.73	3.2	0.73	
Surgical Operations										
Inpatient	4	989	0.00	358	0.01	169	0.02	16	0.25	
Outpatient	223	4,208	0.05	2,715	0.08	1,744	0.13	521	0.43	
Inpatient as % of All Surgeries	1.8%	19.0%	0.09	11.6%	0.15	8.9%	0.20	3.0%	0.59	
Outpatient Visits										
Non-Emergency Visits	27,659	131,799	0.21	80,185	0.34	28,500	0.97	50,768	0.54	
Emergency Visits	3,019	16,822	0.18	8,854	0.34	5,439	0.56	2,999	1.01	
Full-Time Equivalents (FTEs)										
Administrators	1.0	17.5	0.06	10.4	0.10	5.9	0.17	1.0	1.00	
Nurses, Licensed	35.7	232.9	0.15	132.4	0.27	39.4	0.91	44.7	0.80	
Ancillary Nursing Personnel	8.4	42.6	0.20	20.9	0.40	6.0	1.40	9.7	0.87	
All Other Personnel	96.5	453.0	0.21	273.9	0.35	78.1	1.24	95.2	1.01	
Total FTEs	141.6	746.0	0.19	437.6	0.32	129.4	1.09	150.5	0.94	
FTEs per 100 Patient Census (Adjusted)										
Administrators	4.8	12.3	0.39	13.2	0.37	29.9	0.16	4.5	1.08	
Nurses, Licensed	172.5	163.8	1.05	167.9	1.03	199.9	0.86	199.3	0.87	
Ancillary Nursing Personnel	40.6	30.0	1.35	26.5	1.53	30.4	1.33	43.0	0.94	
All Other Personnel	465.7	318.6	1.46	347.5	1.34	396.6	1.17	424.4	1.10	
Total FTEs	683.7	524.6	1.30	555.1	1.23	656.8	1.04	671.2	1.02	

Total Hospital:
 Beds Set Up & Staffed 8
 Discharges 206
 Inpatient Days 483

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 35
 Inpatient Days 588

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

093 Marshfield Medical Center - Neillsville
Neillsville, WI 54456

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	206	483	16.5%	1.3	2.3
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	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	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	5	2	5.0	Radiological Services Personnel	6	1	6.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	3	2.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.0
Registered Nurses	30	11	33.9	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.0
Ancillary Nursing Personnel	6	7	8.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	3	24.6
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	37	14	41.5
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	7	0	7.0				
				Total	126	48	141.6

093 Marshfield Medical Center - Neillsville

Neillsville, WI 54456

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,609,353	51.4%	48.2%	1.07	51.7%	0.99	47.8%	1.08	47.9%	1.07
Medical Assistance	\$6,836,967	13.2%	14.2%	0.93	12.2%	1.08	12.9%	1.03	13.1%	1.01
Commercial	\$15,447,102	29.8%	32.4%	0.92	31.5%	0.95	35.2%	0.85	31.8%	0.94
All Other	\$2,904,392	5.6%	5.2%	1.07	4.7%	1.20	4.2%	1.33	7.3%	0.77
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,654,813	26.4%	37.1%	0.71	34.8%	0.76	28.9%	0.91	26.1%	1.01
Medical Assistance	\$4,218,311	8.1%	11.2%	0.73	8.8%	0.92	8.0%	1.01	9.3%	0.87
Commercial	\$4,304,295	8.3%	14.9%	0.56	10.5%	0.79	13.7%	0.61	11.4%	0.73
Charity Care	-\$220,448	-0.4%	0.7%	N/A	0.4%	N/A	0.6%	N/A	0.8%	N/A
Bad Debt	\$1,103,061	2.1%	0.8%	2.51	1.1%	1.86	0.8%	2.58	1.4%	1.54
All Other	\$1,241,007	2.4%	3.1%	0.77	3.0%	0.79	5.2%	0.46	4.3%	0.56
Total Deductions	\$24,301,039	46.9%	67.9%	0.69	58.7%	0.80	57.3%	0.82	53.3%	0.88
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	6.4%	0.53	4.2%	0.81	2.9%	1.15	3.4%	1.00
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	33.8%	N/A	7.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,429,990	46.1%	41.6%	1.11	48.8%	0.94	41.9%	1.10	46.6%	0.99
Supplies & Services	\$13,946,386	47.9%	52.7%	0.91	46.5%	1.03	51.7%	0.93	46.3%	1.03
Capital Component	\$1,756,875	6.0%	5.7%	1.05	4.7%	1.29	6.4%	0.94	7.1%	0.85
Fiscal Statistics										
Operating Margin (%)		-2.4%	6.4%	N/A	4.9%	N/A	12.9%	N/A	-17.3%	0.14
Total Hospital Net Income (%)		-2.4%	7.1%	N/A	7.2%	N/A	13.9%	N/A	-17.3%	0.14
Return on Equity (%)		0.0%	3.1%	N/A	1.3%	N/A	1.2%	N/A	-0.2%	0.15
Current Ratio		0.9	2.9	0.31	1.1	0.79	1.0	0.90	1.5	0.59
Days in Net Patient Accounts Receivable	3,592.4		85.9	41.81	210.1	17.10	442.3	8.12	4,675.1	0.77
Average Payment Period	9,016.4		125.5	71.84	460.7	19.57	1183.6	7.62	5,039.9	1.79
Equity Financing (%)		31.3%	57.8%	0.54	38.6%	0.81	33.2%	0.94	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	0.9	1.42	1.2	1.12	1.2	1.09
Times Interest Earned		-233.5	12.0	N/A	22.9	N/A	46.5	N/A	-16,734.6	0.01
Total Asset Turnover		0.0	0.4	0.02	0.2	0.06	0.1	0.12	0.0	1.13
Average Age of Plant (Years)		561.6	19.6	28.70	56.0	10.02	99.6	5.64	428.8	1.31
Increase (Decrease) Total Net Patient Revenue		6.5%	3.9%	1.64	7.4%	0.87	20.1%	0.32	-31.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		93.5%	67.6%	1.38	76.6%	1.22	85.5%	1.09	92.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$7,021	\$19,469	0.36	\$17,024	0.41	\$16,973	0.41	\$15,873	0.44
Inpatient Net Revenue per Day		\$1,531	\$3,859	0.40	\$3,633	0.42	\$3,576	0.43	\$2,596	0.59
Outpatient Net Revenue per Visit		\$876	\$875	1.00	\$979	0.90	\$948	0.92	\$433	2.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,797,814	Cash & Cash Equivalents		Current Liabilities	\$676,370,414
Less Deductions	\$24,301,039	Net Patient Receivables		Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$27,496,775	Other Receivables		Other Liabilities	\$131,289,257
Plus Other Revenue	\$960,679			Subtotal	\$1,979,950,372
Total Revenue	\$28,457,454	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$29,133,251	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0	Total Assets	\$2,883,677,481	Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$675,797				

325 Froedtert Community Hospital - New Berlin
 4805 S Moorland
 New Berlin, WI 53151
 262-796-0001

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: 2

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 2		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	22.6%	61.5%	0.37	63.8%	0.35	19.5%	1.16	14.3%	1.58	
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	12.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	22.6%	61.6%	0.37	63.4%	0.36	19.6%	1.15	14.3%	1.58	
Average Census (Patients)										
Adult Medical-Surgical	0.9	24.9	0.04	22.9	0.04	2.6	0.35	1.1	0.79	
Obstetrics	0.0	5.0	N/A	5.1	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	0.9	44.9	0.02	42.7	0.02	2.9	0.31	1.1	0.79	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.1	4.5	0.47	4.3	0.49	3.6	0.59	2.5	0.86	
Obstetrics	0.0	2.4	N/A	2.3	N/A	1.8	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	2.1	4.9	0.44	4.5	0.48	3.2	0.66	2.5	0.86	
Surgical Operations										
Inpatient	0	989	N/A	1,038	N/A	169	N/A	0	N/A	
Outpatient	0	4,208	N/A	4,019	N/A	1,744	N/A	0	N/A	
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	8.9%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	75	131,799	0.00	117,094	0.00	28,500	0.00	52	1.44	
Emergency Visits	11,733	16,822	0.70	18,746	0.63	5,439	2.16	11,099	1.06	
Full-Time Equivalents (FTEs)										
Administrators	1.0	17.5	0.06	14.2	0.07	5.9	0.17	3.0	0.33	
Nurses, Licensed	15.1	232.9	0.06	188.0	0.08	39.4	0.38	23.7	0.64	
Ancillary Nursing Personnel	0.0	42.6	N/A	37.4	N/A	6.0	N/A	0.3	0.00	
All Other Personnel	11.0	453.0	0.02	333.2	0.03	78.1	0.14	27.8	0.39	
Total FTEs	27.1	746.0	0.04	572.8	0.05	129.4	0.21	54.8	0.49	
FTEs per 100 Patient Census (Adjusted)										
Administrators	5.9	12.3	0.48	10.1	0.58	29.9	0.20	19.7	0.30	
Nurses, Licensed	88.9	163.8	0.54	134.3	0.66	199.9	0.44	155.3	0.57	
Ancillary Nursing Personnel	0.0	30.0	N/A	26.7	N/A	30.4	N/A	2.1	0.00	
All Other Personnel	64.4	318.6	0.20	238.0	0.27	396.6	0.16	182.2	0.35	
Total FTEs	159.2	524.6	0.30	409.2	0.39	656.8	0.24	359.2	0.44	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	4	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	154	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	330			Inpatient Days	0	Newborn Days	0

325 Froedtert Community Hospital - New Berlin
New Berlin, WI 53151

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	154	330	22.6%	0.9	2.1
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	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	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	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	1	0	1.0	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	8	14	15.1	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	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	4	4.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	4	5.7
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	1	0	1.0				
				Total	16	22	27.1

325 Froedtert Community Hospital - New Berlin

New Berlin, WI 53151

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,610,743	38.6%	48.2%	0.80	53.0%	0.73	47.8%	0.81	36.8%	1.05
Medical Assistance	\$6,780,463	15.7%	14.2%	1.11	11.4%	1.39	12.9%	1.22	14.3%	1.10
Commercial	\$18,586,290	43.2%	32.4%	1.33	32.8%	1.31	35.2%	1.23	45.8%	0.94
All Other	\$1,079,146	2.5%	5.2%	0.48	2.8%	0.90	4.2%	0.60	3.1%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,914,002	32.3%	37.1%	0.87	43.5%	0.74	28.9%	1.12	30.1%	1.07
Medical Assistance	\$6,154,143	14.3%	11.2%	1.28	9.4%	1.53	8.0%	1.78	13.4%	1.06
Commercial	\$9,501,057	22.1%	14.9%	1.48	15.9%	1.39	13.7%	1.61	21.5%	1.02
Charity Care	\$150,717	0.4%	0.7%	0.48	0.8%	0.43	0.6%	0.62	1.1%	0.33
Bad Debt	\$843,997	2.0%	0.8%	2.31	0.9%	2.19	0.8%	2.38	5.0%	0.39
All Other	\$522,371	1.2%	3.1%	0.39	1.8%	0.69	5.2%	0.23	2.3%	0.52
Total Deductions	\$31,086,287	72.2%	67.9%	1.06	72.2%	1.00	57.3%	1.26	73.5%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	6.4%	0.00		4.3%	0.00	2.9%	0.00	0.0%	1.86
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		N/A	N/A	7.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$3,836,838	50.6%	41.6%	1.22	38.8%	1.31	41.9%	1.21	47.7%	1.06
Supplies & Services	\$2,643,613	34.9%	52.7%	0.66	53.3%	0.65	51.7%	0.67	40.8%	0.85
Capital Component	\$1,101,225	14.5%	5.7%	2.53	7.9%	1.83	6.4%	2.26	11.4%	1.27
Fiscal Statistics										
Operating Margin (%)	36.7%	6.4%	5.76		9.2%	4.00	12.9%	2.84	9.7%	3.77
Total Hospital Net Income (%)	36.7%	7.1%	5.16		8.1%	4.51	13.9%	2.65	9.7%	3.77
Return on Equity (%)	109.4%	3.1%	35.77		4.9%	22.32	1.2%	93.43	18.3%	5.99
Current Ratio	8.4	2.9	2.92		12.4	0.68	1.0	8.44	6.0	1.39
Days in Net Patient Accounts Receivable	64.7	85.9	0.75		50.4	1.28	442.3	0.15	113.3	0.57
Average Payment Period	12.4	125.5	0.10		31.3	0.39	1183.6	0.01	21.6	0.57
Equity Financing (%)	93.8%	57.8%	1.62		85.9%	1.09	33.2%	2.82	90.2%	1.04
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	1.2	N/A	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		8.8	N/A	46.5	N/A	0.0	N/A
Total Asset Turnover	3.0	0.4	6.98		0.6	4.89	0.1	35.69	1.9	1.59
Average Age of Plant (Years)	5.9	19.6	0.30		11.9	0.50	99.6	0.06	4.6	1.30
Increase (Decrease) Total Net Patient Revenue	3.9%	3.9%	0.99		0.8%	4.67	20.1%	0.19	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	94.5%	67.6%	1.40		68.7%	1.37	85.5%	1.11	92.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,474	\$19,469	0.44		\$14,690	0.58	\$16,973	0.50	\$9,368	0.90
Inpatient Net Revenue per Day	\$3,816	\$3,859	0.99		\$3,206	1.19	\$3,576	1.07	\$3,621	1.05
Outpatient Net Revenue per Visit	\$975	\$875	1.11		\$746	1.31	\$948	1.03	\$913	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,056,642	Cash & Cash Equivalents	\$0	Current Liabilities	\$248,387
Less Deductions	\$31,086,287	Net Patient Receivables	\$2,120,861	Long-Term Debt	\$0
Net Patient Revenue	\$11,970,355	Other Receivables	\$8,827	Other Liabilities	\$0
Plus Other Revenue	\$1,321			Subtotal	\$248,387
Total Revenue	\$11,971,676	Land, Buildings & Equipment (Net)	\$1,926,679	Unrestricted Fund Balance	\$3,762,850
Less Expenses	\$7,581,676	Other Assets	-\$45,130	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$4,011,237	Total Liabilities & Fund Balance	\$4,011,237
Net Income	\$4,390,000				

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	16.2%	61.5%	0.26	60.2%	0.27	32.8%	0.49	14.6%	1.11	
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	18.9%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	16.7%	61.6%	0.27	57.4%	0.29	35.7%	0.47	16.3%	1.02	
Average Census (Patients)										
Adult Medical-Surgical	4.0	24.9	0.16	23.5	0.17	5.6	0.72	3.6	1.11	
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.8	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A	
Total Hospital	4.2	44.9	0.09	34.4	0.12	8.1	0.52	4.1	1.02	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.8	4.5	0.61	4.0	0.68	3.8	0.73	3.1	0.88	
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.8	4.9	0.57	4.2	0.66	3.8	0.72	3.3	0.83	
Surgical Operations										
Inpatient	40	989	0.04	966	0.04	135	0.30	46	0.87	
Outpatient	2,263	4,208	0.54	5,983	0.38	1,616	1.40	2,107	1.07	
Inpatient as % of All Surgeries	1.7%	19.0%	0.09	13.9%	0.12	7.7%	0.23	2.1%	0.81	
Outpatient Visits										
Non-Emergency Visits	46,455	131,799	0.35	87,094	0.53	55,406	0.84	48,312	0.96	
Emergency Visits	9,193	16,822	0.55	15,140	0.61	8,784	1.05	8,921	1.03	
Full-Time Equivalents (FTEs)										
Administrators	7.0	17.5	0.40	11.2	0.62	10.8	0.65	5.0	1.40	
Nurses, Licensed	35.1	232.9	0.15	165.8	0.21	65.3	0.54	42.6	0.82	
Ancillary Nursing Personnel	0.0	42.6	N/A	14.8	N/A	8.4	N/A	0.0	N/A	
All Other Personnel	89.7	453.0	0.20	252.7	0.35	151.7	0.59	95.9	0.94	
Total FTEs	131.8	746.0	0.18	444.5	0.30	236.3	0.56	143.5	0.92	
FTEs per 100 Patient Census (Adjusted)										
Administrators	19.8	12.3	1.61	9.5	2.09	21.5	0.92	12.4	1.60	
Nurses, Licensed	99.2	163.8	0.61	140.0	0.71	129.7	0.76	105.3	0.94	
Ancillary Nursing Personnel	0.0	30.0	N/A	12.5	N/A	16.8	N/A	0.0	N/A	
All Other Personnel	253.4	318.6	0.80	213.4	1.19	301.4	0.84	237.2	1.07	
Total FTEs	372.3	524.6	0.71	375.4	0.99	469.3	0.79	354.9	1.05	

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	553	Preferred Provider Organization (PPO)	Yes	Discharges	67	Total Births	0
Inpatient Days	1,523			Inpatient Days	1,026	Newborn Days	0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	536	1,478	16.2%	4.0	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	12	45	0.0%	0.1	3.8
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	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	7	0	7.0	Surgical Personnel	3	1	3.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	5	9.2
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	30	12	34.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.1
Licensed Practical Nurses	0	1	0.6	Physical Therapy Assistants/Aides	1	1	1.1
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	15	16	19.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	14	38.2
Pharmacy Personnel	3	1	3.1				
Clinical Laboratory Personnel	8	0	8.0				
				Total	111	57	131.8

094 ThedaCare Medical Center - New London

New London, WI 54961

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$45,640,092	48.4%	48.2%	1.00	49.9%	0.97	50.4%	0.96	49.7%	0.97
Medical Assistance	\$10,537,102	11.2%	14.2%	0.79	11.2%	0.99	11.9%	0.94	10.6%	1.06
Commercial	\$36,397,124	38.6%	32.4%	1.19	35.7%	1.08	34.9%	1.10	38.0%	1.01
All Other	\$1,803,210	1.9%	5.2%	0.37	3.1%	0.61	2.7%	0.70	1.7%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,634,576	32.5%	37.1%	0.88	36.8%	0.88	34.8%	0.93	32.0%	1.01
Medical Assistance	\$8,590,352	9.1%	11.2%	0.81	8.8%	1.03	8.4%	1.08	8.3%	1.10
Commercial	\$13,750,809	14.6%	14.9%	0.98	16.3%	0.89	13.4%	1.09	13.6%	1.07
Charity Care	\$835,915	0.9%	0.7%	1.21	0.8%	1.14	0.7%	1.28	0.9%	1.04
Bad Debt	\$1,713,993	1.8%	0.8%	2.14	0.7%	2.45	1.0%	1.89	2.4%	0.77
All Other	\$681,251	0.7%	3.1%	0.23	1.8%	0.40	1.9%	0.39	0.6%	1.17
Total Deductions	\$56,206,896	59.6%	67.9%	0.88	65.2%	0.91	60.1%	0.99	57.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	6.4%	0.18	2.4%	0.46	3.7%	0.31	3.5%	0.32
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	16.2%	N/A	21.8%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,926,268	53.2%	41.6%	1.28	38.2%	1.39	46.1%	1.15	49.2%	1.08
Supplies & Services	\$13,882,518	41.2%	52.7%	0.78	56.2%	0.73	46.6%	0.88	45.5%	0.90
Capital Component	\$1,916,853	5.7%	5.7%	0.99	5.6%	1.01	7.3%	0.78	5.3%	1.08
Fiscal Statistics										
Operating Margin (%)		12.6%	6.4%	1.98	11.1%	1.14	8.5%	1.48	12.4%	1.02
Total Hospital Net Income (%)		12.5%	7.1%	1.76	13.0%	0.96	10.7%	1.17	12.4%	1.01
Return on Equity (%)		10.7%	3.1%	3.50	9.2%	1.16	2.9%	3.72	15.3%	0.70
Current Ratio		524.2	2.9	182.49	27.3	19.18	1.7	304.55	-54.2	N/A
Days in Net Patient Accounts Receivable		42.6	85.9	0.50	50.2	0.85	136.5	0.31	47.9	0.89
Average Payment Period		0.7	125.5	0.01	13.9	0.05	286.0	0.00	-3.4	N/A
Equity Financing (%)		100.0%	57.8%	1.73	94.3%	1.06	49.5%	2.02	101.2%	0.99
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.6	N/A	0.0	0.71
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	15.7	N/A	0.0	N/A
Total Asset Turnover		0.9	0.4	2.01	0.7	1.23	0.3	3.25	1.2	0.69
Average Age of Plant (Years)		13.8	19.6	0.71	8.8	1.57	26.1	0.53	13.5	1.02
Increase (Decrease) Total Net Patient Revenue		1.6%	3.9%	0.40	5.6%	0.28	9.7%	0.16	2.2%	0.72
Outpatient Gross Revenue (% of Total GPR)		88.2%	67.6%	1.31	71.7%	1.23	84.3%	1.05	90.0%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,274	\$19,469	0.32	\$13,116	0.48	\$14,823	0.42	\$6,260	1.00	
Inpatient Net Revenue per Day	\$1,314	\$3,859	0.34	\$3,156	0.42	\$3,524	0.37	\$1,166	1.13	
Outpatient Net Revenue per Visit	\$645	\$875	0.74	\$911	0.71	\$832	0.77	\$633	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$94,377,528	Cash & Cash Equivalents	\$24,634,165	Current Liabilities	\$58,252
Less Deductions	\$56,206,896	Net Patient Receivables	\$4,456,768	Long-Term Debt	-\$67,650
Net Patient Revenue	\$38,170,632	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$433,283			Subtotal	-\$9,398
Total Revenue	\$38,603,914	Land, Buildings & Equipment (Net)	\$14,511,867	Unrestricted Fund Balance	\$45,058,773
Less Expenses	\$33,725,639	Other Assets	\$1,446,574	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$55,323			Total Liabilities & Fund Balance	\$45,049,375
Net Income	\$4,822,952	Total Assets	\$45,049,374		

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	45.8%	61.5%	0.75	56.8%	0.81	42.9%	1.07	44.4%	1.03	
Obstetrics	9.7%	41.1%	0.24	34.7%	0.02	20.5%	0.47	8.5%	1.15	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	35.3%	61.6%	0.57	54.3%	0.65	39.2%	0.90	33.9%	1.04	
Average Census (Patients)										
Adult Medical-Surgical	7.8	24.9	0.31	12.6	0.62	9.2	0.84	7.5	1.03	
Obstetrics	0.7	5.0	0.14	2.6	0.26	1.1	0.61	0.6	1.15	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	8.5	44.9	0.19	18.5	0.46	12.6	0.67	8.1	1.04	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.4	4.5	0.76	4.3	0.80	3.7	0.92	3.4	1.01	
Obstetrics	2.1	2.4	0.86	2.3	0.92	2.0	1.03	1.9	1.13	
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	0.68	4.4	0.74	3.8	0.87	3.2	1.01	
Surgical Operations										
Inpatient	172	989	0.17	358	0.48	224	0.77	133	1.29	
Outpatient	2,634	4,208	0.63	2,715	0.97	2,033	1.30	2,457	1.07	
Inpatient as % of All Surgeries	6.1%	19.0%	0.32	11.6%	0.53	9.9%	0.62	5.1%	1.19	
Outpatient Visits										
Non-Emergency Visits	109,190	131,799	0.83	80,185	1.36	77,115	1.42	109,121	1.00	
Emergency Visits	9,301	16,822	0.55	8,854	1.05	11,550	0.81	9,487	0.98	
Full-Time Equivalents (FTEs)										
Administrators	8.2	17.5	0.47	10.4	0.79	10.6	0.78	9.0	0.91	
Nurses, Licensed	84.3	232.9	0.36	132.4	0.64	97.4	0.87	87.1	0.97	
Ancillary Nursing Personnel	17.5	42.6	0.41	20.9	0.84	15.0	1.17	27.8	0.63	
All Other Personnel	189.8	453.0	0.42	273.9	0.69	210.0	0.90	211.9	0.90	
Total FTEs	299.8	746.0	0.40	437.6	0.69	333.0	0.90	335.7	0.89	
FTEs per 100 Patient Census (Adjusted)										
Administrators	10.6	12.3	0.86	13.2	0.80	15.0	0.70	12.4	0.85	
Nurses, Licensed	108.4	163.8	0.66	167.9	0.65	138.1	0.79	119.9	0.90	
Ancillary Nursing Personnel	22.5	30.0	0.75	26.5	0.85	21.2	1.06	38.2	0.59	
All Other Personnel	244.1	318.6	0.77	347.5	0.70	297.9	0.82	291.8	0.84	
Total FTEs	385.6	524.6	0.73	555.1	0.69	472.2	0.82	462.3	0.83	

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	943	Preferred Provider Organization (PPO)	Yes	Discharges	27	Total Births	99
Inpatient Days	3,091			Inpatient Days	393	Newborn Days	191

095 Westfields Hospital & Clinic
New Richmond, WI 54017

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	824	2,842	45.8%	7.8	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	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	119	249	9.7%	0.7	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	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	6	3	8.2	Surgical Personnel	2	1	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	1	8.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	5	4.3
Dental Hygienists	0	0	0.0	Occupational Therapists	2	6	4.0
Registered Nurses	24	95	76.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	7	7.4
Licensed Practical Nurses	3	5	5.5	Physical Therapy Assistants/Aides	1	1	1.5
Ancillary Nursing Personnel	8	24	17.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	5	3.3	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	1	2	2.4	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	18	15	27.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	69	32	84.9
Pharmacy Personnel	8	17	17.1				
Clinical Laboratory Personnel	11	6	13.5				
				Total	176	237	299.8

095 Westfields Hospital & Clinic

New Richmond, WI 54017

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	5A	Ratio	4	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$82,246,008	44.3%	48.2%	0.92	51.7%	0.86	47.9%	0.92	43.4%	1.02	
Medical Assistance	\$20,379,588	11.0%	14.2%	0.77	12.2%	0.90	13.8%	0.79	10.8%	1.02	
Commercial	\$76,724,100	41.3%	32.4%	1.28	31.5%	1.31	33.5%	1.23	42.5%	0.97	
All Other	\$6,441,895	3.5%	5.2%	0.66	4.7%	0.74	4.8%	0.73	3.2%	1.07	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$43,381,687	23.3%	37.1%	0.63	34.8%	0.67	33.7%	0.69	22.3%	1.04	
Medical Assistance	\$12,426,374	6.7%	11.2%	0.60	8.8%	0.76	10.5%	0.64	7.1%	0.94	
Commercial	\$28,577,780	15.4%	14.9%	1.03	10.5%	1.47	14.1%	1.09	15.7%	0.98	
Charity Care	\$1,015,950	0.5%	0.7%	0.75	0.4%	1.45	0.6%	0.89	0.4%	1.55	
Bad Debt	\$3,343,449	1.8%	0.8%	2.12	1.1%	1.58	1.0%	1.74	1.1%	1.68	
All Other	\$4,082,684	2.2%	3.1%	0.70	3.0%	0.72	2.9%	0.75	1.9%	1.17	
Total Deductions	\$92,827,922	50.0%	67.9%	0.74	58.7%	0.85	62.8%	0.80	48.5%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.8%	6.4%	0.13	4.2%	0.19	6.2%	0.13	1.4%	0.58	
Net Gains/Losses as % of Net Income		45.4%	11.1%	4.10	33.8%	1.34	28.7%	1.58	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$36,417,754	40.7%	41.6%	0.98	48.8%	0.83	47.2%	0.86	37.8%	1.08	
Supplies & Services	\$49,384,474	55.2%	52.7%	1.05	46.5%	1.19	46.1%	1.20	57.9%	0.95	
Capital Component	\$3,661,027	4.1%	5.7%	0.71	4.7%	0.87	6.7%	0.61	4.3%	0.94	
Fiscal Statistics											
Operating Margin (%)		4.5%	6.4%	0.71	4.9%	0.93	6.7%	0.68	7.1%	0.64	
Total Hospital Net Income (%)		8.0%	7.1%	1.13	7.2%	1.11	9.1%	0.88	5.0%	1.60	
Return on Equity (%)		9.7%	3.1%	3.18	1.3%	7.45	4.6%	2.11	5.7%	1.70	
Current Ratio		6.1	2.9	2.14	1.1	5.45	14.3	0.43	4.1	1.51	
Days in Net Patient Accounts Receivable		38.0	85.9	0.44	210.1	0.18	49.3	0.77	37.4	1.01	
Average Payment Period		26.4	125.5	0.21	460.7	0.06	35.0	0.75	37.4	0.71	
Equity Financing (%)		84.6%	57.8%	1.46	38.6%	2.19	57.4%	1.47	81.1%	1.04	
Long-Term Debt to Equity Ratio		0.0	0.4	0.11	0.9	0.05	0.1	0.35	0.1	0.61	
Times Interest Earned		50.4	12.0	4.19	22.9	2.20	16.7	3.02	19.9	2.54	
Total Asset Turnover		1.2	0.4	2.74	0.2	6.60	0.5	2.38	1.2	1.00	
Average Age of Plant (Years)		12.0	19.6	0.61	56.0	0.21	11.3	1.07	11.3	1.07	
Increase (Decrease) Total Net Patient Revenue		9.9%	3.9%	2.51	7.4%	1.33	3.0%	3.32	7.4%	1.33	
Outpatient Gross Revenue (% of Total GPR)		89.1%	67.6%	1.32	76.6%	1.16	82.2%	1.08	88.8%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$14,518		\$19,469	0.75	\$17,024	0.85	\$12,086	1.20	\$13,849	1.05	
Inpatient Net Revenue per Day	\$3,966		\$3,859	1.03	\$3,633	1.09	\$3,093	1.28	\$3,798	1.04	
Outpatient Net Revenue per Visit	\$693		\$875	0.79	\$979	0.71	\$740	0.94	\$616	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$185,791,590	Cash & Cash Equivalents	\$27,362,250	Current Liabilities	\$6,249,597
Less Deductions	\$92,827,922	Net Patient Receivables	\$9,671,289	Long-Term Debt	\$2,996,048
Net Patient Revenue	\$92,963,668	Other Receivables	\$81,925	Other Liabilities	\$3,106,456
Plus Other Revenue	\$751,296			Subtotal	\$12,352,101
Total Revenue	\$93,714,965	Land, Buildings & Equipment (Net)	\$15,875,959		
Less Expenses	\$89,463,255	Other Assets	\$27,147,670	Unrestricted Fund Balance	\$67,786,992
Non-Operating Gains/Losses	\$3,540,216			Restricted Fund Balance	\$0
Net Income	\$7,791,925	Total Assets	\$80,139,093	Total Liabilities & Fund Balance	\$80,139,093

332 Froedtert Community Hospital - Oak Creek
 7901 S 6th Street
 Oak Creek, WI 53154

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: 1

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	20.8%	61.5%	0.34	76.0%	0.27	13.7%	1.52	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	50.2%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	20.8%	61.6%	0.34	76.0%	0.27	19.0%	1.09	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	0.8	24.9	0.03	84.6	0.01	1.7	0.49	0.0	N/A
Obstetrics	0.0	5.0	N/A	19.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	9.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	0.8	44.9	0.02	130.7	0.01	2.5	0.34	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	2.4	4.5	0.53	5.4	0.45	3.5	0.70	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.4	N/A	3.2	N/A	0.0	N/A
Total Hospital	2.4	4.9	0.50	6.0	0.40	4.4	0.55	0.0	N/A
Surgical Operations									
Inpatient	0	989	N/A	2,630	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	5,126	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	33.9%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	56	131,799	0.00	218,170	0.00	15,186	0.00	0	N/A
Emergency Visits	8,390	16,822	0.50	34,394	0.24	3,910	2.15	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	42.7	0.02	1.9	0.53	0.0	N/A
Nurses, Licensed	9.9	232.9	0.04	550.7	0.02	31.3	0.32	0.0	N/A
Ancillary Nursing Personnel	1.1	42.6	0.03	120.2	0.01	6.3	0.17	0.0	N/A
All Other Personnel	9.6	453.0	0.02	947.6	0.01	60.7	0.16	0.0	N/A
Total FTEs	21.5	746.0	0.03	1,661.2	0.01	100.2	0.21	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.5	12.3	0.53	14.4	0.45	12.8	0.51	0.0	N/A
Nurses, Licensed	64.3	163.8	0.39	185.1	0.35	213.7	0.30	0.0	N/A
Ancillary Nursing Personnel	7.0	30.0	0.23	40.4	0.17	43.1	0.16	0.0	N/A
All Other Personnel	62.3	318.6	0.20	318.5	0.20	414.9	0.15	0.0	N/A
Total FTEs	140.1	524.6	0.27	558.3	0.25	684.6	0.20	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	4	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	125	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	303			Inpatient Days	0	Newborn Days	0

332 Froedtert Community Hospital - Oak Creek
Oak Creek, WI 53154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	125	303	20.8%	0.8	2.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	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	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	1	0	1.0	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	8	7	9.9	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	0	2	1.1	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	3	4.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	2	4	3.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	1	0	1.0				
				Total	15	16	21.5

332 Froedtert Community Hospital - Oak Creek

Oak Creek, WI 53154

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$10,937,076	38.6%	48.2%	0.80	47.5%	0.81	44.4%	0.87	0.0%	N/A
Medical Assistance	\$4,464,487	15.7%	14.2%	1.11	20.6%	0.76	14.1%	1.11	0.0%	N/A
Commercial	\$12,237,844	43.2%	32.4%	1.33	29.1%	1.48	37.2%	1.16	0.0%	N/A
All Other	\$710,546	2.5%	5.2%	0.48	2.7%	0.91	4.3%	0.59	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,161,451	32.3%	37.1%	0.87	38.0%	0.85	25.2%	1.28	0.0%	N/A
Medical Assistance	\$4,052,097	14.3%	11.2%	1.28	16.0%	0.89	10.0%	1.43	0.0%	N/A
Commercial	\$6,255,818	22.1%	14.9%	1.48	14.2%	1.55	12.1%	1.83	0.0%	N/A
Charity Care	\$99,237	0.4%	0.7%	0.48	1.0%	0.37	0.3%	1.05	0.0%	N/A
Bad Debt	\$554,846	2.0%	0.8%	2.31	0.8%	2.57	0.8%	2.35	0.0%	N/A
All Other	\$343,947	1.2%	3.1%	0.39	1.4%	0.85	3.5%	0.35	0.0%	N/A
Total Deductions	\$20,467,396	72.2%	67.9%	1.06	71.4%	1.01	51.9%	1.39	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	6.4%	N/A		9.2%	N/A	3.9%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		N/A	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$2,288,965	34.9%	41.6%	0.84	33.3%	1.05	47.1%	0.74	0.0%	N/A
Supplies & Services	\$3,010,854	46.0%	52.7%	0.87	61.4%	0.75	43.9%	1.05	0.0%	N/A
Capital Component	\$1,250,738	19.1%	5.7%	3.32	5.3%	3.63	9.0%	2.12	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	16.9%	6.4%	2.65		9.2%	1.84	7.7%	2.18	0.0%	N/A
Total Hospital Net Income (%)	16.9%	7.1%	2.38		5.8%	2.92	8.1%	2.08	0.0%	N/A
Return on Equity (%)	18.1%	3.1%	5.92		4.0%	4.50	8.5%	2.12	0.0%	N/A
Current Ratio	6.8	2.9	2.37		13.4	0.51	2.4	2.82	0.0	N/A
Days in Net Patient Accounts Receivable	64.7	85.9	0.75		55.9	1.16	60.0	1.08	0.0	N/A
Average Payment Period	13.0	125.5	0.10		25.4	0.51	45.4	0.29	0.0	N/A
Equity Financing (%)	97.1%	57.8%	1.68		88.1%	1.10	37.9%	2.56	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	1.0	N/A	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		9.8	N/A	7.3	N/A	0.0	N/A
Total Asset Turnover	1.1	0.4	2.51		0.7	1.49	1.0	1.03	0.0	N/A
Average Age of Plant (Years)	1.4	19.6	0.07		13.4	0.10	5.6	0.24	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	0.0%	3.9%	N/A		2.3%	N/A	7.6%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	94.5%	67.6%	1.40		56.1%	1.68	83.4%	1.13	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,874	\$19,469	0.35		\$27,430	0.25	\$20,257	0.34	\$0	N/A
Inpatient Net Revenue per Day	\$2,781	\$3,859	0.72		\$4,579	0.61	\$3,306	0.84	\$0	N/A
Outpatient Net Revenue per Visit	\$897	\$875	1.03		\$907	0.99	\$992	0.90	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,349,953	Cash & Cash Equivalents	\$0	Current Liabilities	\$214,607
Less Deductions	\$20,467,396	Net Patient Receivables	\$1,396,600	Long-Term Debt	\$0
Net Patient Revenue	\$7,882,557	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$214,607
Total Revenue	\$7,882,557	Land, Buildings & Equipment (Net)	\$5,892,484	Unrestricted Fund Balance	\$7,137,486
Less Expenses	\$6,550,557	Other Assets	\$63,009	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$7,352,093
Net Income	\$1,332,000	Total Assets	\$7,352,093		

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.0%	61.5%	1.02	63.8%	0.99	54.8%	1.15	72.9%	0.86
Obstetrics	23.0%	41.1%	0.56	44.7%	0.06	34.5%	0.67	23.0%	1.00
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	49.1%	61.6%	0.80	63.4%	0.77	59.6%	0.82	55.9%	0.88
Average Census (Patients)									
Adult Medical-Surgical	22.0	24.9	0.88	22.9	0.96	15.8	1.39	25.5	0.86
Obstetrics	2.8	5.0	0.55	5.1	0.54	2.9	0.94	2.8	1.00
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	30.9	44.9	0.69	42.7	0.72	29.6	1.04	35.2	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.5	0.93	4.3	0.98	4.2	1.02	4.8	0.89
Obstetrics	2.2	2.4	0.91	2.3	0.95	2.3	0.95	2.4	0.93
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.5	0.90	4.4	0.92	4.6	0.88
Surgical Operations									
Inpatient	570	989	0.58	1,038	0.55	409	1.39	501	1.14
Outpatient	2,491	4,208	0.59	4,019	0.62	2,735	0.91	2,643	0.94
Inpatient as % of All Surgeries	18.6%	19.0%	0.98	20.5%	0.91	13.0%	1.43	15.9%	1.17
Outpatient Visits									
Non-Emergency Visits	71,336	131,799	0.54	117,094	0.61	92,528	0.77	69,318	1.03
Emergency Visits	14,218	16,822	0.85	18,746	0.76	17,976	0.79	13,524	1.05
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	14.2	N/A	12.7	N/A	0.0	N/A
Nurses, Licensed	94.0	232.9	0.40	188.0	0.50	137.2	0.68	101.9	0.92
Ancillary Nursing Personnel	20.3	42.6	0.48	37.4	0.54	29.9	0.68	17.8	1.14
All Other Personnel	146.6	453.0	0.32	333.2	0.44	239.1	0.61	138.7	1.06
Total FTEs	260.9	746.0	0.35	572.8	0.46	418.9	0.62	258.4	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	10.1	N/A	10.9	N/A	0.0	N/A
Nurses, Licensed	72.3	163.8	0.44	134.3	0.54	117.7	0.61	81.2	0.89
Ancillary Nursing Personnel	15.6	30.0	0.52	26.7	0.59	25.6	0.61	14.2	1.10
All Other Personnel	112.8	318.6	0.35	238.0	0.47	205.0	0.55	110.5	1.02
Total FTEs	200.7	524.6	0.38	409.2	0.49	359.2	0.56	205.9	0.97

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	5
Discharges	2,807	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	433
Inpatient Days	11,289			Inpatient Days	0	Newborn Days	747

098 ProHealth Oconomowoc Memorial Hospital
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	1,895	8,048	63.0%	22.0	4.2
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	458	1,008	23.0%	2.8	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	3	11	412	1,365	34.0%	3.7	3.3
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	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	433	868	47.6%	2.4	2.0
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	7	3	8.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	9	16.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	4.2
Dental Hygienists	0	0	0.0	Occupational Therapists	4	7	6.7
Registered Nurses	66	60	94.0	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	6	14.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	3	2.0
Ancillary Nursing Personnel	13	32	20.3	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	15	10	20.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	46	20	54.1
Pharmacy Personnel	15	7	18.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	197	163	260.9

098 ProHealth Oconomowoc Memorial Hospital

Oconomowoc, WI 53066

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$281,867,602	58.7%	48.2%	1.22	53.0%	1.11	51.3%	1.14	58.5%	1.00	
Medical Assistance	\$30,957,045	6.4%	14.2%	0.45	11.4%	0.57	15.3%	0.42	6.2%	1.03	
Commercial	\$163,744,778	34.1%	32.4%	1.05	32.8%	1.04	29.5%	1.15	34.5%	0.99	
All Other	\$3,987,113	0.8%	5.2%	0.16	2.8%	0.30	3.8%	0.22	0.8%	1.04	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$237,716,703	49.5%	37.1%	1.33	43.5%	1.14	39.7%	1.25	48.6%	1.02	
Medical Assistance	\$27,329,792	5.7%	11.2%	0.51	9.4%	0.61	12.1%	0.47	5.5%	1.04	
Commercial	\$84,437,525	17.6%	14.9%	1.18	15.9%	1.11	13.1%	1.34	17.5%	1.01	
Charity Care	\$2,829,265	0.6%	0.7%	0.81	0.8%	0.72	0.8%	0.72	0.6%	0.97	
Bad Debt	\$3,240,311	0.7%	0.8%	0.80	0.9%	0.75	1.2%	0.57	0.6%	1.07	
All Other	\$0	0.0%	3.1%	N/A	1.8%	N/A	2.2%	N/A	0.0%	N/A	
Total Deductions	\$355,553,596	74.0%	67.9%	1.09	72.2%	1.02	69.2%	1.07	72.7%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.6%	6.4%	0.41	4.3%	0.61	3.8%	0.68	2.9%	0.90	
Net Gains/Losses as % of Net Income		1.0%	11.1%	0.09	N/A	N/A	15.2%	0.06	0.5%	1.90	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$40,720,766	32.3%	41.6%	0.78	38.8%	0.83	40.1%	0.81	28.4%	1.14	
Supplies & Services	\$72,479,040	57.6%	52.7%	1.09	53.3%	1.08	54.4%	1.06	61.0%	0.94	
Capital Component	\$12,690,736	10.1%	5.7%	1.75	7.9%	1.27	5.5%	1.84	10.6%	0.95	
Fiscal Statistics											
Operating Margin (%)		1.9%	6.4%	0.30	9.2%	0.21	5.0%	0.38	4.8%	0.39	
Total Hospital Net Income (%)		1.9%	7.1%	0.27	8.1%	0.24	5.8%	0.33	4.9%	0.40	
Return on Equity (%)		2.2%	3.1%	0.70	4.9%	0.44	2.3%	0.93	5.1%	0.42	
Current Ratio		2.3	2.9	0.81	12.4	0.19	2.8	0.83	3.4	0.69	
Days in Net Patient Accounts Receivable		49.3	85.9	0.57	50.4	0.98	86.5	0.57	44.9	1.10	
Average Payment Period		32.6	125.5	0.26	31.3	1.04	128.9	0.25	29.1	1.12	
Equity Financing (%)		3.6%	57.8%	0.06	85.9%	0.04	62.5%	0.06	34.7%	0.10	
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.3	N/A	0.0	N/A	
Times Interest Earned		1.8	12.0	0.15	8.8	0.20	12.9	0.14	3.0	0.60	
Total Asset Turnover		1.1	0.4	2.61	0.6	1.83	0.4	2.83	1.1	1.06	
Average Age of Plant (Years)		15.1	19.6	0.77	11.9	1.27	21.5	0.70	14.2	1.06	
Increase (Decrease) Total Net Patient Revenue		1.1%	3.9%	0.27	0.8%	1.26	0.2%	5.53	1.1%	0.95	
Outpatient Gross Revenue (% of Total GPR)		74.4%	67.6%	1.10	68.7%	1.08	74.2%	1.00	73.5%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$12,333	\$19,469	0.63	\$14,690	0.84	\$12,524	0.98	\$13,609	0.91		
Inpatient Net Revenue per Day	\$2,848	\$3,859	0.74	\$3,206	0.89	\$2,770	1.03	\$3,143	0.91		
Outpatient Net Revenue per Visit	\$1,094	\$875	1.25	\$746	1.47	\$766	1.43	\$1,083	1.01		

Income Statement			Assets			Liabilities & Fund Balances			
Gross Patient Revenue (GPR)	\$480,556,538	Cash & Cash Equivalents	\$2,293,036			Current Liabilities	\$10,468,705		
Less Deductions	\$355,553,596	Net Patient Receivables	\$16,886,736			Long-Term Debt	\$0		
Net Patient Revenue	\$125,002,942	Other Receivables	\$110,121			Other Liabilities	\$100,336,604		
Plus Other Revenue	\$3,340,886					Subtotal	\$110,805,309		
Total Revenue	\$128,343,828	Land, Buildings & Equipment (Net)	\$89,599,839			Unrestricted Fund Balance	\$4,157,125		
Less Expenses	\$125,890,542	Other Assets	\$6,072,702			Restricted Fund Balance	\$324,965		
Non-Operating Gains/Losses	\$23,899					Total Liabilities & Fund Balance	\$114,962,434		
Net Income	\$2,477,185	Total Assets	\$114,962,434						

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.3%	61.5%	0.10	54.9%	0.11	42.9%	0.15	5.6%	1.12
Obstetrics	0.0%	41.1%	N/A	36.7%	N/A	20.5%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	6.3%	61.6%	0.10	53.2%	0.12	39.2%	0.16	5.6%	1.12
Average Census (Patients)									
Adult Medical-Surgical	0.6	24.9	0.03	24.8	0.03	9.2	0.07	0.6	1.12
Obstetrics	0.0	5.0	N/A	4.3	N/A	1.1	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.6	44.9	0.01	44.4	0.01	12.6	0.05	0.6	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.5	0.65	4.0	0.73	3.7	0.78	3.6	0.82
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.9	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.60	4.3	0.69	3.8	0.78	3.6	0.82
Surgical Operations									
Inpatient	6	989	0.01	829	0.01	224	0.03	4	1.50
Outpatient	1,325	4,208	0.31	6,019	0.22	2,033	0.65	1,218	1.09
Inpatient as % of All Surgeries	0.5%	19.0%	0.02	12.1%	0.04	9.9%	0.05	0.3%	1.38
Outpatient Visits									
Non-Emergency Visits	21,265	131,799	0.16	197,548	0.11	77,115	0.28	18,889	1.13
Emergency Visits	3,386	16,822	0.20	18,660	0.18	11,550	0.29	2,912	1.16
Full-Time Equivalents (FTEs)									
Administrators	5.0	17.5	0.29	19.4	0.26	10.6	0.47	5.0	1.00
Nurses, Licensed	128.1	232.9	0.55	276.2	0.46	97.4	1.32	129.2	0.99
Ancillary Nursing Personnel	5.3	42.6	0.12	44.0	0.12	15.0	0.35	5.4	0.98
All Other Personnel	179.7	453.0	0.40	479.5	0.37	210.0	0.86	185.9	0.97
Total FTEs	318.1	746.0	0.43	819.1	0.39	333.0	0.96	325.6	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.2	12.3	0.91	10.2	1.10	15.0	0.74	13.7	0.81
Nurses, Licensed	285.7	163.8	1.74	144.4	1.98	138.1	2.07	354.9	0.81
Ancillary Nursing Personnel	11.8	30.0	0.39	23.0	0.51	21.2	0.56	14.9	0.79
All Other Personnel	400.8	318.6	1.26	250.7	1.60	297.9	1.35	510.9	0.78
Total FTEs	709.5	524.6	1.35	428.2	1.66	472.2	1.50	894.4	0.79

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	10	Health Maintenance		Average Beds Used	7	Bassinets	0
Discharges	78	Organization (HMO)	Yes	Discharges	73	Total Births	0
Inpatient Days	229	Preferred Provider		Inpatient Days	1,478	Newborn Days	0
		Organization (PPO)	Yes				

306 Bellin Health Oconto Hospital
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	78	229	6.3%	0.6	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	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	3	7.8
Physicians & Dentists	15	20	20.5	Radiological Services Personnel	14	4	14.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	0.3
Registered Nurses	53	38	67.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.3	Physical Therapists	1	10	1.8
Licensed Practical Nurses	26	24	34.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	3	7	5.3	Recreational Therapists	0	0	0.0
Physician Assistants	8	11	10.5	Dietitians & Nutritionists	0	3	0.8
Nurse Practitioners	23	13	26.9	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	19	23	27.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	44	16	51.9
Pharmacy Personnel	4	3	4.7				
Clinical Laboratory Personnel	9	7	12.0				
				Total	252	204	318.1

306 Bellin Health Oconto Hospital

Oconto, WI 54153

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$92,043,315	46.1%	48.2%	0.96	48.2%	0.96	47.9%	0.96	46.3%	1.00
Medical Assistance	\$25,905,860	13.0%	14.2%	0.91	12.5%	1.04	13.8%	0.94	11.7%	1.11
Commercial	\$72,103,293	36.1%	32.4%	1.11	33.9%	1.07	33.5%	1.08	37.2%	0.97
All Other	\$9,736,906	4.9%	5.2%	0.93	5.4%	0.89	4.8%	1.02	4.9%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$59,987,582	30.0%	37.1%	0.81	37.4%	0.80	33.7%	0.89	30.2%	0.99
Medical Assistance	\$18,249,624	9.1%	11.2%	0.82	10.1%	0.90	10.5%	0.87	7.6%	1.20
Commercial	\$25,658,099	12.8%	14.9%	0.86	15.8%	0.81	14.1%	0.91	13.1%	0.98
Charity Care	\$1,306,036	0.7%	0.7%	0.90	0.5%	1.23	0.6%	1.07	1.2%	0.56
Bad Debt	\$2,255,748	1.1%	0.8%	1.33	0.8%	1.45	1.0%	1.09	1.1%	1.05
All Other	\$6,039,126	3.0%	3.1%	0.97	3.5%	0.86	2.9%	1.03	2.8%	1.08
Total Deductions	\$113,496,215	56.8%	67.9%	0.84	68.2%	0.83	62.8%	0.90	56.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.3%	6.4%	0.83	3.6%	1.47	6.2%	0.85	4.1%	1.29
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	14.6%	N/A	28.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$40,206,009	49.0%	41.6%	1.18	43.1%	1.14	47.2%	1.04	48.2%	1.02
Supplies & Services	\$33,536,375	40.9%	52.7%	0.78	50.8%	0.81	46.1%	0.89	40.1%	1.02
Capital Component	\$8,318,051	10.1%	5.7%	1.76	6.2%	1.64	6.7%	1.52	11.7%	0.87
Fiscal Statistics										
Operating Margin (%)		10.0%	6.4%	1.57	10.1%	0.99	6.7%	1.50	5.0%	1.98
Total Hospital Net Income (%)		10.0%	7.1%	1.40	11.6%	0.86	9.1%	1.10	5.0%	1.98
Return on Equity (%)		17.6%	3.1%	5.77	7.9%	2.23	4.6%	3.83	7.3%	2.41
Current Ratio		3.8	2.9	1.33	6.2	0.62	14.3	0.27	2.5	1.55
Days in Net Patient Accounts Receivable		39.2	85.9	0.46	54.4	0.72	49.3	0.80	40.9	0.96
Average Payment Period		23.7	125.5	0.19	44.2	0.54	35.0	0.68	42.9	0.55
Equity Financing (%)		46.3%	57.8%	0.80	79.9%	0.58	57.4%	0.81	25.3%	1.83
Long-Term Debt to Equity Ratio		0.7	0.4	1.69	0.1	4.52	0.1	5.18	1.7	0.39
Times Interest Earned		8.7	12.0	0.73	18.0	0.49	16.7	0.52	3.5	2.50
Total Asset Turnover		1.8	0.4	4.14	0.7	2.65	0.5	3.59	1.4	1.22
Average Age of Plant (Years)		8.0	19.6	0.41	11.5	0.70	11.3	0.71	6.5	1.24
Increase (Decrease) Total Net Patient Revenue		7.3%	3.9%	1.85	3.8%	1.94	3.0%	2.46	-2.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		98.1%	67.6%	1.45	75.5%	1.30	82.2%	1.19	98.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,538		\$19,469	0.54	\$14,714	0.72	\$12,086	0.87	\$19,731	0.53
Inpatient Net Revenue per Day	\$874		\$3,859	0.23	\$3,218	0.27	\$3,093	0.28	\$1,676	0.52
Outpatient Net Revenue per Visit	\$3,523		\$875	4.03	\$732	4.82	\$740	4.76	\$3,643	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$199,789,375	Cash & Cash Equivalents	\$5,377,018	Current Liabilities	\$5,049,937
Less Deductions	\$113,496,215	Net Patient Receivables	\$9,278,660	Long-Term Debt	\$15,837,833
Net Patient Revenue	\$86,293,160	Other Receivables	\$3,071,801	Other Liabilities	\$6,757,365
Plus Other Revenue	\$4,857,804			Subtotal	\$27,645,135
Total Revenue	\$91,150,962	Land, Buildings & Equipment (Net)	\$20,978,904	Unrestricted Fund Balance	\$23,874,998
Less Expenses	\$82,060,435	Other Assets	\$12,813,750	Restricted Fund Balance	\$947,929
Non-Operating Gains/Losses	-\$82			Total Liabilities & Fund Balance	\$51,520,133
Net Income	\$9,090,445	Total Assets	\$51,520,133		

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.8%	61.5%	0.16	54.9%	0.18	19.5%	0.50	11.2%	0.87
Obstetrics	0.0%	41.1%	N/A	36.7%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.8%	61.6%	0.16	53.2%	0.18	19.6%	0.50	11.2%	0.87
Average Census (Patients)									
Adult Medical-Surgical	2.2	24.9	0.09	24.8	0.09	2.6	0.83	2.2	0.96
Obstetrics	0.0	5.0	N/A	4.3	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.2	44.9	0.05	44.4	0.05	2.9	0.74	2.2	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.5	0.94	4.0	1.05	3.6	1.17	4.2	1.02
Obstetrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.88	4.3	1.00	3.2	1.32	4.1	1.03
Surgical Operations									
Inpatient	22	989	0.02	829	0.03	169	0.13	42	0.52
Outpatient	648	4,208	0.15	6,019	0.11	1,744	0.37	787	0.82
Inpatient as % of All Surgeries	3.3%	19.0%	0.17	12.1%	0.27	8.9%	0.37	5.1%	0.65
Outpatient Visits									
Non-Emergency Visits	13,714	131,799	0.10	197,548	0.07	28,500	0.48	14,092	0.97
Emergency Visits	5,524	16,822	0.33	18,660	0.30	5,439	1.02	5,188	1.06
Full-Time Equivalents (FTEs)									
Administrators	7.6	17.5	0.44	19.4	0.39	5.9	1.30	7.3	1.05
Nurses, Licensed	37.2	232.9	0.16	276.2	0.13	39.4	0.95	37.2	1.00
Ancillary Nursing Personnel	7.1	42.6	0.17	44.0	0.16	6.0	1.19	6.3	1.13
All Other Personnel	56.1	453.0	0.12	479.5	0.12	78.1	0.72	57.2	0.98
Total FTEs	108.1	746.0	0.14	819.1	0.13	129.4	0.84	108.1	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	49.9	12.3	4.06	10.2	4.91	29.9	1.67	40.4	1.24
Nurses, Licensed	242.7	163.8	1.48	144.4	1.68	199.9	1.21	205.3	1.18
Ancillary Nursing Personnel	46.5	30.0	1.55	23.0	2.02	30.4	1.53	35.0	1.33
All Other Personnel	365.7	318.6	1.15	250.7	1.46	396.6	0.92	315.9	1.16
Total FTEs	704.8	524.6	1.34	428.2	1.65	656.8	1.07	596.6	1.18

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	22	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	184	Preferred Provider Organization (PPO)	Yes	Discharges	159	Total Births	0
Inpatient Days	785			Inpatient Days	2,710	Newborn Days	0

101 St Clare Memorial Hospital
Oconto Falls, WI 54154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	184	785	9.8%	2.2	4.3
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	7	4	7.6	Surgical Personnel	0	1	0.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	3	5.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	4.4
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.2
Registered Nurses	11	31	29.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.6
Licensed Practical Nurses	0	1	0.6	Physical Therapy Assistants/Aides	0	1	0.1
Ancillary Nursing Personnel	3	8	7.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	1.5	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	2	4	4.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	7	4.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	17	16.2
Pharmacy Personnel	6	7	9.2				
Clinical Laboratory Personnel	5	6	9.3				
				Total	52	102	108.1

101 St Clare Memorial Hospital

Oconto Falls, WI 54154

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$38,302,769	51.5%	48.2%	1.07	48.2%	1.07	47.8%	1.08	47.9%	1.07
Medical Assistance	\$17,526,758	23.6%	14.2%	1.66	12.5%	1.89	12.9%	1.83	26.5%	0.89
Commercial	\$15,663,443	21.1%	32.4%	0.65	33.9%	0.62	35.2%	0.60	22.0%	0.96
All Other	\$2,906,895	3.9%	5.2%	0.75	5.4%	0.72	4.2%	0.93	3.6%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$24,342,762	32.7%	37.1%	0.88	37.4%	0.87	28.9%	1.13	26.7%	1.23
Medical Assistance	\$12,176,510	16.4%	11.2%	1.46	10.1%	1.61	8.0%	2.04	16.7%	0.98
Commercial	\$8,000,994	10.8%	14.9%	0.72	15.8%	0.68	13.7%	0.78	10.5%	1.03
Charity Care	\$376,982	0.5%	0.7%	0.69	0.5%	0.95	0.6%	0.90	0.9%	0.53
Bad Debt	\$800,095	1.1%	0.8%	1.27	0.8%	1.38	0.8%	1.31	1.6%	0.69
All Other	\$2,080,281	2.8%	3.1%	0.89	3.5%	0.79	5.2%	0.54	2.5%	1.14
Total Deductions	\$47,777,624	64.2%	67.9%	0.95	68.2%	0.94	57.3%	1.12	58.8%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		21.9%	6.4%	3.42	3.6%	6.02	2.9%	7.42	17.7%	1.24
Net Gains/Losses as % of Net Income		60.4%	11.1%	5.46	14.6%	4.14	7.9%	7.66	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,863,209	32.3%	41.6%	0.78	43.1%	0.75	41.9%	0.77	31.6%	1.02
Supplies & Services	\$21,139,970	62.9%	52.7%	1.19	50.8%	1.24	51.7%	1.22	63.3%	0.99
Capital Component	\$1,602,847	4.8%	5.7%	0.83	6.2%	0.77	6.4%	0.74	5.1%	0.93
Fiscal Statistics										
Operating Margin (%)		1.4%	6.4%	0.22	10.1%	0.14	12.9%	0.11	11.3%	0.12
Total Hospital Net Income (%)		3.4%	7.1%	0.48	11.6%	0.29	13.9%	0.25	7.0%	0.49
Return on Equity (%)		3.5%	3.1%	1.15	7.9%	0.44	1.2%	3.00	6.3%	0.56
Current Ratio		0.3	2.9	0.10	6.2	0.04	1.0	0.28	0.3	0.99
Days in Net Patient Accounts Receivable		63.9	85.9	0.74	54.4	1.17	442.3	0.14	67.5	0.95
Average Payment Period		281.0	125.5	2.24	44.2	6.36	1183.6	0.24	326.9	0.86
Equity Financing (%)		26.5%	57.8%	0.46	79.9%	0.33	33.2%	0.80	14.6%	1.81
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	1.2	N/A	0.9	N/A
Times Interest Earned		14.6	12.0	1.21	18.0	0.81	46.5	0.31	28.3	0.52
Total Asset Turnover		1.0	0.4	2.35	0.7	1.50	0.1	12.00	0.9	1.06
Average Age of Plant (Years)		14.5	19.6	0.74	11.5	1.27	99.6	0.15	12.3	1.18
Increase (Decrease) Total Net Patient Revenue		-13.3%	3.9%	N/A	3.8%	N/A	20.1%	N/A	5.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.9%	67.6%	1.29	75.5%	1.15	85.5%	1.02	87.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,525		\$19,469	0.80	\$14,714	1.06	\$16,973	0.91	\$19,238	0.81
Inpatient Net Revenue per Day	\$1,544		\$3,859	0.40	\$3,218	0.48	\$3,576	0.43	\$1,850	0.83
Outpatient Net Revenue per Visit	\$1,131		\$875	1.29	\$732	1.55	\$948	1.19	\$1,287	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$74,399,865	Cash & Cash Equivalents		Current Liabilities	\$24,894,613
Less Deductions	\$47,777,624	Net Patient Receivables	\$4,658,219	Long-Term Debt	\$0
Net Patient Revenue	\$26,622,241	Other Receivables	\$306,431	Other Liabilities	\$79,171
Plus Other Revenue	\$7,456,241			Subtotal	\$24,973,784
Total Revenue	\$34,078,482	Land, Buildings & Equipment (Net)	\$9,626,424		
Less Expenses	\$33,606,026	Other Assets	\$19,447,999	Unrestricted Fund Balance	\$9,002,247
Non-Operating Gains/Losses	\$720,546			Restricted Fund Balance	\$0
Net Income	\$1,193,003	Total Assets	\$33,976,031	Total Liabilities & Fund Balance	\$33,976,031

102 Osceola Medical Center
 2600 65th Avenue, PO Box 218
 Osceola, WI 54020
 715-294-2111

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.3%	61.5%	0.53	56.8%	0.57	19.5%	1.66	26.2%	1.23
Obstetrics	12.6%	41.1%	0.31	34.7%	0.01	12.6%	1.00	8.6%	1.46
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	24.5%	61.6%	0.40	54.3%	0.45	19.6%	1.25	19.4%	1.26
Average Census (Patients)									
Adult Medical-Surgical	2.6	24.9	0.10	12.6	0.21	2.6	1.00	2.1	1.23
Obstetrics	0.5	5.0	0.10	2.6	0.19	0.5	1.00	0.3	1.46
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	44.9	0.07	18.5	0.17	2.9	1.10	2.5	1.26
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.5	0.67	4.3	0.70	3.6	0.84	3.3	0.91
Obstetrics	1.8	2.4	0.76	2.3	0.81	1.8	1.00	1.6	1.14
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	4.4	1.04	3.2	1.41	2.6	1.74
Surgical Operations									
Inpatient	27	989	0.03	358	0.08	169	0.16	48	0.56
Outpatient	1,780	4,208	0.42	2,715	0.66	1,744	1.02	1,900	0.94
Inpatient as % of All Surgeries	1.5%	19.0%	0.08	11.6%	0.13	8.9%	0.17	2.5%	0.61
Outpatient Visits									
Non-Emergency Visits	30,630	131,799	0.23	80,185	0.38	28,500	1.07	34,584	0.89
Emergency Visits	4,037	16,822	0.24	8,854	0.46	5,439	0.74	3,993	1.01
Full-Time Equivalents (FTEs)									
Administrators	37.6	17.5	2.15	10.4	3.62	5.9	6.40	4.0	9.41
Nurses, Licensed	51.2	232.9	0.22	132.4	0.39	39.4	1.30	37.4	1.37
Ancillary Nursing Personnel	24.2	42.6	0.57	20.9	1.16	6.0	4.04	5.0	4.87
All Other Personnel	99.9	453.0	0.22	273.9	0.36	78.1	1.28	119.7	0.83
Total FTEs	213.0	746.0	0.29	437.6	0.49	129.4	1.65	166.1	1.28
FTEs per 100 Patient Census (Adjusted)									
Administrators	88.8	12.3	7.22	13.2	6.74	29.9	2.97	7.6	11.63
Nurses, Licensed	120.8	163.8	0.74	167.9	0.72	199.9	0.60	71.4	1.69
Ancillary Nursing Personnel	57.2	30.0	1.91	26.5	2.15	30.4	1.88	9.5	6.02
All Other Personnel	235.7	318.6	0.74	347.5	0.68	396.6	0.59	228.3	1.03
Total FTEs	502.4	524.6	0.96	555.1	0.91	656.8	0.76	316.8	1.59

Total Hospital:
 Beds Set Up & Staffed 13
 Discharges 254
 Inpatient Days 1,161

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 64
 Inpatient Days 783

Newborn Nursery:
 Bassinets 4
 Total Births 76
 Newborn Days 181

102 Osceola Medical Center
Osceola, WI 54020

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	8	311	943	32.3%	2.6	3.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	100	184	12.6%	0.5	1.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	1	15	34	9.3%	0.1	2.3
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	36	2	37.6	Surgical Personnel	3	1	3.7
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	2	6	6.5
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	24	27	40.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	4.5
Licensed Practical Nurses	1	5	4.3	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	19	10	24.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.9
Nurse Practitioners	6	2	6.3	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	15	16	22.3
Health Info Mgmt-Administrators/Technicians	10	0	10.0	All Other Personnel	23	19	29.7
Pharmacy Personnel	4	9	9.2				
Clinical Laboratory Personnel	2	9	7.0				
				Total	154	110	213.0

102 Osceola Medical Center
Osceola, WI 54020

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$38,312,133	43.2%	48.2%	0.90	51.7%	0.84	47.8%	0.91	39.9%	1.08
Medical Assistance	\$10,447,320	11.8%	14.2%	0.83	12.2%	0.97	12.9%	0.92	14.2%	0.83
Commercial	\$39,213,516	44.3%	32.4%	1.37	31.5%	1.40	35.2%	1.26	42.8%	1.03
All Other	\$637,203	0.7%	5.2%	0.14	4.7%	0.15	4.2%	0.17	3.1%	0.23
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,719,451	15.5%	37.1%	0.42	34.8%	0.44	28.9%	0.54	24.3%	0.64
Medical Assistance	\$3,741,152	4.2%	11.2%	0.38	8.8%	0.48	8.0%	0.53	9.1%	0.46
Commercial	\$14,042,234	15.8%	14.9%	1.06	10.5%	1.51	13.7%	1.16	15.9%	1.00
Charity Care	\$457,912	0.5%	0.7%	0.71	0.4%	1.37	0.6%	0.91	0.5%	0.95
Bad Debt	\$1,020,626	1.2%	0.8%	1.36	1.1%	1.01	0.8%	1.40	1.7%	0.67
All Other	\$228,180	0.3%	3.1%	0.08	3.0%	0.08	5.2%	0.05	1.8%	0.15
Total Deductions	\$33,209,556	37.5%	67.9%	0.55	58.7%	0.64	57.3%	0.65	53.2%	0.70
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.4%	0.45	4.2%	0.68	2.9%	0.97	3.3%	0.85
Net Gains/Losses as % of Net Income		19.6%	11.1%	1.77	33.8%	0.58	7.9%	2.49	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,715,439	44.0%	41.6%	1.06	48.8%	0.90	41.9%	1.05	40.6%	1.09
Supplies & Services	\$25,867,839	52.4%	52.7%	1.00	46.5%	1.13	51.7%	1.01	55.2%	0.95
Capital Component	\$1,760,707	3.6%	5.7%	0.62	4.7%	0.76	6.4%	0.56	4.2%	0.85
Fiscal Statistics										
Operating Margin (%)		13.5%	6.4%	2.12	4.9%	2.76	12.9%	1.04	10.3%	1.30
Total Hospital Net Income (%)		16.2%	7.1%	2.28	7.2%	2.26	13.9%	1.17	10.0%	1.62
Return on Equity (%)		14.9%	3.1%	4.87	1.3%	11.42	1.2%	12.72	9.2%	1.62
Current Ratio		6.3	2.9	2.20	1.1	5.62	1.0	6.37	5.8	1.10
Days in Net Patient Accounts Receivable		56.4	85.9	0.66	210.1	0.27	442.3	0.13	63.8	0.88
Average Payment Period		53.3	125.5	0.42	460.7	0.12	1183.6	0.05	53.6	0.99
Equity Financing (%)		0.0%	57.8%	N/A	38.6%	N/A	33.2%	N/A	71.6%	N/A
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.9	N/A	1.2	N/A	0.2	N/A
Times Interest Earned		42.3	12.0	3.51	22.9	1.84	46.5	0.91	16.4	2.57
Total Asset Turnover		0.9	0.4	2.08	0.2	5.02	0.1	10.63	0.9	0.97
Average Age of Plant (Years)		14.2	19.6	0.73	56.0	0.25	99.6	0.14	15.2	0.93
Increase (Decrease) Total Net Patient Revenue		12.3%	3.9%	3.11	7.4%	1.66	20.1%	0.61	6.2%	1.99
Outpatient Gross Revenue (% of Total GPR)		90.3%	67.6%	1.34	76.6%	1.18	85.5%	1.06	94.1%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,947		\$19,469	0.87	\$17,024	1.00	\$16,973	1.00	\$10,531	1.61
Inpatient Net Revenue per Day	\$2,385		\$3,859	0.62	\$3,633	0.66	\$3,576	0.67	\$2,908	0.82
Outpatient Net Revenue per Visit	\$1,471		\$875	1.68	\$979	1.50	\$948	1.55	\$1,222	1.20

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$88,610,171	Cash & Cash Equivalents	\$34,149,443	Current Liabilities	\$6,994,827
Less Deductions	\$33,209,556	Net Patient Receivables	\$8,563,843	Long-Term Debt	\$7,894,829
Net Patient Revenue	\$55,400,615	Other Receivables	\$0	Other Liabilities	\$49,246,172
Plus Other Revenue	\$1,626,760			Subtotal	\$64,135,828
Total Revenue	\$57,027,376	Land, Buildings & Equipment (Net)	\$18,454,713		
Less Expenses	\$49,343,985	Other Assets	\$2,967,829	Unrestricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,876,468			Restricted Fund Balance	\$0
Net Income	\$9,559,859	Total Assets	\$64,135,828	Total Liabilities & Fund Balance	\$64,135,828

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	124.1%	61.5%	2.02	60.2%	2.06	54.8%	2.27	40.4%	3.07
Obstetrics	38.6%	41.1%	0.94	34.1%	0.05	34.5%	1.12	17.5%	2.21
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	103.6%	61.6%	1.68	57.4%	1.80	59.6%	1.74	42.9%	2.42
Average Census (Patients)									
Adult Medical-Surgical	21.1	24.9	0.85	23.5	0.90	15.8	1.33	25.4	0.83
Obstetrics	1.5	5.0	0.31	4.7	0.33	2.9	0.53	2.4	0.63
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	41.4	44.9	0.92	34.4	1.20	29.6	1.40	47.2	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.5	0.97	4.0	1.09	4.2	1.06	4.9	0.90
Obstetrics	2.1	2.4	0.86	2.4	0.89	2.3	0.91	2.1	0.98
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.96	4.2	1.11	4.4	1.06	5.1	0.91
Surgical Operations									
Inpatient	582	989	0.59	966	0.60	409	1.42	635	0.92
Outpatient	4,547	4,208	1.08	5,983	0.76	2,735	1.66	4,902	0.93
Inpatient as % of All Surgeries	11.3%	19.0%	0.60	13.9%	0.82	13.0%	0.87	11.5%	0.99
Outpatient Visits									
Non-Emergency Visits	99,981	131,799	0.76	87,094	1.15	92,528	1.08	123,709	0.81
Emergency Visits	14,680	16,822	0.87	15,140	0.97	17,976	0.82	14,674	1.00
Full-Time Equivalents (FTEs)									
Administrators	10.6	17.5	0.61	11.2	0.95	12.7	0.84	10.6	1.00
Nurses, Licensed	129.9	232.9	0.56	165.8	0.78	137.2	0.95	145.4	0.89
Ancillary Nursing Personnel	32.8	42.6	0.77	14.8	2.22	29.9	1.10	3.6	9.00
All Other Personnel	112.7	453.0	0.25	252.7	0.45	239.1	0.47	159.9	0.70
Total FTEs	286.0	746.0	0.38	444.5	0.64	418.9	0.68	319.6	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.5	12.3	0.61	9.5	0.80	10.9	0.69	7.0	1.07
Nurses, Licensed	91.9	163.8	0.56	140.0	0.66	117.7	0.78	96.0	0.96
Ancillary Nursing Personnel	23.2	30.0	0.78	12.5	1.86	25.6	0.91	2.4	9.65
All Other Personnel	79.8	318.6	0.25	213.4	0.37	205.0	0.39	105.6	0.76
Total FTEs	202.5	524.6	0.39	375.4	0.54	359.2	0.56	211.0	0.96

Total Hospital:
 Beds Set Up & Staffed 40
 Discharges 3,260
 Inpatient Days 15,123

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 223
 Newborn Days 347

103 Ascension NE Wisconsin - Mercy Campus
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,745	7,702	124.1%	21.1	4.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	7	135	1,976	77.3%	5.4	14.6
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	4	269	563	38.6%	1.5	2.1
Psychiatric	1	9	718	2,726	83.0%	7.5	3.8
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	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	2	3	393	2,156	196.9%	5.9	5.5
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.

** 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	1	10.6	Surgical Personnel	10	3	10.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	17	23.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	4.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	8	4.5
Registered Nurses	90	73	128.3	Occupational Therapy Assistants/Aides	0	2	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	3.6
Licensed Practical Nurses	1	1	1.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	25	39	32.8	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	3	1.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	4	21.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	9	21.8
Pharmacy Personnel	13	2	13.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	217	172	286.0

103 Ascension NE Wisconsin - Mercy Campus

Oshkosh, WI 54904

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$127,067,913	52.6%	48.2%	1.09	49.9%	1.06	51.3%	1.02	50.7%	1.04
Medical Assistance	\$29,549,735	12.2%	14.2%	0.86	11.2%	1.09	15.3%	0.80	12.8%	0.95
Commercial	\$78,815,209	32.6%	32.4%	1.01	35.7%	0.91	29.5%	1.11	30.8%	1.06
All Other	\$6,020,997	2.5%	5.2%	0.48	3.1%	0.79	3.8%	0.65	5.6%	0.44
Deductions as % of Total Gross Patient Revenue										
Medicare	\$89,672,346	37.1%	37.1%	1.00	36.8%	1.01	39.7%	0.94	35.3%	1.05
Medical Assistance	\$19,289,967	8.0%	11.2%	0.71	8.8%	0.91	12.1%	0.66	8.9%	0.89
Commercial	\$36,310,246	15.0%	14.9%	1.01	16.3%	0.92	13.1%	1.15	13.1%	1.15
Charity Care	\$2,044,117	0.8%	0.7%	1.16	0.8%	1.09	0.8%	1.04	0.8%	1.01
Bad Debt	\$2,268,565	0.9%	0.8%	1.11	0.7%	1.27	1.2%	0.79	1.3%	0.70
All Other	\$7,877,252	3.3%	3.1%	1.04	1.8%	1.82	2.2%	1.46	5.0%	0.65
Total Deductions	\$157,462,493	65.2%	67.9%	0.96	65.2%	1.00	69.2%	0.94	64.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.5%	6.4%	1.01	2.4%	2.65	3.8%	1.69	1.4%	4.65	
Net Gains/Losses as % of Net Income	0.8%	11.1%	0.07	16.2%	0.05	15.2%	0.05	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,618,477	34.2%	41.6%	0.82	38.2%	0.89	40.1%	0.85	36.6%	0.93
Supplies & Services	\$58,027,952	60.8%	52.7%	1.15	56.2%	1.08	54.4%	1.12	58.2%	1.04
Capital Component	\$4,823,157	5.1%	5.7%	0.88	5.6%	0.89	5.5%	0.92	5.2%	0.96
Fiscal Statistics										
Operating Margin (%)	-6.3%	6.4%	N/A	11.1%	N/A	5.0%	N/A	-5.6%	1.13	
Total Hospital Net Income (%)	-6.3%	7.1%	N/A	13.0%	N/A	5.8%	N/A	-5.4%	1.17	
Return on Equity (%)	-5.5%	3.1%	N/A	9.2%	N/A	2.3%	N/A	-4.8%	1.15	
Current Ratio	5.1	2.9	1.78	27.3	0.19	2.8	1.82	3.6	1.43	
Days in Net Patient Accounts Receivable	50.7	85.9	0.59	50.2	1.01	86.5	0.59	47.3	1.07	
Average Payment Period	21.8	125.5	0.17	13.9	1.56	128.9	0.17	28.1	0.78	
Equity Financing (%)	85.1%	57.8%	1.47	94.3%	0.90	62.5%	1.36	84.6%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.0	N/A	0.3	N/A	0.0	N/A	
Times Interest Earned	0.0	12.0	N/A	761.1	N/A	12.9	N/A	0.0	N/A	
Total Asset Turnover	0.9	0.4	2.04	0.7	1.25	0.4	2.21	0.9	0.98	
Average Age of Plant (Years)	10.3	19.6	0.52	8.8	1.17	21.5	0.48	9.4	1.09	
Increase (Decrease) Total Net Patient Revenue	-8.3%	3.9%	N/A	5.6%	N/A	0.2%	N/A	3.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	69.3%	67.6%	1.03	71.7%	0.97	74.2%	0.93	69.0%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,056	\$19,469	0.52	\$13,116	0.77	\$12,524	0.80	\$11,094	0.91	
Inpatient Net Revenue per Day	\$2,070	\$3,859	0.54	\$3,156	0.66	\$2,770	0.75	\$2,182	0.95	
Outpatient Net Revenue per Visit	\$466	\$875	0.53	\$911	0.51	\$766	0.61	\$416	1.12	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$241,453,853	Cash & Cash Equivalents	\$14,471	Current Liabilities	\$5,451,283
Less Deductions	\$157,462,493	Net Patient Receivables	\$11,663,200	Long-Term Debt	\$0
Net Patient Revenue	\$83,991,360	Other Receivables	\$607,364	Other Liabilities	\$9,906,133
Plus Other Revenue	\$5,827,993			Subtotal	\$15,357,416
Total Revenue	\$89,819,354	Land, Buildings & Equipment (Net)	\$71,444,791	Unrestricted Fund Balance	\$87,911,916
Less Expenses	\$95,469,586	Other Assets	\$19,539,507	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$45,000	Total Assets	\$103,269,333	Total Liabilities & Fund Balance	\$103,269,332
Net Income	-\$5,695,231				

303 Aurora Medical Center - 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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.0%	61.5%	0.85	60.2%	0.87	62.5%	0.83	54.6%	0.95
Obstetrics	37.4%	41.1%	0.91	34.1%	0.13	35.5%	1.05	32.7%	1.14
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	48.0%	61.6%	0.78	57.4%	0.84	61.3%	0.78	49.9%	0.96
Average Census (Patients)									
Adult Medical-Surgical	27.1	24.9	1.09	23.5	1.15	27.9	0.97	26.2	1.03
Obstetrics	4.5	5.0	0.90	4.7	0.95	4.2	1.07	3.9	1.14
Pediatrics	0.0	1.7	N/A	0.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	39.8	44.9	0.89	34.4	1.16	54.3	0.73	39.4	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.5	0.88	4.0	0.99	4.4	0.90	4.2	0.95
Obstetrics	2.1	2.4	0.86	2.4	0.88	2.4	0.87	2.0	1.06
Pediatrics	0.0	3.8	N/A	3.3	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.82	4.2	0.94	4.7	0.84	4.2	0.95
Surgical Operations									
Inpatient	1,032	989	1.04	966	1.07	1,120	0.92	926	1.11
Outpatient	5,489	4,208	1.30	5,983	0.92	5,321	1.03	5,201	1.06
Inpatient as % of All Surgeries	15.8%	19.0%	0.83	13.9%	1.14	17.4%	0.91	15.1%	1.05
Outpatient Visits									
Non-Emergency Visits	167,533	131,799	1.27	87,094	1.92	201,183	0.83	162,121	1.03
Emergency Visits	27,833	16,822	1.65	15,140	1.84	23,507	1.18	25,673	1.08
Full-Time Equivalents (FTEs)									
Administrators	15.0	17.5	0.86	11.2	1.34	18.1	0.83	13.0	1.15
Nurses, Licensed	456.7	232.9	1.96	165.8	2.75	312.2	1.46	392.5	1.16
Ancillary Nursing Personnel	61.5	42.6	1.44	14.8	4.17	44.9	1.37	53.3	1.16
All Other Personnel	747.4	453.0	1.65	252.7	2.96	592.5	1.26	794.5	0.94
Total FTEs	1,280.6	746.0	1.72	444.5	2.88	967.7	1.32	1,253.3	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.2	12.3	0.59	9.5	0.76	9.7	0.74	6.1	1.19
Nurses, Licensed	219.5	163.8	1.34	140.0	1.57	167.7	1.31	183.0	1.20
Ancillary Nursing Personnel	29.6	30.0	0.99	12.5	2.37	24.1	1.23	24.8	1.19
All Other Personnel	359.2	318.6	1.13	213.4	1.68	318.3	1.13	370.4	0.97
Total FTEs	615.5	524.6	1.17	375.4	1.64	519.9	1.18	584.2	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	83	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	3,671	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	762
Inpatient Days	14,528			Inpatient Days	0	Newborn Days	1,189

303 Aurora Medical Center - Oshkosh
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	52	2,474	9,878	52.0%	27.1	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	12	785	1,638	37.4%	4.5	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	378	2,167	49.5%	5.9	5.7
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	74	845	33.1%	2.3	11.4
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	15	0	15.0	Surgical Personnel	23	5	27.2
Physicians & Dentists	70	30	81.0	Radiological Services Personnel	46	36	64.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	5	13.1
Dental Hygienists	0	0	0.0	Occupational Therapists	4	6	7.9
Registered Nurses	252	173	343.9	Occupational Therapy Assistants/Aides	1	2	1.0
Certified Nurse Midwives	4	1	4.0	Physical Therapists	14	7	17.9
Licensed Practical Nurses	26	24	38.8	Physical Therapy Assistants/Aides	4	4	5.6
Ancillary Nursing Personnel	32	79	61.5	Recreational Therapists	0	0	0.0
Physician Assistants	15	2	15.9	Dietitians & Nutritionists	1	3	2.3
Nurse Practitioners	39	15	49.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	8	9	9.9	Social Workers	5	5	6.0
Clinical Nurse Specialists	9	2	10.9	All Other Health Professionals	76	29	89.9
Health Info Mgmt-Administrators/Technicians	37	4	39.6	All Other Personnel	187	96	225.8
Pharmacy Personnel	29	16	31.6				
Clinical Laboratory Personnel	26	11	29.9				
				Total	1,003	593	1,280.6

303 Aurora Medical Center - Oshkosh

Oshkosh, WI 54904

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$405,363,333	48.7%	48.2%	1.01	49.9%	0.98	44.9%	1.08	47.7%	1.02
Medical Assistance	\$114,432,967	13.7%	14.2%	0.97	11.2%	1.22	18.0%	0.76	13.3%	1.03
Commercial	\$267,767,038	32.1%	32.4%	0.99	35.7%	0.90	32.5%	0.99	33.0%	0.98
All Other	\$45,487,969	5.5%	5.2%	1.04	3.1%	1.74	4.6%	1.20	6.0%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$327,096,320	39.3%	37.1%	1.06	36.8%	1.07	35.8%	1.10	38.5%	1.02
Medical Assistance	\$98,237,809	11.8%	11.2%	1.05	8.8%	1.34	14.0%	0.84	11.2%	1.05
Commercial	\$128,001,877	15.4%	14.9%	1.03	16.3%	0.94	13.9%	1.11	14.8%	1.04
Charity Care	\$5,693,552	0.7%	0.7%	0.94	0.8%	0.88	0.5%	1.28	0.7%	1.03
Bad Debt	\$6,677,054	0.8%	0.8%	0.95	0.7%	1.08	0.8%	0.96	0.9%	0.87
All Other	\$26,503,717	3.2%	3.1%	1.02	1.8%	1.78	2.9%	1.10	3.8%	0.83
Total Deductions	\$592,210,329	71.1%	67.9%	1.05	65.2%	1.09	67.9%	1.05	69.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.0%	6.4%	0.46	2.4%	1.21	6.1%	0.48	1.9%	1.53
Net Gains/Losses as % of Net Income		0.2%	11.1%	0.02	16.2%	0.02	10.0%	0.02	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$65,029,418	33.2%	41.6%	0.80	38.2%	0.87	43.9%	0.75	33.6%	0.99
Supplies & Services	\$124,328,714	63.4%	52.7%	1.20	56.2%	1.13	49.1%	1.29	61.7%	1.03
Capital Component	\$6,765,557	3.4%	5.7%	0.60	5.6%	0.61	6.9%	0.50	4.7%	0.73
Fiscal Statistics										
Operating Margin (%)		21.0%	6.4%	3.29	11.1%	1.89	7.1%	2.95	19.5%	1.07
Total Hospital Net Income (%)		21.0%	7.1%	2.96	13.0%	1.62	7.8%	2.68	19.5%	1.08
Return on Equity (%)		9.7%	3.1%	3.16	9.2%	1.05	2.1%	4.59	8.7%	1.10
Current Ratio		25.1	2.9	8.72	27.3	0.92	2.2	11.35	28.2	0.89
Days in Net Patient Accounts Receivable		53.4	85.9	0.62	50.2	1.07	119.9	0.45	53.8	0.99
Average Payment Period		30.5	125.5	0.24	13.9	2.19	229.7	0.13	29.6	1.03
Equity Financing (%)		96.6%	57.8%	1.67	94.3%	1.02	53.3%	1.81	93.0%	1.04
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.5	N/A	0.0	N/A
Times Interest Earned		161.5	12.0	13.42	761.1	0.21	9.1	17.80	24.4	6.61
Total Asset Turnover		0.5	0.4	1.07	0.7	0.66	0.3	1.72	0.4	1.02
Average Age of Plant (Years)		12.7	19.6	0.65	8.8	1.45	25.3	0.50	11.4	1.11
Increase (Decrease) Total Net Patient Revenue		8.4%	3.9%	2.12	5.6%	1.49	4.1%	2.04	2.5%	3.40
Outpatient Gross Revenue (% of Total GPR)		81.8%	67.6%	1.21	71.7%	1.14	71.5%	1.14	80.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,207	\$19,469	0.78	\$13,116	1.16	\$18,306	0.83	\$15,419	0.99	
Inpatient Net Revenue per Day	\$4,042	\$3,859	1.05	\$3,156	1.28	\$3,976	1.02	\$3,523	1.15	
Outpatient Net Revenue per Visit	\$981	\$875	1.12	\$911	1.08	\$752	1.31	\$937	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$833,051,307	Cash & Cash Equivalents	\$356,922,541	Current Liabilities	\$15,866,688
Less Deductions	\$592,210,329	Net Patient Receivables	\$35,264,295	Long-Term Debt	\$0
Net Patient Revenue	\$240,840,978	Other Receivables	-\$2,324,428	Other Liabilities	\$2,358,726
Plus Other Revenue	\$7,320,955			Subtotal	\$18,225,414
Total Revenue	\$248,161,931	Land, Buildings & Equipment (Net)	\$140,357,411	Unrestricted Fund Balance	\$522,185,944
Less Expenses	\$196,123,689	Other Assets	\$10,191,539	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$127,908			Total Liabilities & Fund Balance	\$540,411,358
Net Income	\$52,166,150	Total Assets	\$540,411,358		

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 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.6%	61.5%	0.24	47.2%	0.31	13.7%	1.06	10.3%	1.41
Obstetrics	0.0%	41.1%	N/A	53.6%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	14.6%	61.6%	0.24	51.9%	0.28	19.0%	0.77	10.3%	1.41
Average Census (Patients)									
Adult Medical-Surgical	1.9	24.9	0.08	17.2	0.11	1.7	1.12	1.2	1.53
Obstetrics	0.0	5.0	N/A	4.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.3	N/A	0.0	N/A
Total Hospital	1.9	44.9	0.04	28.6	0.07	2.5	0.77	1.2	1.53
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.5	0.65	3.7	0.81	3.5	0.86	3.3	0.91
Obstetrics	0.0	2.4	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.4	N/A	3.2	N/A	0.0	N/A
Total Hospital	3.0	4.9	0.61	4.2	0.71	4.4	0.67	3.3	0.91
Surgical Operations									
Inpatient	0	989	N/A	840	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	3,492	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	19.4%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	33,902	131,799	0.26	137,645	0.25	15,186	2.23	30,615	1.11
Emergency Visits	3,842	16,822	0.23	15,585	0.25	3,910	0.98	3,225	1.19
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	13.0	N/A	1.9	N/A	1.0	0.00
Nurses, Licensed	44.9	232.9	0.19	152.9	0.29	31.3	1.43	40.4	1.11
Ancillary Nursing Personnel	11.2	42.6	0.26	23.1	0.48	6.3	1.78	10.3	1.09
All Other Personnel	84.3	453.0	0.19	424.9	0.20	60.7	1.39	64.6	1.30
Total FTEs	140.3	746.0	0.19	613.9	0.23	100.2	1.40	116.3	1.21
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	7.6	N/A	12.8	N/A	17.4	0.00
Nurses, Licensed	479.1	163.8	2.93	89.3	5.36	213.7	2.24	702.1	0.68
Ancillary Nursing Personnel	119.9	30.0	4.00	13.5	8.86	43.1	2.78	179.0	0.67
All Other Personnel	899.9	318.6	2.82	248.3	3.62	414.9	2.17	1,123.0	0.80
Total FTEs	1,498.9	524.6	2.86	358.8	4.18	684.6	2.19	2,021.5	0.74

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	13	Health Maintenance Organization (HMO)	Yes	Average Beds Used	7	Bassinets	0
Discharges	232	Preferred Provider Organization (PPO)	Yes	Discharges	215	Total Births	0
Inpatient Days	691			Inpatient Days	2,718	Newborn Days	0

104 Mayo Clinic Health System - Oakridge in Osseo
Osseo, WI 54758

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	232	691	14.6%	1.9	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	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	0	0.0
Physicians & Dentists	8	4	9.8	Radiological Services Personnel	3	5	6.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	8	6.5
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	11	41	35.8	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.2
Licensed Practical Nurses	2	5	4.8	Physical Therapy Assistants/Aides	1	5	3.0
Ancillary Nursing Personnel	0	20	11.2	Recreational Therapists	0	0	0.0
Physician Assistants	4	3	5.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	1	4.2	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	5	4	7.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	5	24.4
Pharmacy Personnel	0	12	4.3				
Clinical Laboratory Personnel	4	9	10.4				
				Total	71	125	140.3

104 Mayo Clinic Health System - Oakridge in Osseo

Osseo, WI 54758

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$31,695,717	57.1%	48.2%	1.18	47.0%	1.22	44.4%	1.29	53.9%	1.06
Medical Assistance	\$6,692,584	12.1%	14.2%	0.85	10.2%	1.18	14.1%	0.85	13.4%	0.90
Commercial	\$14,622,579	26.3%	32.4%	0.81	34.4%	0.77	37.2%	0.71	29.1%	0.91
All Other	\$2,500,821	4.5%	5.2%	0.86	8.4%	0.53	4.3%	1.06	3.6%	1.24
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,703,994	24.7%	37.1%	0.67	34.0%	0.73	25.2%	0.98	21.6%	1.14
Medical Assistance	\$4,128,152	7.4%	11.2%	0.66	8.1%	0.91	10.0%	0.74	8.5%	0.88
Commercial	\$3,523,013	6.3%	14.9%	0.43	15.7%	0.41	12.1%	0.53	7.8%	0.82
Charity Care	\$453,835	0.8%	0.7%	1.12	1.1%	0.75	0.3%	2.44	1.6%	0.51
Bad Debt	\$1,599,495	2.9%	0.8%	3.40	0.9%	3.19	0.8%	3.46	2.2%	1.33
All Other	\$914,163	1.6%	3.1%	0.53	6.3%	0.26	3.5%	0.48	1.4%	1.16
Total Deductions	\$24,322,652	43.8%	67.9%	0.65	66.1%	0.66	51.9%	0.84	43.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.1%	6.4%	2.21		22.5%	0.63	3.9%	3.59	13.1%	1.08
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		110.0%	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,025,256	52.9%	41.6%	1.27	54.1%	0.98	47.1%	1.12	53.9%	0.98
Supplies & Services	\$14,915,955	43.8%	52.7%	0.83	41.9%	1.05	43.9%	1.00	42.2%	1.04
Capital Component	\$1,112,538	3.3%	5.7%	0.57	4.0%	0.82	9.0%	0.36	4.0%	0.82
Fiscal Statistics										
Operating Margin (%)	6.3%	6.4%	0.98		-0.2%	N/A	7.7%	0.81	-2.2%	N/A
Total Hospital Net Income (%)	6.3%	7.1%	0.88		2.0%	3.13	8.1%	0.77	-2.2%	N/A
Return on Equity (%)	10.4%	3.1%	3.40		1.6%	6.43	8.5%	1.22	-4.2%	N/A
Current Ratio	44.7	2.9	15.56		31.1	1.44	2.4	18.51	8.8	5.07
Days in Net Patient Accounts Receivable	57.9	85.9	0.67		60.3	0.96	60.0	0.97	49.4	1.17
Average Payment Period	3.0	125.5	0.02		10.3	0.29	45.4	0.07	7.7	0.39
Equity Financing (%)	74.1%	57.8%	1.28		87.7%	0.84	37.9%	1.95	74.9%	0.99
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	1.0	N/A	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		12.7	N/A	7.3	N/A	-85.8	N/A
Total Asset Turnover	1.7	0.4	3.89		0.8	2.10	1.0	1.59	1.9	0.86
Average Age of Plant (Years)	14.3	19.6	0.73		10.0	1.43	5.6	2.54	13.4	1.06
Increase (Decrease) Total Net Patient Revenue	15.9%	3.9%	4.02		-2.2%	N/A	7.6%	2.10	-2.7%	N/A
Outpatient Gross Revenue (% of Total GPR)	79.6%	67.6%	1.18		82.8%	0.96	83.4%	0.95	78.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$25,677	\$19,469	1.32		\$19,060	1.35	\$20,257	1.27	\$28,637	0.90
Inpatient Net Revenue per Day	\$3,203	\$3,859	0.83		\$4,078	0.79	\$3,306	0.97	\$2,655	1.21
Outpatient Net Revenue per Visit	\$541	\$875	0.62		\$880	0.61	\$992	0.55	\$516	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,511,701	Cash & Cash Equivalents	\$706	Current Liabilities	\$272,216
Less Deductions	\$24,322,652	Net Patient Receivables	\$4,949,065	Long-Term Debt	\$0
Net Patient Revenue	\$31,189,049	Other Receivables	\$306,784	Other Liabilities	\$5,399,201
Plus Other Revenue	\$5,139,099			Subtotal	\$5,671,417
Total Revenue	\$36,328,148	Land, Buildings & Equipment (Net)	\$9,674,016	Unrestricted Fund Balance	\$16,205,771
Less Expenses	\$34,053,749	Other Assets	\$6,946,617	Restricted Fund Balance	\$38,340
Non-Operating Gains/Losses	\$0	Total Assets	\$21,877,188	Total Liabilities & Fund Balance	\$21,877,188
Net Income	\$2,274,399				

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 2023	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.5%	61.5%	0.27	31.6%	0.52	19.5%	0.85	19.6%	0.84
Obstetrics	0.0%	41.1%	N/A	23.2%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.5%	61.6%	0.27	33.6%	0.49	19.6%	0.84	19.6%	0.84
Average Census (Patients)									
Adult Medical-Surgical	4.1	24.9	0.17	6.2	0.66	2.6	1.59	4.9	0.84
Obstetrics	0.0	5.0	N/A	1.0	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	44.9	0.09	7.7	0.53	2.9	1.43	4.9	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.5	0.99	4.5	1.01	3.6	1.25	4.5	1.00
Obstetrics	0.0	2.4	N/A	2.2	N/A	1.8	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	4.5	4.9	0.93	4.7	0.96	3.2	1.40	4.5	1.00
Surgical Operations									
Inpatient	5	989	0.01	53	0.09	169	0.03	8	0.63
Outpatient	1,119	4,208	0.27	1,137	0.98	1,744	0.64	665	1.68
Inpatient as % of All Surgeries	0.4%	19.0%	0.02	4.4%	0.10	8.9%	0.05	1.2%	0.37
Outpatient Visits									
Non-Emergency Visits	29,172	131,799	0.22	38,279	0.76	28,500	1.02	25,299	1.15
Emergency Visits	4,395	16,822	0.26	7,241	0.61	5,439	0.81	4,554	0.97
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.5	0.17	2.3	1.28	5.9	0.51	0.0	N/A
Nurses, Licensed	29.3	232.9	0.13	73.5	0.40	39.4	0.74	30.7	0.95
Ancillary Nursing Personnel	3.7	42.6	0.09	11.3	0.33	6.0	0.62	5.8	0.63
All Other Personnel	91.0	453.0	0.20	164.2	0.55	78.1	1.16	95.8	0.95
Total FTEs	126.9	746.0	0.17	251.4	0.51	129.4	0.98	132.4	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.5	12.3	0.52	3.5	1.82	29.9	0.22	0.0	N/A
Nurses, Licensed	62.9	163.8	0.38	111.2	0.57	199.9	0.31	72.9	0.86
Ancillary Nursing Personnel	7.9	30.0	0.27	17.1	0.46	30.4	0.26	13.8	0.57
All Other Personnel	195.8	318.6	0.61	248.5	0.79	396.6	0.49	227.3	0.86
Total FTEs	273.1	524.6	0.52	380.3	0.72	656.8	0.42	314.0	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	2	Bassinets	0
Discharges	333	Organization (HMO)	Yes	Discharges	11	Total Births	0
Inpatient Days	1,506	Preferred Provider		Inpatient Days	143	Newborn Days	0
		Organization (PPO)	Yes				

106 Marshfield Medical Center - Park Falls
Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	333	1,506	16.5%	4.1	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	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.

* 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	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	9	4.0	Radiological Services Personnel	8	1	8.7
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	20	14	28.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	9	3.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	2	0.0	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	6	12	12.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	38	13	45.3
Pharmacy Personnel	2	2	2.5				
Clinical Laboratory Personnel	9	4	9.8				
				Total	98	69	126.9

106 Marshfield Medical Center - Park Falls

Park Falls, WI 54552

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$38,691,879	59.1%	48.2%	1.23	52.4%	1.13	47.8%	1.24	60.3%	0.98
Medical Assistance	\$7,804,039	11.9%	14.2%	0.84	16.1%	0.74	12.9%	0.93	12.8%	0.93
Commercial	\$14,631,676	22.3%	32.4%	0.69	25.8%	0.86	35.2%	0.64	21.3%	1.05
All Other	\$4,362,601	6.7%	5.2%	1.27	5.6%	1.19	4.2%	1.58	5.6%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,805,459	28.7%	37.1%	0.77	28.7%	1.00	28.9%	0.99	32.5%	0.88
Medical Assistance	\$6,248,938	9.5%	11.2%	0.85	11.1%	0.86	8.0%	1.19	8.3%	1.16
Commercial	\$4,773,960	7.3%	14.9%	0.49	5.9%	1.23	13.7%	0.53	4.6%	1.58
Charity Care	\$81,925	0.1%	0.7%	0.17	0.4%	0.31	0.6%	0.22	0.5%	0.24
Bad Debt	\$1,103,945	1.7%	0.8%	1.99	1.5%	1.13	0.8%	2.05	1.8%	0.95
All Other	\$2,602,850	4.0%	3.1%	1.27	2.7%	1.49	5.2%	0.76	2.9%	1.38
Total Deductions	\$33,617,077	51.3%	67.9%	0.76	50.3%	1.02	57.3%	0.90	50.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	6.4%	0.18	1.5%	0.76	2.9%	0.40	3.1%	0.37
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	27.6%	N/A	7.9%	N/A	4.4%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,810,932	49.1%	41.6%	1.18	49.7%	0.99	41.9%	1.17	48.6%	1.01
Supplies & Services	\$13,658,071	48.6%	52.7%	0.92	43.4%	1.12	51.7%	0.94	49.2%	0.99
Capital Component	\$654,948	2.3%	5.7%	0.41	6.9%	0.34	6.4%	0.36	2.3%	1.03
Fiscal Statistics										
Operating Margin (%)		12.8%	6.4%	2.01	9.6%	1.34	12.9%	0.99	4.8%	2.64
Total Hospital Net Income (%)		12.8%	7.1%	1.80	12.8%	1.00	13.9%	0.92	5.1%	2.53
Return on Equity (%)		0.1%	3.1%	0.05	1.6%	0.09	1.2%	0.12	0.1%	2.61
Current Ratio		0.9	2.9	0.31	1.3	0.66	1.0	0.90	1.5	0.59
Days in Net Patient Accounts Receivable	3,099.1		85.9	36.07	276.9	11.19	442.3	7.01	3,788.4	0.82
Average Payment Period	8,959.2		125.5	71.38	717.7	12.48	1183.6	7.57	4,801.8	1.87
Equity Financing (%)		31.3%	57.8%	0.54	40.6%	0.77	33.2%	0.94	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	0.9	1.50	1.2	1.12	1.2	1.09
Times Interest Earned	7,406.0		12.0	615.47	29.2	253.55	46.5	159.17	498.3	14.86
Total Asset Turnover		0.0	0.4	0.03	0.1	0.09	0.1	0.13	0.0	1.04
Average Age of Plant (Years)	1,731.6		19.6	88.50	54.5	31.77	99.6	17.38	1,431.9	1.21
Increase (Decrease) Total Net Patient Revenue		0.0%	3.9%	0.00	7.7%	0.00	20.1%	0.00	-26.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		91.1%	67.6%	1.35	88.6%	1.03	85.5%	1.07	88.3%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,066		\$19,469	0.77	\$17,278	0.87	\$16,973	0.89	\$7,327	2.06
Inpatient Net Revenue per Day	\$3,143		\$3,859	0.81	\$3,301	0.95	\$3,576	0.88	\$1,532	2.05
Outpatient Net Revenue per Visit	\$828		\$875	0.95	\$1,111	0.75	\$948	0.87	\$1,004	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,490,195	Cash & Cash Equivalents		Current Liabilities	\$676,370,414
Less Deductions	\$33,617,077	Net Patient Receivables	\$12,808,371	Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$31,873,118	Other Receivables	\$270,627,028	Other Liabilities	\$131,289,257
Plus Other Revenue	\$375,430		\$219,577,908	Subtotal	\$1,979,950,372
Total Revenue	\$32,248,548	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$28,123,951	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0	Total Assets	\$2,883,677,481	Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	\$4,124,597				

326 Froedtert Community Hospital - Pewaukee
 209 Pewaukee Road
 Pewaukee, WI 53072
 262-956-6150

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: 1

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	8.4%	61.5%	0.14	63.8%	0.13	13.7%	0.62	3.8%	2.24
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	8.4%	61.6%	0.14	63.4%	0.13	19.0%	0.44	3.8%	2.24
Average Census (Patients)									
Adult Medical-Surgical	0.3	24.9	0.01	22.9	0.01	1.7	0.20	0.3	1.12
Obstetrics	0.0	5.0	N/A	5.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	0.3	44.9	0.01	42.7	0.01	2.5	0.14	0.3	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	2.0	4.5	0.44	4.3	0.46	3.5	0.57	1.9	1.03
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	3.2	N/A	0.0	N/A
Total Hospital	2.0	4.9	0.41	4.5	0.44	4.4	0.45	1.9	1.03
Surgical Operations									
Inpatient	0	989	N/A	1,038	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	4,019	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	925	131,799	0.01	117,094	0.01	15,186	0.06	57	16.23
Emergency Visits	6,428	16,822	0.38	18,746	0.34	3,910	1.64	5,481	1.17
Full-Time Equivalents (FTEs)									
Administrators	2.0	17.5	0.11	14.2	0.14	1.9	1.06	2.0	1.00
Nurses, Licensed	7.6	232.9	0.03	188.0	0.04	31.3	0.24	16.1	0.47
Ancillary Nursing Personnel	0.0	42.6	N/A	37.4	N/A	6.3	N/A	0.0	N/A
All Other Personnel	13.3	453.0	0.03	333.2	0.04	60.7	0.22	18.1	0.73
Total FTEs	22.9	746.0	0.03	572.8	0.04	100.2	0.23	36.2	0.63
FTEs per 100 Patient Census (Adjusted)									
Administrators	31.7	12.3	2.58	10.1	3.13	12.8	2.47	36.8	0.86
Nurses, Licensed	120.3	163.8	0.73	134.3	0.90	213.7	0.56	295.2	0.41
Ancillary Nursing Personnel	0.0	30.0	N/A	26.7	N/A	43.1	N/A	0.0	N/A
All Other Personnel	210.6	318.6	0.66	238.0	0.88	414.9	0.51	332.9	0.63
Total FTEs	362.6	524.6	0.69	409.2	0.89	684.6	0.53	664.9	0.55

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	4	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	62	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	123			Inpatient Days	0	Newborn Days	0

326 Froedtert Community Hospital - Pewaukee
Pewaukee, WI 53072

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	62	123	8.4%	0.3	2.0
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	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	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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	5	5.0
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	4	5	7.6	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	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	6	2.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	2	3.7
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	12	20	22.9

326 Froedtert Community Hospital - Pewaukee
Pewaukee, WI 53072

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$9,458,777	38.6%	48.2%	0.80	53.0%	0.73	44.4%	0.87	35.4%	1.09
Medical Assistance	\$3,861,048	15.7%	14.2%	1.11	11.4%	1.39	14.1%	1.11	12.9%	1.22
Commercial	\$10,583,728	43.2%	32.4%	1.33	32.8%	1.31	37.2%	1.16	48.0%	0.90
All Other	\$614,506	2.5%	5.2%	0.48	2.8%	0.90	4.3%	0.59	3.6%	0.69
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,923,153	32.3%	37.1%	0.87	43.5%	0.74	25.2%	1.28	30.3%	1.07
Medical Assistance	\$3,504,399	14.3%	11.2%	1.28	9.4%	1.53	10.0%	1.43	10.6%	1.34
Commercial	\$5,410,257	22.1%	14.9%	1.48	15.9%	1.39	12.1%	1.83	22.0%	1.00
Charity Care	\$85,824	0.4%	0.7%	0.48	0.8%	0.43	0.3%	1.05	0.1%	4.40
Bad Debt	\$479,847	2.0%	0.8%	2.31	0.9%	2.18	0.8%	2.35	3.8%	0.52
All Other	\$297,460	1.2%	3.1%	0.39	1.8%	0.69	3.5%	0.35	0.9%	1.36
Total Deductions	\$17,700,940	72.2%	67.9%	1.06	72.2%	1.00	51.9%	1.39	67.7%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	6.4%	N/A		4.3%	N/A	3.9%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		N/A	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$2,923,042	43.0%	41.6%	1.03	38.8%	1.11	47.1%	0.91	40.2%	1.07
Supplies & Services	\$3,200,480	47.1%	52.7%	0.89	53.3%	0.88	43.9%	1.07	49.9%	0.94
Capital Component	\$670,597	9.9%	5.7%	1.72	7.9%	1.25	9.0%	1.10	9.9%	1.00
Fiscal Statistics										
Operating Margin (%)		0.3%	6.4%	0.05	9.2%	0.04	7.7%	0.04	-28.3%	N/A
Total Hospital Net Income (%)		0.3%	7.1%	0.05	8.1%	0.04	8.1%	0.04	-28.3%	N/A
Return on Equity (%)		0.1%	3.1%	0.04	4.9%	0.03	8.5%	0.02	-8.2%	N/A
Current Ratio		5.7	2.9	1.98	12.4	0.46	2.4	2.36	3.8	1.52
Days in Net Patient Accounts Receivable		64.7	85.9	0.75	50.4	1.28	60.0	1.08	104.4	0.62
Average Payment Period		13.2	125.5	0.11	31.3	0.42	45.4	0.29	25.1	0.53
Equity Financing (%)		98.7%	57.8%	1.71	85.9%	1.15	37.9%	2.60	97.7%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	1.0	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	8.8	N/A	7.3	N/A	0.0	N/A
Total Asset Turnover		0.4	0.4	0.92	0.6	0.64	1.0	0.38	0.3	1.36
Average Age of Plant (Years)		2.5	19.6	0.13	11.9	0.21	5.6	0.45	1.5	1.67
Increase (Decrease) Total Net Patient Revenue		20.2%	3.9%	5.11	0.8%	24.15	7.6%	2.67	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		94.5%	67.6%	1.40	68.7%	1.37	83.4%	1.13	92.7%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,986	\$19,469	0.62		\$14,690	0.82	\$20,257	0.59	\$18,838	0.64
Inpatient Net Revenue per Day	\$5,851	\$3,859	1.52		\$3,206	1.83	\$3,306	1.77	\$7,405	0.79
Outpatient Net Revenue per Visit	\$891	\$875	1.02		\$746	1.19	\$992	0.90	\$871	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$24,518,059	Cash & Cash Equivalents	\$0	Current Liabilities	\$222,586
Less Deductions	\$17,700,940	Net Patient Receivables	\$1,207,831	Long-Term Debt	\$0
Net Patient Revenue	\$6,817,119	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$222,586
Total Revenue	\$6,817,119	Land, Buildings & Equipment (Net)	\$16,073,686	Unrestricted Fund Balance	\$17,118,643
Less Expenses	\$6,794,119	Other Assets	\$59,712	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$17,341,229
Net Income	\$23,000	Total Assets	\$17,341,229		

108 Southwest Health
 1400 Eastside 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: 4

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.5%	61.5%	0.50	59.9%	0.51	42.9%	0.71	29.4%	1.04
Obstetrics	21.1%	41.1%	0.51	39.5%	0.03	20.5%	1.03	17.3%	1.22
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.6%	61.6%	0.55	61.8%	0.54	39.2%	0.86	32.7%	1.03
Average Census (Patients)									
Adult Medical-Surgical	6.1	24.9	0.25	26.8	0.23	9.2	0.66	5.9	1.04
Obstetrics	1.1	5.0	0.21	4.5	0.23	1.1	0.95	0.9	1.22
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.8	44.9	0.26	55.6	0.21	12.6	0.94	11.5	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	2.0	4.5	0.45	4.5	0.45	3.7	0.54	2.2	0.94
Obstetrics	1.6	2.4	0.65	2.6	0.61	2.0	0.77	1.6	0.98
Pediatrics	0.0	3.8	N/A	4.6	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	5.1	0.71	3.8	0.96	4.2	0.86
Surgical Operations									
Inpatient	460	989	0.47	948	0.49	224	2.06	441	1.04
Outpatient	1,674	4,208	0.40	4,423	0.38	2,033	0.82	1,509	1.11
Inpatient as % of All Surgeries	21.6%	19.0%	1.13	17.6%	1.22	9.9%	2.18	22.6%	0.95
Outpatient Visits									
Non-Emergency Visits	98,403	131,799	0.75	185,542	0.53	77,115	1.28	90,176	1.09
Emergency Visits	8,195	16,822	0.49	18,373	0.45	11,550	0.71	7,908	1.04
Full-Time Equivalents (FTEs)									
Administrators	38.0	17.5	2.17	18.2	2.08	10.6	3.59	31.0	1.23
Nurses, Licensed	128.0	232.9	0.55	281.6	0.45	97.4	1.31	116.5	1.10
Ancillary Nursing Personnel	11.0	42.6	0.26	39.5	0.28	15.0	0.73	12.1	0.91
All Other Personnel	287.2	453.0	0.63	649.6	0.44	210.0	1.37	271.4	1.06
Total FTEs	464.1	746.0	0.62	989.0	0.47	333.0	1.39	430.9	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	59.8	12.3	4.86	11.4	5.24	15.0	3.98	56.2	1.06
Nurses, Licensed	201.4	163.8	1.23	176.3	1.14	138.1	1.46	211.3	0.95
Ancillary Nursing Personnel	17.3	30.0	0.58	24.8	0.70	21.2	0.82	21.9	0.79
All Other Personnel	451.9	318.6	1.42	406.7	1.11	297.9	1.52	492.3	0.92
Total FTEs	730.3	524.6	1.39	619.1	1.18	472.2	1.55	781.7	0.93

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 1,189
 Inpatient Days 4,294

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 30
 Inpatient Days 179

Newborn Nursery:
 Bassinets 5
 Total Births 243
 Newborn Days 385

108 Southwest Health
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	1,101	2,230	30.5%	6.1	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	245	385	21.1%	1.1	1.6
Psychiatric	1	10	99	1,679	46.0%	4.6	17.0
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	38	0	38.0	Surgical Personnel	3	4	3.0
Physicians & Dentists	26	5	29.0	Radiological Services Personnel	11	7	12.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	2.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	3.9
Registered Nurses	75	50	89.5	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	3	12.3
Licensed Practical Nurses	17	9	21.4	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	10	11	11.0	Recreational Therapists	1	0	1.0
Physician Assistants	10	4	12.1	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	8	6	10.5	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	6	3	6.6	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	11	26.3
Health Info Mgmt-Administrators/Technicians	9	0	9.0	All Other Personnel	106	45	125.8
Pharmacy Personnel	9	9	13.3				
Clinical Laboratory Personnel	8	5	10.2				
				Total	399	182	464.1

108 Southwest Health

Platteville, WI 53818

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$86,268,630	40.7%	48.2%	0.84	43.0%	0.95	47.9%	0.85	41.5%	0.98	
Medical Assistance	\$29,781,185	14.1%	14.2%	0.99	12.2%	1.16	13.8%	1.02	14.2%	0.99	
Commercial	\$90,159,331	42.6%	32.4%	1.31	35.7%	1.19	33.5%	1.27	42.8%	0.99	
All Other	\$5,670,491	2.7%	5.2%	0.51	9.2%	0.29	4.8%	0.56	1.4%	1.85	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$54,573,242	25.8%	37.1%	0.69	33.3%	0.77	33.7%	0.77	27.4%	0.94	
Medical Assistance	\$22,130,960	10.4%	11.2%	0.93	9.7%	1.07	10.5%	0.99	9.3%	1.13	
Commercial	\$33,977,786	16.0%	14.9%	1.07	17.9%	0.90	14.1%	1.14	16.0%	1.00	
Charity Care	\$232,772	0.1%	0.7%	0.15	0.6%	0.18	0.6%	0.18	0.1%	1.07	
Bad Debt	\$2,415,098	1.1%	0.8%	1.34	0.9%	1.24	1.0%	1.10	0.8%	1.45	
All Other	\$2,700,298	1.3%	3.1%	0.41	5.1%	0.25	2.9%	0.44	0.1%	8.70	
Total Deductions	\$116,030,156	54.8%	67.9%	0.81	67.5%	0.81	62.8%	0.87	53.7%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.1%	6.4%	0.80	3.6%	1.42	6.2%	0.82	5.7%	0.90	
Net Gains/Losses as % of Net Income		40.0%	11.1%	3.61	53.3%	0.75	28.7%	1.39	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$55,764,277	60.5%	41.6%	1.45	45.0%	1.34	47.2%	1.28	61.1%	0.99	
Supplies & Services	\$30,494,689	33.1%	52.7%	0.63	48.7%	0.68	46.1%	0.72	32.9%	1.01	
Capital Component	\$5,980,121	6.5%	5.7%	1.13	6.4%	1.02	6.7%	0.97	6.0%	1.07	
Fiscal Statistics											
Operating Margin (%)		8.7%	6.4%	1.37	3.7%	2.33	6.7%	1.31	14.0%	0.62	
Total Hospital Net Income (%)		13.7%	7.1%	1.93	7.7%	1.79	9.1%	1.51	9.0%	1.52	
Return on Equity (%)		9.7%	3.1%	3.16	3.8%	2.54	4.6%	2.10	6.1%	1.60	
Current Ratio		2.9	2.9	0.99	3.0	0.94	14.3	0.20	3.0	0.96	
Days in Net Patient Accounts Receivable		53.7	85.9	0.62	65.9	0.81	49.3	1.09	51.2	1.05	
Average Payment Period		63.5	125.5	0.51	98.2	0.65	35.0	1.81	59.2	1.07	
Equity Financing (%)		84.6%	57.8%	1.46	50.5%	1.67	57.4%	1.47	85.1%	0.99	
Long-Term Debt to Equity Ratio		0.0	0.4	0.12	0.4	0.11	0.1	0.37	0.1	0.94	
Times Interest Earned		57.5	12.0	4.78	9.1	6.34	16.7	3.44	25.1	2.29	
Total Asset Turnover		0.7	0.4	1.56	0.5	1.40	0.5	1.35	0.7	0.94	
Average Age of Plant (Years)		10.7	19.6	0.55	15.8	0.67	11.3	0.95	12.8	0.83	
Increase (Decrease) Total Net Patient Revenue		7.7%	3.9%	1.96	7.9%	0.97	3.0%	2.59	18.8%	0.41	
Outpatient Gross Revenue (% of Total GPR)		82.1%	67.6%	1.22	64.7%	1.27	82.2%	1.00	81.2%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$15,558	\$19,469	0.80	\$21,761	0.71	\$12,086	1.29	\$17,142	0.91	
Inpatient Net Revenue per Day		\$4,337	\$3,859	1.12	\$4,214	1.03	\$3,093	1.40	\$4,460	0.97	
Outpatient Net Revenue per Visit		\$743	\$875	0.85	\$819	0.91	\$740	1.00	\$744	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$211,879,638	Cash & Cash Equivalents	\$26,343,512	Current Liabilities	\$15,252,661
Less Deductions	\$116,030,156	Net Patient Receivables	\$14,096,665	Long-Term Debt	\$6,130,480
Net Patient Revenue	\$95,849,482	Other Receivables	\$679,560	Other Liabilities	\$1,980,019
Plus Other Revenue	\$5,194,635			Subtotal	\$23,363,160
Total Revenue	\$101,044,117	Land, Buildings & Equipment (Net)	\$46,145,068		
Less Expenses	\$92,239,087	Other Assets	\$64,295,600	Unrestricted Fund Balance	\$128,197,247
Non-Operating Gains/Losses	\$5,860,588			Restricted Fund Balance	\$736,256
Net Income	\$14,665,618	Total Assets	\$151,560,405	Total Liabilities & Fund Balance	\$151,560,407

305 Froedtert South – Froedtert Pleasant Prairie
 9555 76th Street
 Pleasant Prairie, WI 53158
 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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	73.6%	61.5%	1.20	63.8%	1.15	62.5%	1.18	40.9%	1.80
Obstetrics	75.7%	41.1%	1.84	44.7%	0.07	35.5%	2.13	14.4%	5.27
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	74.3%	61.6%	1.21	63.4%	1.17	61.3%	1.21	38.0%	1.95
Average Census (Patients)									
Adult Medical-Surgical	58.8	24.9	2.36	22.9	2.57	27.9	2.11	68.4	0.86
Obstetrics	3.0	5.0	0.60	5.1	0.60	4.2	0.72	3.9	0.78
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	71.3	44.9	1.59	42.7	1.67	54.3	1.31	85.6	0.83
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.5	1.12	4.3	1.18	4.4	1.15	5.4	0.95
Obstetrics	1.9	2.4	0.78	2.3	0.81	2.4	0.78	2.1	0.89
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.1	4.9	1.05	4.5	1.14	4.7	1.09	5.4	0.95
Surgical Operations									
Inpatient	1,277	989	1.29	1,038	1.23	1,120	1.14	1,354	0.94
Outpatient	5,247	4,208	1.25	4,019	1.31	5,321	0.99	5,296	0.99
Inpatient as % of All Surgeries	19.6%	19.0%	1.03	20.5%	0.95	17.4%	1.13	20.4%	0.96
Outpatient Visits									
Non-Emergency Visits	462,108	131,799	3.51	117,094	3.95	201,183	2.30	468,153	0.99
Emergency Visits	39,510	16,822	2.35	18,746	2.11	23,507	1.68	46,486	0.85
Full-Time Equivalents (FTEs)									
Administrators	59.3	17.5	3.39	14.2	4.18	18.1	3.27	58.5	1.01
Nurses, Licensed	500.2	232.9	2.15	188.0	2.66	312.2	1.60	529.0	0.95
Ancillary Nursing Personnel	55.4	42.6	1.30	37.4	1.48	44.9	1.23	55.2	1.00
All Other Personnel	1,051.7	453.0	2.32	333.2	3.16	592.5	1.78	1,079.4	0.97
Total FTEs	1,666.5	746.0	2.23	572.8	2.91	967.7	1.72	1,722.0	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.7	12.3	1.77	10.1	2.15	9.7	2.23	20.2	1.08
Nurses, Licensed	183.6	163.8	1.12	134.3	1.37	167.7	1.09	182.9	1.00
Ancillary Nursing Personnel	20.3	30.0	0.68	26.7	0.76	24.1	0.84	19.1	1.06
All Other Personnel	386.0	318.6	1.21	238.0	1.62	318.3	1.21	373.3	1.03
Total FTEs	611.6	524.6	1.17	409.2	1.49	519.9	1.18	595.5	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	96	Health Maintenance Organization (HMO)	No	Average Beds Used	0	Bassinets	4
Discharges	5,099	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	553
Inpatient Days	26,035			Inpatient Days	0	Newborn Days	1,089

305 Froedtert South – Froedtert Pleasant Prairie
Pleasant Prairie, WI 53158

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	4,206	21,478	73.6%	58.8	5.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	587	1,105	75.7%	3.0	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	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	348	3,452	78.8%	9.5	9.9
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	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	57	5	59.3	Surgical Personnel	25	7	30.5
Physicians & Dentists	52	11	56.8	Radiological Services Personnel	36	46	64.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	10	19.5
Dental Hygienists	0	0	0.0	Occupational Therapists	6	8	10.0
Registered Nurses	299	276	474.3	Occupational Therapy Assistants/Aides	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	25	8	30.6
Licensed Practical Nurses	5	5	7.3	Physical Therapy Assistants/Aides	10	12	16.4
Ancillary Nursing Personnel	28	50	55.4	Recreational Therapists	0	0	0.0
Physician Assistants	9	3	10.1	Dietitians & Nutritionists	4	1	4.5
Nurse Practitioners	15	6	18.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	3	8.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	116	79	161.0
Health Info Mgmt-Administrators/Technicians	45	2	46.4	All Other Personnel	416	154	496.0
Pharmacy Personnel	37	19	45.1				
Clinical Laboratory Personnel	42	17	51.2				
				Total	1,246	723	1,666.5

305 Froedtert South – Froedtert Pleasant Prairie

Pleasant Prairie, WI 53158

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$571,389,399	48.2%	48.2%	1.00	53.0%	0.91	44.9%	1.07	48.6%	0.99
Medical Assistance	\$184,919,143	15.6%	14.2%	1.10	11.4%	1.37	18.0%	0.87	16.6%	0.94
Commercial	\$406,070,989	34.2%	32.4%	1.06	32.8%	1.04	32.5%	1.05	32.8%	1.04
All Other	\$23,652,228	2.0%	5.2%	0.38	2.8%	0.71	4.6%	0.44	2.0%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$474,591,500	40.0%	37.1%	1.08	43.5%	0.92	35.8%	1.12	39.5%	1.01
Medical Assistance	\$166,613,451	14.0%	11.2%	1.26	9.4%	1.50	14.0%	1.00	14.7%	0.96
Commercial	\$145,206,997	12.2%	14.9%	0.82	15.9%	0.77	13.9%	0.88	11.7%	1.04
Charity Care	\$12,651,936	1.1%	0.7%	1.46	0.8%	1.30	0.5%	2.00	1.1%	0.98
Bad Debt	\$8,327,823	0.7%	0.8%	0.83	0.9%	0.78	0.8%	0.85	0.6%	1.23
All Other	\$13,871,313	1.2%	3.1%	0.37	1.8%	0.67	2.9%	0.41	1.2%	0.99
Total Deductions	\$821,263,020	69.2%	67.9%	1.02	72.2%	0.96	67.9%	1.02	68.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.0%	6.4%	0.31		4.3%	0.46	6.1%	0.33	1.6%	1.26
Net Gains/Losses as % of Net Income	53.4%	11.1%	4.83		N/A	N/A	10.0%	5.35	332.5%	0.16
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$187,480,104	52.4%	41.6%	1.26	38.8%	1.35	43.9%	1.19	52.3%	1.00
Supplies & Services	\$141,010,928	39.4%	52.7%	0.75	53.3%	0.74	49.1%	0.80	39.5%	1.00
Capital Component	\$28,996,943	8.1%	5.7%	1.41	7.9%	1.02	6.9%	1.17	8.2%	0.99
Fiscal Statistics										
Operating Margin (%)	4.0%	6.4%	0.62		9.2%	0.43	7.1%	0.56	4.7%	0.85
Total Hospital Net Income (%)	8.1%	7.1%	1.14		8.1%	1.00	7.8%	1.04	-2.1%	N/A
Return on Equity (%)	5.2%	3.1%	1.69		4.9%	1.06	2.1%	2.47	-1.3%	N/A
Current Ratio	5.7	2.9	1.99		12.4	0.46	2.2	2.59	5.4	1.05
Days in Net Patient Accounts Receivable	54.7	85.9	0.64		50.4	1.08	119.9	0.46	52.2	1.05
Average Payment Period	38.3	125.5	0.31		31.3	1.22	229.7	0.17	36.7	1.04
Equity Financing (%)	89.8%	57.8%	1.55		85.9%	1.05	53.3%	1.68	89.9%	1.00
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	0.5	N/A	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		8.8	N/A	9.1	N/A	0.0	N/A
Total Asset Turnover	0.6	0.4	1.43		0.6	1.00	0.3	2.29	0.6	0.94
Average Age of Plant (Years)	13.4	19.6	0.69		11.9	1.13	25.3	0.53	13.1	1.03
Increase (Decrease) Total Net Patient Revenue	-0.3%	3.9%	N/A		0.8%	N/A	4.1%	N/A	5.6%	N/A
Outpatient Gross Revenue (% of Total GPR)	73.7%	67.6%	1.09		68.7%	1.07	71.5%	1.03	70.1%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,249	\$19,469	0.99		\$14,690	1.31	\$18,306	1.05	\$19,418	0.99
Inpatient Net Revenue per Day	\$3,753	\$3,859	0.97		\$3,206	1.17	\$3,976	0.94	\$3,570	1.05
Outpatient Net Revenue per Visit	\$548	\$875	0.63		\$746	0.73	\$752	0.73	\$505	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,186,031,760	Cash & Cash Equivalents	\$42,271,137	Current Liabilities	\$34,630,672
Less Deductions	\$821,263,020	Net Patient Receivables	\$54,626,394	Long-Term Debt	\$0
Net Patient Revenue	\$364,768,740	Other Receivables	\$437,561	Other Liabilities	\$27,585,385
Plus Other Revenue	\$7,443,387			Subtotal	\$62,216,057
Total Revenue	\$372,212,126	Land, Buildings & Equipment (Net)	\$230,483,972	Unrestricted Fund Balance	\$548,015,008
Less Expenses	\$357,487,975	Other Assets	\$282,412,001	Restricted Fund Balance	\$2,668,070
Non-Operating Gains/Losses	\$16,893,659			Total Liabilities & Fund Balance	\$610,231,065
Net Income	\$31,617,810	Total Assets	\$610,231,065		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.1%	61.5%	0.36	59.9%	0.37	42.9%	0.52	27.7%	0.80
Obstetrics	6.2%	41.1%	0.15	39.5%	0.01	20.5%	0.30	8.5%	0.73
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	19.5%	61.6%	0.32	61.8%	0.32	39.2%	0.50	25.6%	0.76
Average Census (Patients)									
Adult Medical-Surgical	8.9	24.9	0.36	26.8	0.33	9.2	0.96	11.1	0.80
Obstetrics	0.6	5.0	0.11	4.5	0.12	1.1	0.50	0.8	0.73
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.7	44.9	0.24	55.6	0.19	12.6	0.85	14.1	0.76
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	4.5	0.83	3.7	1.00	4.1	0.91
Obstetrics	1.8	2.4	0.76	2.6	0.71	2.0	0.91	1.7	1.06
Pediatrics	0.0	3.8	N/A	4.6	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.75	5.1	0.72	3.8	0.96	4.0	0.91
Surgical Operations									
Inpatient	191	989	0.19	948	0.20	224	0.85	258	0.74
Outpatient	2,743	4,208	0.65	4,423	0.62	2,033	1.35	2,726	1.01
Inpatient as % of All Surgeries	6.5%	19.0%	0.34	17.6%	0.37	9.9%	0.66	8.6%	0.75
Outpatient Visits									
Non-Emergency Visits	68,103	131,799	0.52	185,542	0.37	77,115	0.88	66,915	1.02
Emergency Visits	15,435	16,822	0.92	18,373	0.84	11,550	1.34	15,038	1.03
Full-Time Equivalents (FTEs)									
Administrators	12.0	17.5	0.69	18.2	0.66	10.6	1.13	18.0	0.67
Nurses, Licensed	55.8	232.9	0.24	281.6	0.20	97.4	0.57	101.5	0.55
Ancillary Nursing Personnel	12.3	42.6	0.29	39.5	0.31	15.0	0.82	16.8	0.74
All Other Personnel	139.0	453.0	0.31	649.6	0.21	210.0	0.66	191.1	0.73
Total FTEs	219.2	746.0	0.29	989.0	0.22	333.0	0.66	327.3	0.67
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.8	12.3	1.37	11.4	1.47	15.0	1.12	21.4	0.79
Nurses, Licensed	78.3	163.8	0.48	176.3	0.44	138.1	0.57	120.7	0.65
Ancillary Nursing Personnel	17.3	30.0	0.58	24.8	0.70	21.2	0.82	19.9	0.87
All Other Personnel	194.9	318.6	0.61	406.7	0.48	297.9	0.65	227.2	0.86
Total FTEs	307.4	524.6	0.59	619.1	0.50	472.2	0.65	389.2	0.79

Total Hospital:
 Beds Set Up & Staffed 55
 Discharges 1,074
 Inpatient Days 3,911

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 1
 Inpatient Days 54

Newborn Nursery:
 Bassinets 9
 Total Births 109
 Newborn Days 161

111 Aspirus Divine Savior Hospital & Clinics
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	864	3,233	22.1%	8.9	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	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	9	111	204	6.2%	0.6	1.8
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	100	474	21.6%	1.3	4.7
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	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	12	0	12.0	Surgical Personnel	5	2	6.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	2	6.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	1	5.1
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.8
Registered Nurses	44	15	54.0	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	4	14.8
Licensed Practical Nurses	0	2	1.8	Physical Therapy Assistants/Aides	1	3	2.8
Ancillary Nursing Personnel	11	4	12.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	2.3
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	23	12	31.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	40	14	45.6
Pharmacy Personnel	4	2	6.2				
Clinical Laboratory Personnel	7	0	7.0				
				Total	178	68	219.2

111 Aspirus Divine Savior Hospital & Clinics

Portage, WI 53901

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$92,756,406	44.8%	48.2%	0.93	43.0%	1.04	47.9%	0.94	43.0%	1.04	
Medical Assistance	\$33,391,140	16.1%	14.2%	1.13	12.2%	1.33	13.8%	1.16	15.8%	1.02	
Commercial	\$70,336,462	33.9%	32.4%	1.05	35.7%	0.95	33.5%	1.01	36.0%	0.94	
All Other	\$10,781,189	5.2%	5.2%	0.99	9.2%	0.57	4.8%	1.09	5.2%	1.01	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$69,976,091	33.8%	37.1%	0.91	33.3%	1.02	33.7%	1.00	31.8%	1.06	
Medical Assistance	\$27,509,073	13.3%	11.2%	1.19	9.7%	1.37	10.5%	1.26	12.5%	1.06	
Commercial	\$27,494,993	13.3%	14.9%	0.89	17.9%	0.74	14.1%	0.94	14.2%	0.94	
Charity Care	\$1,231,954	0.6%	0.7%	0.81	0.6%	0.96	0.6%	0.97	0.8%	0.76	
Bad Debt	\$2,493,268	1.2%	0.8%	1.42	0.9%	1.31	1.0%	1.16	0.6%	2.08	
All Other	\$6,805,620	3.3%	3.1%	1.05	5.1%	0.65	2.9%	1.12	3.0%	1.10	
Total Deductions	\$135,510,999	65.4%	67.9%	0.96	67.5%	0.97	62.8%	1.04	62.8%	1.04	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.8%	6.4%	0.44	3.6%	0.77	6.2%	0.45	4.6%	0.61	
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	53.3%	N/A	28.7%	N/A	91.9%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$34,356,215	41.6%	41.6%	1.00	45.0%	0.93	47.2%	0.88	49.0%	0.85	
Supplies & Services	\$42,324,547	51.3%	52.7%	0.97	48.7%	1.05	46.1%	1.11	44.4%	1.15	
Capital Component	\$5,888,066	7.1%	5.7%	1.24	6.4%	1.12	6.7%	1.07	6.6%	1.08	
Fiscal Statistics											
Operating Margin (%)		-11.8%	6.4%	N/A	3.7%	N/A	6.7%	N/A	-0.5%	22.99	
Total Hospital Net Income (%)		-11.2%	7.1%	N/A	7.7%	N/A	9.1%	N/A	-6.8%	1.66	
Return on Equity (%)		-9.6%	3.1%	N/A	3.8%	N/A	4.6%	N/A	-3.9%	2.47	
Current Ratio		3.1	2.9	1.06	3.0	1.01	14.3	0.21	1.8	1.73	
Days in Net Patient Accounts Receivable		53.8	85.9	0.63	65.9	0.82	49.3	1.09	61.3	0.88	
Average Payment Period		29.6	125.5	0.24	98.2	0.30	35.0	0.85	68.3	0.43	
Equity Financing (%)		57.8%	57.8%	1.00	50.5%	1.14	57.4%	1.01	65.2%	0.89	
Long-Term Debt to Equity Ratio		0.6	0.4	1.53	0.4	1.42	0.1	4.67	0.4	1.66	
Times Interest Earned		-16.4	12.0	N/A	9.1	N/A	16.7	N/A	-9.3	1.76	
Total Asset Turnover		0.9	0.4	2.00	0.5	1.79	0.5	1.73	0.6	1.39	
Average Age of Plant (Years)		15.0	19.6	0.77	15.8	0.95	11.3	1.33	14.7	1.02	
Increase (Decrease) Total Net Patient Revenue		-11.4%	3.9%	N/A	7.9%	N/A	3.0%	N/A	1.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		85.0%	67.6%	1.26	64.7%	1.31	82.2%	1.03	83.2%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$8,488	\$19,469	0.44	\$21,761	0.39	\$12,086	0.70	\$8,728	0.97	
Inpatient Net Revenue per Day		\$2,301	\$3,859	0.60	\$4,214	0.55	\$3,093	0.74	\$2,188	1.05	
Outpatient Net Revenue per Visit		\$780	\$875	0.89	\$819	0.95	\$740	1.05	\$866	0.90	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$207,265,198	Cash & Cash Equivalents	\$1,361,679	Current Liabilities	\$6,272,193
Less Deductions	\$135,510,999	Net Patient Receivables	\$10,578,985	Long-Term Debt	\$29,871,507
Net Patient Revenue	\$71,754,199	Other Receivables	\$77,709	Other Liabilities	\$364,980
Plus Other Revenue	\$2,067,528			Subtotal	\$36,508,680
Total Revenue	\$73,821,724	Land, Buildings & Equipment (Net)	\$66,446,568	Unrestricted Fund Balance	\$49,998,259
Less Expenses	\$82,568,828	Other Assets	\$8,041,999	Restricted Fund Balance	\$84,632
Non-Operating Gains/Losses	\$404,298			Total Liabilities & Fund Balance	\$86,506,939
Net Income	-\$8,342,806	Total Assets	\$86,506,940		

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: 3

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.5%	61.5%	0.30	47.2%	0.39	32.8%	0.57	17.4%	1.07
Obstetrics	20.3%	41.1%	0.49	53.6%	0.02	18.9%	1.07	23.3%	0.87
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	21.0%	61.6%	0.34	51.9%	0.40	35.7%	0.59	18.6%	1.13
Average Census (Patients)									
Adult Medical-Surgical	3.9	24.9	0.16	17.2	0.23	5.6	0.70	3.6	1.07
Obstetrics	0.8	5.0	0.16	4.4	0.19	0.8	0.99	0.9	0.87
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.2	44.9	0.12	28.6	0.18	8.1	0.65	4.6	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.84	3.7	1.04	3.8	1.00	2.8	1.34
Obstetrics	2.1	2.4	0.86	2.0	1.04	2.1	1.00	2.4	0.88
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.82	4.2	0.94	3.8	1.04	2.2	1.77
Surgical Operations									
Inpatient	87	989	0.09	840	0.10	135	0.65	93	0.94
Outpatient	936	4,208	0.22	3,492	0.27	1,616	0.58	746	1.25
Inpatient as % of All Surgeries	8.5%	19.0%	0.45	19.4%	0.44	7.7%	1.11	11.1%	0.77
Outpatient Visits									
Non-Emergency Visits	6,426	131,799	0.05	137,645	0.05	55,406	0.12	5,859	1.10
Emergency Visits	5,908	16,822	0.35	15,585	0.38	8,784	0.67	4,906	1.20
Full-Time Equivalents (FTEs)									
Administrators	24.0	17.5	1.37	13.0	1.85	10.8	2.22	23.0	1.04
Nurses, Licensed	84.1	232.9	0.36	152.9	0.55	65.3	1.29	79.8	1.05
Ancillary Nursing Personnel	9.2	42.6	0.22	23.1	0.40	8.4	1.09	7.7	1.20
All Other Personnel	188.8	453.0	0.42	424.9	0.44	151.7	1.24	174.1	1.08
Total FTEs	306.2	746.0	0.41	613.9	0.50	236.3	1.30	284.5	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	58.3	12.3	4.75	7.6	7.69	21.5	2.71	61.1	0.96
Nurses, Licensed	204.5	163.8	1.25	89.3	2.29	129.7	1.58	211.8	0.97
Ancillary Nursing Personnel	22.4	30.0	0.75	13.5	1.66	16.8	1.34	20.5	1.10
All Other Personnel	459.0	318.6	1.44	248.3	1.85	301.4	1.52	462.1	0.99
Total FTEs	744.3	524.6	1.42	358.8	2.07	469.3	1.59	755.4	0.99

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	4
Discharges	484	Preferred Provider Organization (PPO)	Yes	Discharges	73	Total Births	135
Inpatient Days	1,916			Inpatient Days	606	Newborn Days	242

112 Crossing Rivers Health
 Prairie du Chien, WI 53821

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	21	373	1,421	18.5%	3.9	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	39	199	0.0%	0.5	5.1
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	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	142	296	20.3%	0.8	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

* 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	24	0	24.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	5	2	6.4	Radiological Services Personnel	9	2	10.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	3	8.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.8
Registered Nurses	62	11	66.7	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	3	1	3.4
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	5	0	5.0
Ancillary Nursing Personnel	8	4	9.2	Recreational Therapists	0	0	0.0
Physician Assistants	1	2	1.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	8	2	8.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	3	4.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	27	8	30.5
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	76	13	84.8
Pharmacy Personnel	3	2	4.3				
Clinical Laboratory Personnel	8	2	8.8				
				Total	276	57	306.2

112 Crossing Rivers Health

Prairie du Chien, WI 53821

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$55,266,406	46.3%	48.2%	0.96	47.0%	0.99	50.4%	0.92	48.0%	0.96
Medical Assistance	\$16,975,174	14.2%	14.2%	1.00	10.2%	1.39	11.9%	1.19	14.9%	0.96
Commercial	\$45,178,659	37.8%	32.4%	1.17	34.4%	1.10	34.9%	1.08	35.3%	1.07
All Other	\$1,993,359	1.7%	5.2%	0.32	8.4%	0.20	2.7%	0.61	1.8%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,207,438	25.3%	37.1%	0.68	34.0%	0.74	34.8%	0.73	14.2%	1.79
Medical Assistance	\$11,523,905	9.7%	11.2%	0.86	8.1%	1.19	8.4%	1.15	7.0%	1.38
Commercial	\$10,977,863	9.2%	14.9%	0.62	15.7%	0.59	13.4%	0.69	4.8%	1.90
Charity Care	\$597,564	0.5%	0.7%	0.69	1.1%	0.46	0.7%	0.72	0.9%	0.56
Bad Debt	-\$829,070	-0.7%	0.8%	N/A	0.9%	N/A	1.0%	N/A	0.6%	N/A
All Other	\$137,547	0.1%	3.1%	0.04	6.3%	0.02	1.9%	0.06	14.3%	0.01
Total Deductions	\$52,615,247	44.1%	67.9%	0.65	66.1%	0.67	60.1%	0.73	41.8%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	6.4%	0.18	22.5%	0.05	3.7%	0.31	1.0%	1.13
Net Gains/Losses as % of Net Income		74.6%	11.1%	6.74	110.0%	0.68	21.8%	3.43	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,633,358	59.9%	41.6%	1.44	54.1%	1.11	46.1%	1.30	62.0%	0.97
Supplies & Services	\$21,946,122	33.2%	52.7%	0.63	41.9%	0.79	46.6%	0.71	29.8%	1.11
Capital Component	\$4,611,562	7.0%	5.7%	1.21	4.0%	1.75	7.3%	0.96	8.3%	0.84
Fiscal Statistics										
Operating Margin (%)		2.0%	6.4%	0.32	-0.2%	N/A	8.5%	0.24	7.0%	0.29
Total Hospital Net Income (%)		7.5%	7.1%	1.06	2.0%	3.77	10.7%	0.71	1.9%	3.99
Return on Equity (%)		4.9%	3.1%	1.61	1.6%	3.05	2.9%	1.71	1.0%	4.74
Current Ratio		6.3	2.9	2.21	31.1	0.20	1.7	3.69	4.3	1.46
Days in Net Patient Accounts Receivable		53.7	85.9	0.63	60.3	0.89	136.5	0.39	77.6	0.69
Average Payment Period		27.4	125.5	0.22	10.3	2.66	286.0	0.10	47.7	0.57
Equity Financing (%)		70.8%	57.8%	1.23	87.7%	0.81	49.5%	1.43	68.3%	1.04
Long-Term Debt to Equity Ratio		0.4	0.4	0.90	0.1	6.30	0.6	0.56	0.4	0.95
Times Interest Earned		8.0	12.0	0.67	12.7	0.63	15.7	0.51	2.2	3.61
Total Asset Turnover		0.6	0.4	1.44	0.8	0.78	0.3	2.34	0.6	1.06
Average Age of Plant (Years)		10.6	19.6	0.54	10.0	1.06	26.1	0.41	9.4	1.12
Increase (Decrease) Total Net Patient Revenue		8.8%	3.9%	2.22	-2.2%	N/A	9.7%	0.90	6.9%	1.27
Outpatient Gross Revenue (% of Total GPR)		89.4%	67.6%	1.32	82.8%	1.08	84.3%	1.06	82.5%	1.08
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,718		\$19,469	1.01	\$19,060	1.03	\$14,823	1.33	\$17,102	1.15
Inpatient Net Revenue per Day	\$5,108		\$3,859	1.32	\$4,078	1.25	\$3,524	1.45	\$4,460	1.15
Outpatient Net Revenue per Visit	\$4,455		\$875	5.09	\$880	5.06	\$832	5.35	\$4,442	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$119,413,597	Cash & Cash Equivalents	\$16,029,856	Current Liabilities	\$4,684,793
Less Deductions	\$52,615,247	Net Patient Receivables	\$9,830,582	Long-Term Debt	\$27,245,803
Net Patient Revenue	\$66,798,350	Other Receivables	\$403,577	Other Liabilities	\$0
Plus Other Revenue	\$764,386			Subtotal	\$31,930,596
Total Revenue	\$67,562,737	Land, Buildings & Equipment (Net)	\$41,344,382	Unrestricted Fund Balance	\$77,502,109
Less Expenses	\$66,191,042	Other Assets	\$41,824,308	Restricted Fund Balance	\$449,367
Non-Operating Gains/Losses	\$4,029,194			Total Liabilities & Fund Balance	\$109,432,705
Net Income	\$5,400,889	Total Assets	\$109,432,705		

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: 6

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.2%	61.5%	0.34	59.9%	0.35	62.5%	0.34	37.1%	0.57
Obstetrics	81.3%	41.1%	1.98	39.5%	0.06	35.5%	2.29	67.4%	1.21
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	25.0%	61.6%	0.41	61.8%	0.41	61.3%	0.41	37.4%	0.67
Average Census (Patients)									
Adult Medical-Surgical	6.4	24.9	0.25	26.8	0.24	27.9	0.23	11.1	0.57
Obstetrics	2.4	5.0	0.49	4.5	0.54	4.2	0.58	2.0	1.21
Pediatrics	0.0	1.7	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	9.0	44.9	0.20	55.6	0.16	54.3	0.17	13.5	0.67
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.5	0.66	4.5	0.67	4.4	0.68	3.1	0.97
Obstetrics	2.1	2.4	0.87	2.6	0.82	2.4	0.88	1.9	1.10
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	2.0	4.9	0.41	5.1	0.39	4.7	0.42	2.5	0.80
Surgical Operations									
Inpatient	345	989	0.35	948	0.36	1,120	0.31	669	0.52
Outpatient	4,517	4,208	1.07	4,423	1.02	5,321	0.85	3,927	1.15
Inpatient as % of All Surgeries	7.1%	19.0%	0.37	17.6%	0.40	17.4%	0.41	14.6%	0.49
Outpatient Visits									
Non-Emergency Visits	120,327	131,799	0.91	185,542	0.65	201,183	0.60	117,528	1.02
Emergency Visits	9,210	16,822	0.55	18,373	0.50	23,507	0.39	8,911	1.03
Full-Time Equivalents (FTEs)									
Administrators	24.0	17.5	1.37	18.2	1.32	18.1	1.32	23.0	1.04
Nurses, Licensed	157.5	232.9	0.68	281.6	0.56	312.2	0.50	138.6	1.14
Ancillary Nursing Personnel	29.9	42.6	0.70	39.5	0.76	44.9	0.67	21.4	1.40
All Other Personnel	391.7	453.0	0.86	649.6	0.60	592.5	0.66	329.0	1.19
Total FTEs	603.1	746.0	0.81	989.0	0.61	967.7	0.62	511.9	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.3	12.3	2.14	11.4	2.30	9.7	2.70	31.2	0.84
Nurses, Licensed	172.7	163.8	1.05	176.3	0.98	167.7	1.03	187.8	0.92
Ancillary Nursing Personnel	32.8	30.0	1.10	24.8	1.33	24.1	1.36	29.0	1.13
All Other Personnel	429.5	318.6	1.35	406.7	1.06	318.3	1.35	446.0	0.96
Total FTEs	661.3	524.6	1.26	619.1	1.07	519.9	1.27	694.0	0.95

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	1,658	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	427
Inpatient Days	3,289			Inpatient Days	0	Newborn Days	793

113 Sauk Prairie Healthcare
Prairie du Sac, WI 53578

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	768	2,318	21.2%	6.4	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	8	25	0.0%	0.1	3.1
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	3	420	890	81.3%	2.4	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	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	35	56	5.1%	0.2	1.6
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

* 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	24	0	24.0	Surgical Personnel	8	4	10.1
Physicians & Dentists	20	17	35.2	Radiological Services Personnel	16	13	22.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	4	6.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	4	3.4
Registered Nurses	64	97	128.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	7	13.1
Licensed Practical Nurses	5	1	6.1	Physical Therapy Assistants/Aides	2	3	2.8
Ancillary Nursing Personnel	13	29	29.9	Recreational Therapists	0	0	0.0
Physician Assistants	8	13	16.8	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	9	4	11.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	10	3	10.0	Social Workers	1	4	3.3
Clinical Nurse Specialists	1	1	1.0	All Other Health Professionals	21	19	35.0
Health Info Mgmt-Administrators/Technicians	3	1	4.0	All Other Personnel	159	85	202.7
Pharmacy Personnel	6	8	10.4				
Clinical Laboratory Personnel	8	3	9.3				
				Total	404	324	603.1

113 Sauk Prairie Healthcare

Prairie du Sac, WI 53578

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$152,047,399	46.9%	48.2%	0.97	43.0%	1.09	44.9%	1.04	45.2%	1.04
Medical Assistance	\$23,325,002	7.2%	14.2%	0.51	12.2%	0.59	18.0%	0.40	7.3%	0.99
Commercial	\$142,064,726	43.8%	32.4%	1.35	35.7%	1.23	32.5%	1.35	45.4%	0.97
All Other	\$6,599,584	2.0%	5.2%	0.39	9.2%	0.22	4.6%	0.45	2.0%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$118,112,804	36.5%	37.1%	0.98	33.3%	1.10	35.8%	1.02	34.4%	1.06
Medical Assistance	\$18,799,906	5.8%	11.2%	0.52	9.7%	0.60	14.0%	0.41	5.8%	1.01
Commercial	\$62,451,816	19.3%	14.9%	1.29	17.9%	1.08	13.9%	1.39	19.9%	0.97
Charity Care	\$2,663,155	0.8%	0.7%	1.13	0.6%	1.32	0.5%	1.54	0.6%	1.33
Bad Debt	\$1,201,841	0.4%	0.8%	0.44	0.9%	0.40	0.8%	0.45	0.3%	1.13
All Other	\$3,473,264	1.1%	3.1%	0.34	5.1%	0.21	2.9%	0.37	0.9%	1.20
Total Deductions	\$206,702,786	63.8%	67.9%	0.94	67.5%	0.95	67.9%	0.94	61.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	6.4%	0.20	3.6%	0.35	6.1%	0.21	1.6%	0.82	
Net Gains/Losses as % of Net Income	70.2%	11.1%	6.34	53.3%	1.32	10.0%	7.03	156.0%	0.45	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$69,660,474	59.7%	41.6%	1.44	45.0%	1.33	43.9%	1.36	55.5%	1.08
Supplies & Services	\$38,233,803	32.8%	52.7%	0.62	48.7%	0.67	49.1%	0.67	31.9%	1.03
Capital Component	\$8,813,969	7.6%	5.7%	1.31	6.4%	1.18	6.9%	1.09	12.7%	0.60
Fiscal Statistics										
Operating Margin (%)	1.8%	6.4%	0.28	3.7%	0.48	7.1%	0.25	1.5%	1.20	
Total Hospital Net Income (%)	5.8%	7.1%	0.82	7.7%	0.76	7.8%	0.74	-2.8%	N/A	
Return on Equity (%)	4.1%	3.1%	1.35	3.8%	1.08	2.1%	1.96	-1.8%	N/A	
Current Ratio	3.6	2.9	1.26	3.0	1.20	2.2	1.65	3.9	0.93	
Days in Net Patient Accounts Receivable	58.1	85.9	0.68	65.9	0.88	119.9	0.49	62.1	0.94	
Average Payment Period	52.2	125.5	0.42	98.2	0.53	229.7	0.23	53.9	0.97	
Equity Financing (%)	53.4%	57.8%	0.92	50.5%	1.06	53.3%	1.00	51.5%	1.04	
Long-Term Debt to Equity Ratio	0.6	0.4	1.66	0.4	1.55	0.5	1.33	0.7	0.89	
Times Interest Earned	4.1	12.0	0.34	9.1	0.46	9.1	0.46	-0.3	N/A	
Total Asset Turnover	0.7	0.4	1.59	0.5	1.43	0.3	2.55	0.7	1.03	
Average Age of Plant (Years)	17.7	19.6	0.90	15.8	1.12	25.3	0.70	8.0	2.21	
Increase (Decrease) Total Net Patient Revenue	8.4%	3.9%	2.14	7.9%	1.06	4.1%	2.06	9.6%	0.88	
Outpatient Gross Revenue (% of Total GPR)	87.7%	67.6%	1.30	64.7%	1.36	71.5%	1.23	81.8%	1.07	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,124	\$19,469	0.47	\$21,761	0.42	\$18,306	0.50	\$10,253	0.89	
Inpatient Net Revenue per Day	\$3,693	\$3,859	0.96	\$4,214	0.88	\$3,976	0.93	\$4,140	0.89	
Outpatient Net Revenue per Visit	\$798	\$875	0.91	\$819	0.97	\$752	1.06	\$703	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$324,036,711	Cash & Cash Equivalents	\$36,648,909	Current Liabilities	\$16,070,491
Less Deductions	\$206,702,786	Net Patient Receivables	\$18,692,209	Long-Term Debt	\$60,605,362
Net Patient Revenue	\$117,333,925	Other Receivables	\$0	Other Liabilities	\$4,740,801
Plus Other Revenue	\$1,522,483			Subtotal	\$81,416,654
Total Revenue	\$118,856,408	Land, Buildings & Equipment (Net)	\$63,509,407	Unrestricted Fund Balance	\$93,411,510
Less Expenses	\$116,708,246	Other Assets	\$55,977,639	Restricted Fund Balance	\$5,306,198
Non-Operating Gains/Losses	\$5,062,099			Total Liabilities & Fund Balance	\$174,828,164
Net Income	\$7,210,261	Total Assets	\$174,828,164		

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	103.5%	61.5%	1.68	63.8%	1.62	75.8%	1.36	122.2%	0.85
Obstetrics	96.7%	41.1%	2.35	44.7%	0.19	51.5%	1.88	78.2%	1.24
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	96.2%	61.6%	1.56	63.4%	1.52	70.4%	1.37	133.1%	0.72
Average Census (Patients)									
Adult Medical-Surgical	36.2	24.9	1.45	22.9	1.58	100.5	0.36	40.3	0.90
Obstetrics	8.7	5.0	1.74	5.1	1.71	13.4	0.65	9.4	0.93
Pediatrics	0.0	1.7	N/A	0.0	N/A	4.8	N/A	0.0	N/A
Total Hospital	119.3	44.9	2.66	42.7	2.80	190.9	0.63	147.7	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	4.5	1.07	4.3	1.12	4.8	1.01	5.1	0.95
Obstetrics	2.5	2.4	1.02	2.3	1.07	2.5	0.99	2.5	0.99
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.2	N/A	0.0	N/A
Total Hospital	5.3	4.9	1.10	4.5	1.19	5.2	1.03	5.6	0.95
Surgical Operations									
Inpatient	859	989	0.87	1,038	0.83	3,644	0.24	1,267	0.68
Outpatient	3,885	4,208	0.92	4,019	0.97	11,922	0.33	4,146	0.94
Inpatient as % of All Surgeries	18.1%	19.0%	0.95	20.5%	0.88	23.4%	0.77	23.4%	0.77
Outpatient Visits									
Non-Emergency Visits	372,466	131,799	2.83	117,094	3.18	419,931	0.89	393,033	0.95
Emergency Visits	48,867	16,822	2.90	18,746	2.61	42,605	1.15	53,788	0.91
Full-Time Equivalents (FTEs)									
Administrators	40.5	17.5	2.32	14.2	2.86	59.1	0.69	45.6	0.89
Nurses, Licensed	362.7	232.9	1.56	188.0	1.93	886.0	0.41	366.4	0.99
Ancillary Nursing Personnel	75.7	42.6	1.78	37.4	2.03	175.9	0.43	78.1	0.97
All Other Personnel	576.2	453.0	1.27	333.2	1.73	1,728.4	0.33	628.2	0.92
Total FTEs	1,055.2	746.0	1.41	572.8	1.84	2,849.5	0.37	1,118.2	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.3	12.3	0.92	10.1	1.12	11.2	1.01	11.5	0.99
Nurses, Licensed	101.2	163.8	0.62	134.3	0.75	167.8	0.60	92.1	1.10
Ancillary Nursing Personnel	21.1	30.0	0.71	26.7	0.79	33.3	0.63	19.6	1.08
All Other Personnel	160.8	318.6	0.50	238.0	0.68	327.4	0.49	157.9	1.02
Total FTEs	294.4	524.6	0.56	409.2	0.72	539.8	0.55	281.1	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	124	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	8,190	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,211
Inpatient Days	43,560			Inpatient Days	0	Newborn Days	2,133

302 Ascension All Saints Hospital
Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	2,713	13,218	103.5%	36.2	4.9
Orthopedic	2	20	1,068	5,591	76.6%	15.3	5.2
Rehabilitation & Physical Medicine	1	14	291	3,759	73.6%	10.3	12.9
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	1	9	1,280	3,178	96.7%	8.7	2.5
Psychiatric	1	18	960	4,962	75.5%	13.6	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	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	12	373	3,640	83.1%	10.0	9.8
Step-Down (Special Care)	1	12	1,328	6,723	153.5%	18.4	5.1
Neonatal Intensive/Intermediate Care	1	4	177	2,489	170.5%	6.8	14.1
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	38	3	40.5	Surgical Personnel	20	5	21.4
Physicians & Dentists	0	2	1.6	Radiological Services Personnel	36	29	51.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	19	19	21.3
Dental Hygienists	0	2	0.8	Occupational Therapists	11	6	12.7
Registered Nurses	256	205	334.8	Occupational Therapy Assistants/Aides	2	3	2.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	9	10.7
Licensed Practical Nurses	10	11	15.6	Physical Therapy Assistants/Aides	2	4	3.4
Ancillary Nursing Personnel	53	78	75.7	Recreational Therapists	1	1	1.5
Physician Assistants	3	1	3.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	10	6	12.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	5	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	75	50	92.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	130	50	151.9
Pharmacy Personnel	48	33	61.5				
Clinical Laboratory Personnel	1	0	1.0				
				Total	849	548	1,055.2

302 Ascension All Saints Hospital

Racine, WI 53405

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	7 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$440,124,230	49.9%	48.2%	1.03	53.0%	0.94	48.7%	1.02	48.5%	1.03
Medical Assistance	\$222,004,719	25.2%	14.2%	1.77	11.4%	2.21	13.0%	1.94	25.2%	1.00
Commercial	\$195,849,447	22.2%	32.4%	0.69	32.8%	0.68	32.4%	0.69	23.9%	0.93
All Other	\$24,543,707	2.8%	5.2%	0.53	2.8%	1.00	5.9%	0.47	2.5%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$323,527,971	36.7%	37.1%	0.99	43.5%	0.84	38.0%	0.96	35.6%	1.03
Medical Assistance	\$162,117,290	18.4%	11.2%	1.64	9.4%	1.96	10.4%	1.76	18.6%	0.99
Commercial	\$92,562,460	10.5%	14.9%	0.70	15.9%	0.66	15.8%	0.66	11.1%	0.94
Charity Care	\$19,200,474	2.2%	0.7%	2.98	0.8%	2.64	0.8%	2.70	2.2%	0.97
Bad Debt	\$11,889,526	1.3%	0.8%	1.59	0.9%	1.50	0.8%	1.74	1.5%	0.90
All Other	\$5,702,221	0.6%	3.1%	0.21	1.8%	0.37	3.4%	0.19	0.6%	1.04
Total Deductions	\$614,999,942	69.7%	67.9%	1.03	72.2%	0.96	69.2%	1.01	69.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		14.9%	6.4%	2.33	4.3%	3.47	7.4%	2.03	14.5%	1.03
Net Gains/Losses as % of Net Income		0.3%	11.1%	0.03	N/A	N/A	7.6%	0.04	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$99,646,701	29.7%	41.6%	0.71	38.8%	0.77	40.0%	0.74	31.3%	0.95
Supplies & Services	\$219,214,329	65.3%	52.7%	1.24	53.3%	1.22	54.9%	1.19	63.5%	1.03
Capital Component	\$16,919,547	5.0%	5.7%	0.88	7.9%	0.64	5.1%	0.99	5.2%	0.97
Fiscal Statistics										
Operating Margin (%)		-6.8%	6.4%	N/A	9.2%	N/A	5.8%	N/A	-7.2%	0.95
Total Hospital Net Income (%)		-6.8%	7.1%	N/A	8.1%	N/A	6.3%	N/A	-3.8%	1.78
Return on Equity (%)		-7.3%	3.1%	N/A	4.9%	N/A	4.7%	N/A	-4.4%	1.64
Current Ratio		3.0	2.9	1.04	12.4	0.24	5.7	0.53	1.5	2.00
Days in Net Patient Accounts Receivable		41.6	85.9	0.48	50.4	0.82	57.7	0.72	43.5	0.96
Average Payment Period		28.8	125.5	0.23	31.3	0.92	46.2	0.62	50.0	0.58
Equity Financing (%)		77.6%	57.8%	1.34	85.9%	0.90	72.7%	1.07	69.7%	1.11
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	8.8	N/A	12.2	N/A	0.0	N/A
Total Asset Turnover		1.1	0.4	2.50	0.6	1.75	0.7	1.45	1.1	0.95
Average Age of Plant (Years)		7.7	19.6	0.39	11.9	0.64	13.4	0.57	6.3	1.22
Increase (Decrease) Total Net Patient Revenue		-7.2%	3.9%	N/A	0.8%	N/A	3.5%	N/A	-7.0%	1.03
Outpatient Gross Revenue (% of Total GPR)		66.6%	67.6%	0.99	68.7%	0.97	62.1%	1.07	62.9%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,983	\$19,469	0.67	\$14,690	0.88	\$22,156	0.59	\$13,462	0.96
Inpatient Net Revenue per Day		\$2,434	\$3,859	0.63	\$3,206	0.76	\$4,083	0.60	\$2,417	1.01
Outpatient Net Revenue per Visit		\$411	\$875	0.47	\$746	0.55	\$987	0.42	\$386	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$882,522,103	Cash & Cash Equivalents	\$9,741	Current Liabilities	\$25,338,237
Less Deductions	\$614,999,942	Net Patient Receivables	\$30,463,160	Long-Term Debt	\$0
Net Patient Revenue	\$267,522,161	Other Receivables	\$17,553,539	Other Liabilities	\$40,561,195
Plus Other Revenue	\$46,872,598			Subtotal	\$65,899,432
Total Revenue	\$314,394,758	Land, Buildings & Equipment (Net)	\$215,905,483	Unrestricted Fund Balance	\$227,905,369
Less Expenses	\$335,780,577	Other Assets	\$29,872,879	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$63,208			Total Liabilities & Fund Balance	\$293,804,801
Net Income	-\$21,449,027	Total Assets	\$293,804,802		

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.9%	61.5%	0.71	59.9%	0.73	42.9%	1.02	51.0%	0.86
Obstetrics	59.6%	41.1%	1.45	39.5%	0.03	20.5%	2.90	56.6%	1.05
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.9%	61.6%	0.71	61.8%	0.71	39.2%	1.12	50.2%	0.87
Average Census (Patients)									
Adult Medical-Surgical	6.6	24.9	0.26	26.8	0.25	9.2	0.71	7.6	0.86
Obstetrics	1.2	5.0	0.24	4.5	0.26	1.1	1.07	1.1	1.05
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.3	44.9	0.19	55.6	0.15	12.6	0.66	9.5	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.5	0.76	4.5	0.77	3.7	0.93	4.1	0.86
Obstetrics	2.0	2.4	0.84	2.6	0.79	2.0	1.00	1.9	1.05
Pediatrics	0.0	3.8	N/A	4.6	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.66	5.1	0.64	3.8	0.85	3.7	0.88
Surgical Operations									
Inpatient	109	989	0.11	948	0.12	224	0.49	139	0.78
Outpatient	2,138	4,208	0.51	4,423	0.48	2,033	1.05	2,306	0.93
Inpatient as % of All Surgeries	4.9%	19.0%	0.25	17.6%	0.27	9.9%	0.49	5.7%	0.85
Outpatient Visits									
Non-Emergency Visits	100,826	131,799	0.76	185,542	0.54	77,115	1.31	106,360	0.95
Emergency Visits	10,233	16,822	0.61	18,373	0.56	11,550	0.89	10,049	1.02
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	18.2	0.33	10.6	0.57	5.6	1.07
Nurses, Licensed	146.3	232.9	0.63	281.6	0.52	97.4	1.50	148.3	0.99
Ancillary Nursing Personnel	45.2	42.6	1.06	39.5	1.14	15.0	3.02	33.1	1.36
All Other Personnel	324.1	453.0	0.72	649.6	0.50	210.0	1.54	326.8	0.99
Total FTEs	521.6	746.0	0.70	989.0	0.53	333.0	1.57	513.9	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	12.3	0.75	11.4	0.81	15.0	0.62	8.6	1.07
Nurses, Licensed	225.4	163.8	1.38	176.3	1.28	138.1	1.63	227.9	0.99
Ancillary Nursing Personnel	69.6	30.0	2.32	24.8	2.81	21.2	3.28	50.9	1.37
All Other Personnel	499.5	318.6	1.57	406.7	1.23	297.9	1.68	502.1	0.99
Total FTEs	803.8	524.6	1.53	619.1	1.30	472.2	1.70	789.5	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	19	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	2
Discharges	946	Preferred Provider Organization (PPO)	Yes	Discharges	11	Total Births	206
Inpatient Days	3,044			Inpatient Days	150	Newborn Days	383

117 Reedsburg Area Medical Center
 Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	692	2,401	43.9%	6.6	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	214	435	59.6%	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	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	40	208	28.5%	0.6	5.2
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.

* 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	6	0	6.0	Surgical Personnel	4	2	5.0
Physicians & Dentists	12	4	14.6	Radiological Services Personnel	10	8	13.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.4
Dental Hygienists	0	0	0.0	Occupational Therapists	4	0	4.0
Registered Nurses	74	68	115.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	9	0	9.0
Licensed Practical Nurses	9	5	12.4	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	21	41	45.2	Recreational Therapists	0	0	0.0
Physician Assistants	3	6	4.9	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	9	6	12.3	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	15	23	28.6
Health Info Mgmt-Administrators/Technicians	13	1	14.1	All Other Personnel	142	41	168.1
Pharmacy Personnel	27	13	32.4				
Clinical Laboratory Personnel	7	6	10.6				
				Total	385	233	521.6

117 Reedsburg Area Medical Center

Reedsburg, WI 53959

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$84,808,033	52.1%	48.2%	1.08	43.0%	1.21	47.9%	1.09	52.3%	1.00
Medical Assistance	\$23,888,496	14.7%	14.2%	1.03	12.2%	1.21	13.8%	1.06	14.2%	1.04
Commercial	\$49,318,752	30.3%	32.4%	0.94	35.7%	0.85	33.5%	0.90	31.0%	0.98
All Other	\$4,842,107	3.0%	5.2%	0.57	9.2%	0.32	4.8%	0.62	2.5%	1.18
Deductions as % of Total Gross Patient Revenue										
Medicare	\$38,542,623	23.7%	37.1%	0.64	33.3%	0.71	33.7%	0.70	23.1%	1.03
Medical Assistance	\$17,379,914	10.7%	11.2%	0.95	9.7%	1.10	10.5%	1.02	8.9%	1.20
Commercial	\$20,082,625	12.3%	14.9%	0.83	17.9%	0.69	14.1%	0.87	14.7%	0.84
Charity Care	\$2,109,406	1.3%	0.7%	1.77	0.6%	2.09	0.6%	2.12	1.1%	1.14
Bad Debt	\$399,047	0.2%	0.8%	0.29	0.9%	0.27	1.0%	0.24	0.5%	0.50
All Other	\$795,236	0.5%	3.1%	0.16	5.1%	0.10	2.9%	0.17	0.5%	0.92
Total Deductions	\$79,308,851	48.7%	67.9%	0.72	67.5%	0.72	62.8%	0.78	48.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	18.7%	6.4%	2.93	3.6%	5.17	6.2%	3.00	13.3%	1.41	
Net Gains/Losses as % of Net Income	40.8%	11.1%	3.69	53.3%	0.77	28.7%	1.42	390.1%	0.10	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,855,538	54.9%	41.6%	1.32	45.0%	1.22	47.2%	1.16	53.3%	1.03
Supplies & Services	\$38,523,904	38.6%	52.7%	0.73	48.7%	0.79	46.1%	0.84	39.9%	0.97
Capital Component	\$6,464,304	6.5%	5.7%	1.13	6.4%	1.02	6.7%	0.97	6.7%	0.96
Fiscal Statistics										
Operating Margin (%)	2.9%	6.4%	0.45	3.7%	0.77	6.7%	0.43	6.4%	0.45	
Total Hospital Net Income (%)	4.8%	7.1%	0.67	7.7%	0.62	9.1%	0.53	-2.4%	N/A	
Return on Equity (%)	4.4%	3.1%	1.44	3.8%	1.16	4.6%	0.96	-2.0%	N/A	
Current Ratio	3.1	2.9	1.07	3.0	1.01	14.3	0.22	3.1	0.98	
Days in Net Patient Accounts Receivable	40.1	85.9	0.47	65.9	0.61	49.3	0.81	46.2	0.87	
Average Payment Period	70.0	125.5	0.56	98.2	0.71	35.0	2.00	67.1	1.04	
Equity Financing (%)	56.2%	57.8%	0.97	50.5%	1.11	57.4%	0.98	54.0%	1.04	
Long-Term Debt to Equity Ratio	0.5	0.4	1.19	0.4	1.11	0.1	3.63	0.6	0.84	
Times Interest Earned	4.2	12.0	0.35	9.1	0.46	16.7	0.25	-0.6	N/A	
Total Asset Turnover	0.9	0.4	2.11	0.5	1.89	0.5	1.83	0.9	0.98	
Average Age of Plant (Years)	9.8	19.6	0.50	15.8	0.62	11.3	0.87	9.0	1.08	
Increase (Decrease) Total Net Patient Revenue	-3.9%	3.9%	N/A	7.9%	N/A	3.0%	N/A	8.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	87.1%	67.6%	1.29	64.7%	1.35	82.2%	1.06	85.3%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,211	\$19,469	0.68	\$21,761	0.61	\$12,086	1.09	\$16,047	0.82	
Inpatient Net Revenue per Day	\$3,957	\$3,859	1.03	\$4,214	0.94	\$3,093	1.28	\$4,292	0.92	
Outpatient Net Revenue per Visit	\$642	\$875	0.73	\$819	0.78	\$740	0.87	\$621	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$162,857,388	Cash & Cash Equivalents	\$927,662	Current Liabilities	\$18,318,149
Less Deductions	\$79,308,851	Net Patient Receivables	\$9,188,106	Long-Term Debt	\$29,694,565
Net Patient Revenue	\$83,548,537	Other Receivables	\$7,916,216	Other Liabilities	\$1,910,144
Plus Other Revenue	\$19,268,392			Subtotal	\$49,922,858
Total Revenue	\$102,816,929	Land, Buildings & Equipment (Net)	\$47,214,817	Unrestricted Fund Balance	\$63,950,888
Less Expenses	\$99,843,747	Other Assets	\$48,626,945	Restricted Fund Balance	\$609,648
Non-Operating Gains/Losses	\$2,049,275			Total Liabilities & Fund Balance	\$113,873,746
Net Income	\$5,022,457	Total Assets	\$113,873,746		

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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	101.1%	61.5%	1.65	56.9%	1.78	62.5%	1.62	87.7%	1.15
Obstetrics	22.3%	41.1%	0.54	33.7%	0.04	35.5%	0.63	21.6%	1.03
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	65.5%	61.6%	1.06	51.1%	1.28	61.3%	1.07	68.1%	0.96
Average Census (Patients)									
Adult Medical-Surgical	14.2	24.9	0.57	14.9	0.95	27.9	0.51	13.2	1.08
Obstetrics	1.3	5.0	0.27	3.0	0.44	4.2	0.32	1.3	1.03
Pediatrics	0.0	1.7	N/A	2.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	32.1	44.9	0.71	28.6	1.12	54.3	0.59	31.3	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.5	0.97	4.7	0.95	4.4	1.00	4.4	1.01
Obstetrics	2.0	2.4	0.84	2.4	0.86	2.4	0.84	2.1	0.98
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.95	4.1	1.12	4.7	0.98	4.8	0.97
Surgical Operations									
Inpatient	489	989	0.49	1,050	0.47	1,120	0.44	506	0.97
Outpatient	4,067	4,208	0.97	4,075	1.00	5,321	0.76	3,921	1.04
Inpatient as % of All Surgeries	10.7%	19.0%	0.56	20.5%	0.52	17.4%	0.62	11.4%	0.94
Outpatient Visits									
Non-Emergency Visits	72,550	131,799	0.55	89,194	0.81	201,183	0.36	56,346	1.29
Emergency Visits	14,452	16,822	0.86	12,167	1.19	23,507	0.61	20,199	0.72
Full-Time Equivalents (FTEs)									
Administrators	18.6	17.5	1.07	21.2	0.88	18.1	1.03	26.0	0.72
Nurses, Licensed	116.1	232.9	0.50	219.5	0.53	312.2	0.37	211.8	0.55
Ancillary Nursing Personnel	17.7	42.6	0.42	62.9	0.28	44.9	0.39	22.9	0.77
All Other Personnel	157.5	453.0	0.35	424.5	0.37	592.5	0.27	296.5	0.53
Total FTEs	309.9	746.0	0.42	728.1	0.43	967.7	0.32	557.3	0.56
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.2	12.3	0.67	16.3	0.50	9.7	0.84	14.9	0.55
Nurses, Licensed	51.1	163.8	0.31	168.3	0.30	167.7	0.30	121.7	0.42
Ancillary Nursing Personnel	7.8	30.0	0.26	48.2	0.16	24.1	0.32	13.2	0.59
All Other Personnel	69.3	318.6	0.22	325.5	0.21	318.3	0.22	170.4	0.41
Total FTEs	136.4	524.6	0.26	558.3	0.24	519.9	0.26	320.3	0.43

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	49	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	2,530	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	229
Inpatient Days	11,713			Inpatient Days	0	Newborn Days	433

118 Aspirus Rhinelander Hospital
Rhinelander, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,169	5,168	101.1%	14.2	4.4
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	1	6	241	489	22.3%	1.3	2.0
Psychiatric	1	10	417	2,137	58.5%	5.9	5.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	6	170	1,249	57.0%	3.4	7.3
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	13	529	2,670	56.3%	7.3	5.0
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.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	12	18.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	17	4	19.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	2	4.9
Dental Hygienists	0	0	0.0	Occupational Therapists	2	5	6.0
Registered Nurses	88	41	113.1	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	1	5.8
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	1	2	2.5
Ancillary Nursing Personnel	12	9	17.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	7	0	7.0
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	20	9	25.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	36	26	46.4
Pharmacy Personnel	17	10	24.8				
Clinical Laboratory Personnel	6	0	6.0				
				Total	234	130	309.9

118 Aspirus Rhinelander Hospital

Rhinelander, WI 54501

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$288,086,324	48.6%	48.2%	1.01	51.9%	0.94	44.9%	1.08	48.3%	1.01
Medical Assistance	\$90,862,678	15.3%	14.2%	1.08	13.6%	1.13	18.0%	0.85	15.2%	1.01
Commercial	\$176,414,810	29.8%	32.4%	0.92	28.8%	1.03	32.5%	0.91	30.1%	0.99
All Other	\$37,077,419	6.3%	5.2%	1.20	5.7%	1.09	4.6%	1.38	6.4%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$228,341,035	38.5%	37.1%	1.04	38.3%	1.01	35.8%	1.08	36.7%	1.05
Medical Assistance	\$72,216,398	12.2%	11.2%	1.09	10.8%	1.13	14.0%	0.87	11.3%	1.08
Commercial	\$57,571,944	9.7%	14.9%	0.65	10.2%	0.96	13.9%	0.70	9.7%	1.00
Charity Care	\$3,993,478	0.7%	0.7%	0.92	0.5%	1.40	0.5%	1.26	0.7%	0.93
Bad Debt	\$2,459,425	0.4%	0.8%	0.49	0.7%	0.62	0.8%	0.50	1.6%	0.26
All Other	\$27,564,011	4.7%	3.1%	1.49	3.7%	1.25	2.9%	1.61	4.4%	1.05
Total Deductions	\$392,146,291	66.2%	67.9%	0.97	64.1%	1.03	67.9%	0.97	64.4%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.4%	6.4%	1.16	3.3%	2.25	6.1%	1.22	4.9%	1.51	
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	43.0%	N/A	10.0%	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$108,223,263	48.2%	41.6%	1.16	38.8%	1.24	43.9%	1.10	49.5%	0.97
Supplies & Services	\$102,294,968	45.6%	52.7%	0.87	56.2%	0.81	49.1%	0.93	46.0%	0.99
Capital Component	\$13,937,799	6.2%	5.7%	1.08	4.9%	1.26	6.9%	0.90	4.5%	1.38
Fiscal Statistics										
Operating Margin (%)	-3.8%	6.4%	N/A	1.4%	N/A	7.1%	N/A	-7.4%	0.51	
Total Hospital Net Income (%)	-3.8%	7.1%	N/A	2.5%	N/A	7.8%	N/A	-7.4%	0.51	
Return on Equity (%)	-7.2%	3.1%	N/A	0.6%	N/A	2.1%	N/A	-10.9%	0.66	
Current Ratio	9.3	2.9	3.25	1.0	8.94	2.2	4.23	2.6	3.57	
Days in Net Patient Accounts Receivable	44.5	85.9	0.52	174.2	0.26	119.9	0.37	57.7	0.77	
Average Payment Period	6.1	125.5	0.05	378.0	0.02	229.7	0.03	25.9	0.24	
Equity Financing (%)	44.2%	57.8%	0.77	34.7%	1.27	53.3%	0.83	36.3%	1.22	
Long-Term Debt to Equity Ratio	1.2	0.4	3.01	1.1	1.04	0.5	2.41	1.4	0.83	
Times Interest Earned	-2.9	12.0	N/A	5.7	N/A	9.1	N/A	-7.8	0.37	
Total Asset Turnover	1.9	0.4	4.44	0.2	8.58	0.3	7.12	1.5	1.29	
Average Age of Plant (Years)	1.4	19.6	0.07	39.8	0.04	25.3	0.06	1.6	0.88	
Increase (Decrease) Total Net Patient Revenue	26.4%	3.9%	6.68	3.0%	8.71	4.1%	6.43	57.5%	0.46	
Outpatient Gross Revenue (% of Total GPR)	85.9%	67.6%	1.27	73.4%	1.17	71.5%	1.20	82.0%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,707	\$19,469	0.45	\$16,243	0.54	\$18,306	0.48	\$10,610	0.82	
Inpatient Net Revenue per Day	\$1,881	\$3,859	0.49	\$3,215	0.58	\$3,976	0.47	\$2,216	0.85	
Outpatient Net Revenue per Visit	\$2,077	\$875	2.37	\$1,234	1.68	\$752	2.76	\$1,832	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$592,441,230	Cash & Cash Equivalents	\$494,353	Current Liabilities	\$3,593,209
Less Deductions	\$392,146,291	Net Patient Receivables	\$24,430,120	Long-Term Debt	\$59,510,102
Net Patient Revenue	\$200,294,939	Other Receivables	\$3,250,976	Other Liabilities	\$479,260
Plus Other Revenue	\$16,001,792			Subtotal	\$63,582,571
Total Revenue	\$216,296,732	Land, Buildings & Equipment (Net)	\$78,747,944	Unrestricted Fund Balance	\$50,429,358
Less Expenses	\$224,456,030	Other Assets	\$7,088,536	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,353	Total Assets	\$114,011,929	Total Liabilities & Fund Balance	\$114,011,929
Net Income	-\$8,154,945				

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 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	69.0%	61.5%	1.12	56.8%	1.22	62.5%	1.10	45.3%	1.52
Obstetrics	100.7%	41.1%	2.45	34.7%	0.06	35.5%	2.84	22.7%	4.44
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	76.0%	61.6%	1.23	54.3%	1.40	61.3%	1.24	41.0%	1.85
Average Census (Patients)									
Adult Medical-Surgical	10.3	24.9	0.42	12.6	0.82	27.9	0.37	12.2	0.85
Obstetrics	2.0	5.0	0.40	2.6	0.77	4.2	0.48	1.8	1.11
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	14.4	44.9	0.32	18.5	0.78	54.3	0.27	16.4	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.81	4.3	0.85	4.4	0.83	4.2	0.86
Obstetrics	2.1	2.4	0.86	2.3	0.92	2.4	0.87	2.0	1.03
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.71	4.4	0.78	4.7	0.73	3.9	0.89
Surgical Operations									
Inpatient	239	989	0.24	358	0.67	1,120	0.21	275	0.87
Outpatient	4,609	4,208	1.10	2,715	1.70	5,321	0.87	4,533	1.02
Inpatient as % of All Surgeries	4.9%	19.0%	0.26	11.6%	0.42	17.4%	0.28	5.7%	0.86
Outpatient Visits									
Non-Emergency Visits	69,861	131,799	0.53	80,185	0.87	201,183	0.35	84,533	0.83
Emergency Visits	13,361	16,822	0.79	8,854	1.51	23,507	0.57	14,714	0.91
Full-Time Equivalents (FTEs)									
Administrators	2.0	17.5	0.11	10.4	0.19	18.1	0.11	3.0	0.67
Nurses, Licensed	107.2	232.9	0.46	132.4	0.81	312.2	0.34	130.4	0.82
Ancillary Nursing Personnel	12.1	42.6	0.28	20.9	0.58	44.9	0.27	12.4	0.97
All Other Personnel	220.2	453.0	0.49	273.9	0.80	592.5	0.37	236.7	0.93
Total FTEs	341.5	746.0	0.46	437.6	0.78	967.7	0.35	382.4	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.4	12.3	0.12	13.2	0.11	9.7	0.15	2.0	0.72
Nurses, Licensed	76.2	163.8	0.47	167.9	0.45	167.7	0.45	85.7	0.89
Ancillary Nursing Personnel	8.6	30.0	0.29	26.5	0.32	24.1	0.36	8.2	1.05
All Other Personnel	156.6	318.6	0.49	347.5	0.45	318.3	0.49	155.7	1.01
Total FTEs	242.8	524.6	0.46	555.1	0.44	519.9	0.47	251.5	0.97

Total Hospital:
 Beds Set Up & Staffed 19
 Discharges 1,539
 Inpatient Days 5,274

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 1
 Total Births 348
 Newborn Days 636

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	1,030	3,777	69.0%	10.3	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	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	352	735	100.7%	2.0	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	2	157	762	104.4%	2.1	4.9
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	2	0	2.0	Surgical Personnel	5	2	5.0
Physicians & Dentists	16	12	17.4	Radiological Services Personnel	19	8	21.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	1	9.0
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.8
Registered Nurses	65	74	95.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	4	7.8
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	6	18	12.1	Recreational Therapists	0	0	0.0
Physician Assistants	2	3	2.8	Dietitians & Nutritionists	2	2	2.0
Nurse Practitioners	6	1	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	4	4.1	Social Workers	0	3	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	45	37	60.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	35	28	38.5
Pharmacy Personnel	14	10	15.5				
Clinical Laboratory Personnel	12	5	15.2				
				Total	267	223	341.5

119 Marshfield Medical Center – Rice Lake

Rice Lake, WI 54868

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$173,739,503	54.2%	48.2%	1.13	51.7%	1.05	44.9%	1.21	54.4%	1.00
Medical Assistance	\$39,742,927	12.4%	14.2%	0.87	12.2%	1.02	18.0%	0.69	11.9%	1.04
Commercial	\$78,497,921	24.5%	32.4%	0.76	31.5%	0.78	32.5%	0.75	23.9%	1.03
All Other	\$28,332,416	8.8%	5.2%	1.69	4.7%	1.90	4.6%	1.94	9.9%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$119,639,862	37.4%	37.1%	1.01	34.8%	1.07	35.8%	1.04	38.3%	0.97
Medical Assistance	\$33,038,883	10.3%	11.2%	0.92	8.8%	1.17	14.0%	0.73	10.1%	1.02
Commercial	\$26,283,144	8.2%	14.9%	0.55	10.5%	0.78	13.9%	0.59	7.0%	1.18
Charity Care	\$212,471	0.1%	0.7%	0.09	0.4%	0.18	0.5%	0.12	0.3%	0.21
Bad Debt	\$3,365,984	1.1%	0.8%	1.24	1.1%	0.92	0.8%	1.26	0.8%	1.32
All Other	\$15,430,591	4.8%	3.1%	1.54	3.0%	1.58	2.9%	1.67	6.3%	0.76
Total Deductions	\$197,970,935	61.8%	67.9%	0.91	58.7%	1.05	67.9%	0.91	62.8%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	6.4%	0.07	4.2%	0.11	6.1%	0.08	0.6%	0.80
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	33.8%	N/A	10.0%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$43,788,180	35.5%	41.6%	0.85	48.8%	0.73	43.9%	0.81	38.3%	0.93
Supplies & Services	\$73,610,141	59.6%	52.7%	1.13	46.5%	1.28	49.1%	1.21	57.5%	1.04
Capital Component	\$6,099,873	4.9%	5.7%	0.86	4.7%	1.05	6.9%	0.71	4.2%	1.17
Fiscal Statistics										
Operating Margin (%)		-0.5%	6.4%	N/A	4.9%	N/A	7.1%	N/A	-15.8%	0.03
Total Hospital Net Income (%)		-0.5%	7.1%	N/A	7.2%	N/A	7.8%	N/A	-12.6%	0.04
Return on Equity (%)		0.0%	3.1%	N/A	1.3%	N/A	2.1%	N/A	-0.5%	0.04
Current Ratio		0.9	2.9	0.31	1.1	0.79	2.2	0.40	1.5	0.59
Days in Net Patient Accounts Receivable		807.4	85.9	9.40	210.1	3.84	119.9	6.74	1,080.9	0.75
Average Payment Period		2,075.7	125.5	16.54	460.7	4.51	229.7	9.04	1,170.6	1.77
Equity Financing (%)		31.3%	57.8%	0.54	38.6%	0.81	53.3%	0.59	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	0.9	1.42	0.5	2.65	1.2	1.09
Times Interest Earned		0.5	12.0	0.04	22.9	0.02	9.1	0.06	-17.4	N/A
Total Asset Turnover		0.0	0.4	0.10	0.2	0.24	0.3	0.16	0.0	1.16
Average Age of Plant (Years)		215.6	19.6	11.02	56.0	3.85	25.3	8.54	208.7	1.03
Increase (Decrease) Total Net Patient Revenue		9.5%	3.9%	2.42	7.4%	1.29	4.1%	2.33	-31.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		89.7%	67.6%	1.33	76.6%	1.17	71.5%	1.26	89.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,450	\$19,469	0.54	\$17,024	0.61	\$18,306	0.57	\$11,368	0.92	
Inpatient Net Revenue per Day	\$3,040	\$3,859	0.79	\$3,633	0.84	\$3,976	0.76	\$2,957	1.03	
Outpatient Net Revenue per Visit	\$1,317	\$875	1.51	\$979	1.35	\$752	1.75	\$972	1.36	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$320,312,767	Cash & Cash Equivalents	-\$12,808,371	Current Liabilities	\$676,370,414
Less Deductions	\$197,970,935	Net Patient Receivables	\$270,627,028	Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$122,341,832	Other Receivables	\$219,577,908	Other Liabilities	\$131,289,257
Plus Other Revenue	\$589,463			Subtotal	\$1,979,950,372
Total Revenue	\$122,931,295	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$123,498,194	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$3,709			Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$563,189	Total Assets	\$2,883,677,481		

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: **4**

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.6%	61.5%	0.63	59.9%	0.64	42.9%	0.90	42.6%	0.91
Obstetrics	17.2%	41.1%	0.42	39.5%	0.02	20.5%	0.84	20.3%	0.85
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	34.7%	61.6%	0.56	61.8%	0.56	39.2%	0.88	38.9%	0.89
Average Census (Patients)									
Adult Medical-Surgical	6.9	24.9	0.28	26.8	0.26	9.2	0.75	7.7	0.91
Obstetrics	0.7	5.0	0.14	4.5	0.15	1.1	0.62	0.8	0.85
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.7	44.9	0.19	55.6	0.16	12.6	0.69	9.7	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.81	4.5	0.82	3.7	0.99	4.1	0.91
Obstetrics	1.8	2.4	0.73	2.6	0.69	2.0	0.87	1.9	0.92
Pediatrics	0.0	3.8	N/A	4.6	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	5.1	0.69	3.8	0.93	3.9	0.91
Surgical Operations									
Inpatient	193	989	0.20	948	0.20	224	0.86	214	0.90
Outpatient	1,873	4,208	0.45	4,423	0.42	2,033	0.92	1,442	1.30
Inpatient as % of All Surgeries	9.3%	19.0%	0.49	17.6%	0.53	9.9%	0.94	12.9%	0.72
Outpatient Visits									
Non-Emergency Visits	53,689	131,799	0.41	185,542	0.29	77,115	0.70	51,298	1.05
Emergency Visits	7,409	16,822	0.44	18,373	0.40	11,550	0.64	7,400	1.00
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	18.2	0.22	10.6	0.38	4.0	1.00
Nurses, Licensed	85.0	232.9	0.37	281.6	0.30	97.4	0.87	85.0	1.00
Ancillary Nursing Personnel	10.5	42.6	0.25	39.5	0.27	15.0	0.70	10.6	0.99
All Other Personnel	264.5	453.0	0.58	649.6	0.41	210.0	1.26	266.6	0.99
Total FTEs	364.0	746.0	0.49	989.0	0.37	333.0	1.09	366.2	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.5	12.3	0.45	11.4	0.48	15.0	0.37	7.2	0.77
Nurses, Licensed	117.2	163.8	0.72	176.3	0.66	138.1	0.85	152.1	0.77
Ancillary Nursing Personnel	14.5	30.0	0.48	24.8	0.58	21.2	0.68	18.9	0.77
All Other Personnel	364.5	318.6	1.14	406.7	0.90	297.9	1.22	476.8	0.76
Total FTEs	501.7	524.6	0.96	619.1	0.81	472.2	1.06	654.9	0.77

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 902
 Inpatient Days 3,168

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 30
 Inpatient Days 234

Newborn Nursery:
 Bassinets 4
 Total Births 132
 Newborn Days 207

120 The Richland Hospital Inc
Richland Center, WI 53581

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	18	684	2,534	38.6%	6.9	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	142	251	17.2%	0.7	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	3	76	383	35.0%	1.0	5.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

* 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	5	0	5.0
Physicians & Dentists	12	6	15.0	Radiological Services Personnel	11	0	11.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	4	0	4.0
Registered Nurses	60	10	65.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	7	0	7.0
Licensed Practical Nurses	7	0	7.0	Physical Therapy Assistants/Aides	2	1	2.2
Ancillary Nursing Personnel	10	1	10.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	3	3.3	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	7	1	7.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	15	0	15.0
Health Info Mgmt-Administrators/Technicians	9	1	9.5	All Other Personnel	123	24	135.5
Pharmacy Personnel	8	2	9.0				
Clinical Laboratory Personnel	14	0	14.0				
				Total	336	55	364.0

120 The Richland Hospital Inc

Richland Center, WI 53581

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$79,662,008	51.3%	48.2%	1.06	43.0%	1.19	47.9%	1.07	52.7%	0.97
Medical Assistance	\$24,326,561	15.7%	14.2%	1.10	12.2%	1.29	13.8%	1.13	16.1%	0.97
Commercial	\$48,564,709	31.3%	32.4%	0.97	35.7%	0.88	33.5%	0.93	29.6%	1.05
All Other	\$2,780,058	1.8%	5.2%	0.34	9.2%	0.19	4.8%	0.38	1.5%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$46,474,382	29.9%	37.1%	0.81	33.3%	0.90	33.7%	0.89	28.7%	1.04
Medical Assistance	\$17,461,042	11.2%	11.2%	1.00	9.7%	1.16	10.5%	1.07	11.8%	0.95
Commercial	\$18,300,361	11.8%	14.9%	0.79	17.9%	0.66	14.1%	0.84	11.0%	1.07
Charity Care	\$1,009,752	0.7%	0.7%	0.89	0.6%	1.05	0.6%	1.06	0.3%	2.56
Bad Debt	\$2,266,495	1.5%	0.8%	1.72	0.9%	1.59	1.0%	1.41	1.6%	0.92
All Other	\$239,437	0.2%	3.1%	0.05	5.1%	0.03	2.9%	0.05	0.0%	6.87
Total Deductions	\$85,751,467	55.2%	67.9%	0.81	67.5%	0.82	62.8%	0.88	53.4%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	6.4%	0.31	3.6%	0.54	6.2%	0.31	4.5%	0.44
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	53.3%	N/A	28.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,200,766	57.6%	41.6%	1.39	45.0%	1.28	47.2%	1.22	59.5%	0.97
Supplies & Services	\$26,884,809	37.6%	52.7%	0.71	48.7%	0.77	46.1%	0.81	35.1%	1.07
Capital Component	\$3,428,091	4.8%	5.7%	0.83	6.4%	0.75	6.7%	0.72	5.4%	0.90
Fiscal Statistics										
Operating Margin (%)		-0.8%	6.4%	N/A	3.7%	N/A	6.7%	N/A	4.9%	N/A
Total Hospital Net Income (%)		-0.5%	7.1%	N/A	7.7%	N/A	9.1%	N/A	2.2%	N/A
Return on Equity (%)		-0.4%	3.1%	N/A	3.8%	N/A	4.6%	N/A	1.6%	N/A
Current Ratio		5.7	2.9	1.98	3.0	1.88	14.3	0.40	7.3	0.78
Days in Net Patient Accounts Receivable		62.2	85.9	0.72	65.9	0.94	49.3	1.26	64.1	0.97
Average Payment Period		42.0	125.5	0.33	98.2	0.43	35.0	1.20	34.8	1.21
Equity Financing (%)		87.5%	57.8%	1.51	50.5%	1.73	57.4%	1.52	91.1%	0.96
Long-Term Debt to Equity Ratio		0.0	0.4	0.10	0.4	0.09	0.1	0.30	0.0	1.94
Times Interest Earned		0.0	12.0	N/A	9.1	N/A	16.7	N/A	0.0	N/A
Total Asset Turnover		0.8	0.4	1.77	0.5	1.58	0.5	1.53	0.7	1.01
Average Age of Plant (Years)		15.7	19.6	0.80	15.8	0.99	11.3	1.39	16.4	0.96
Increase (Decrease) Total Net Patient Revenue		7.5%	3.9%	1.90	7.9%	0.94	3.0%	2.52	5.8%	1.28
Outpatient Gross Revenue (% of Total GPR)		88.0%	67.6%	1.30	64.7%	1.36	82.2%	1.07	82.6%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$7,275	\$19,469	0.37	\$21,761	0.33	\$12,086	0.60	\$12,328	0.59
Inpatient Net Revenue per Day		\$1,956	\$3,859	0.51	\$4,214	0.46	\$3,093	0.63	\$2,935	0.67
Outpatient Net Revenue per Visit		\$1,064	\$875	1.22	\$819	1.30	\$740	1.44	\$931	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$155,333,336	Cash & Cash Equivalents	\$28,767,144	Current Liabilities	\$7,854,579
Less Deductions	\$85,751,467	Net Patient Receivables	\$11,853,719	Long-Term Debt	\$3,162,300
Net Patient Revenue	\$69,581,869	Other Receivables	\$557,515	Other Liabilities	\$711,200
Plus Other Revenue	\$1,388,444			Subtotal	\$11,728,079
Total Revenue	\$70,970,312	Land, Buildings & Equipment (Net)	\$23,953,862	Unrestricted Fund Balance	\$82,270,066
Less Expenses	\$71,513,666	Other Assets	\$28,865,906	Restricted Fund Balance	\$79,852
Non-Operating Gains/Losses	\$166,553			Total Liabilities & Fund Balance	\$93,998,145
Net Income	-\$376,801	Total Assets	\$93,998,146		

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: 2

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.8%	61.5%	0.50	60.2%	0.51	19.5%	1.58	31.2%	0.99
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.8%	61.6%	0.50	57.4%	0.54	19.6%	1.57	31.2%	0.99
Average Census (Patients)									
Adult Medical-Surgical	4.9	24.9	0.20	23.5	0.21	2.6	1.90	4.1	1.21
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.9	44.9	0.11	34.4	0.14	2.9	1.71	4.1	1.21
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.5	0.89	4.0	1.01	3.6	1.12	4.3	0.95
Obstetrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.84	4.2	0.97	3.2	1.26	4.4	0.92
Surgical Operations									
Inpatient	63	989	0.06	966	0.07	169	0.37	80	0.79
Outpatient	428	4,208	0.10	5,983	0.07	1,744	0.25	571	0.75
Inpatient as % of All Surgeries	12.8%	19.0%	0.67	13.9%	0.92	8.9%	1.45	12.3%	1.04
Outpatient Visits									
Non-Emergency Visits	13,291	131,799	0.10	87,094	0.15	28,500	0.47	22,455	0.59
Emergency Visits	9,628	16,822	0.57	15,140	0.64	5,439	1.77	9,520	1.01
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	11.2	0.09	5.9	0.17	1.0	1.00
Nurses, Licensed	41.7	232.9	0.18	165.8	0.25	39.4	1.06	33.3	1.25
Ancillary Nursing Personnel	0.0	42.6	N/A	14.8	N/A	6.0	N/A	0.0	N/A
All Other Personnel	83.7	453.0	0.18	252.7	0.33	78.1	1.07	74.2	1.13
Total FTEs	126.3	746.0	0.17	444.5	0.28	129.4	0.98	108.4	1.17
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.5	12.3	0.29	9.5	0.37	29.9	0.12	3.1	1.13
Nurses, Licensed	146.3	163.8	0.89	140.0	1.04	199.9	0.73	103.4	1.42
Ancillary Nursing Personnel	0.0	30.0	N/A	12.5	N/A	30.4	N/A	0.0	N/A
All Other Personnel	293.7	318.6	0.92	213.4	1.38	396.6	0.74	230.6	1.27
Total FTEs	443.5	524.6	0.85	375.4	1.18	656.8	0.68	337.1	1.32

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 442
 Inpatient Days 1,798

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 4
 Inpatient Days 387

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 12/31/2023	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	442	1,798	30.8%	4.9	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	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	1	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.

* 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	1.2
Physicians & Dentists	4	3	6.3	Radiological Services Personnel	2	10	10.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.6
Registered Nurses	17	37	38.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	4.5
Licensed Practical Nurses	0	1	0.7	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	1	0	1.0	Psychologists	0	1	0.7
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	10	26	24.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	16	31	31.0
Pharmacy Personnel	0	3	1.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	57	121	126.3

121 SSM Health Ripon Community Hospital
Ripon, WI 54971

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$42,202,981	53.8%	48.2%	1.12	49.9%	1.08	47.8%	1.13	53.2%	1.01
Medical Assistance	\$7,435,126	9.5%	14.2%	0.67	11.2%	0.84	12.9%	0.74	9.5%	1.00
Commercial	\$26,717,369	34.1%	32.4%	1.05	35.7%	0.95	35.2%	0.97	34.5%	0.99
All Other	\$2,034,117	2.6%	5.2%	0.50	3.1%	0.82	4.2%	0.62	2.9%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,192,516	36.0%	37.1%	0.97	36.8%	0.98	28.9%	1.24	31.9%	1.13
Medical Assistance	\$5,997,094	7.7%	11.2%	0.68	8.8%	0.87	8.0%	0.95	8.5%	0.90
Commercial	\$11,243,462	14.3%	14.9%	0.96	16.3%	0.88	13.7%	1.05	12.6%	1.14
Charity Care	\$1,259,906	1.6%	0.7%	2.20	0.8%	2.07	0.6%	2.84	0.4%	3.81
Bad Debt	-\$1,171,333	-1.5%	0.8%	N/A	0.7%	N/A	0.8%	N/A	2.9%	N/A
All Other	\$1,107,722	1.4%	3.1%	0.45	1.8%	0.79	5.2%	0.27	1.7%	0.83
Total Deductions	\$46,629,367	59.5%	67.9%	0.88	65.2%	0.91	57.3%	1.04	58.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.8%	6.4%	0.44	2.4%	1.16	2.9%	0.96	0.7%	4.04	
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	16.2%	N/A	7.9%	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,547,069	49.7%	41.6%	1.20	38.2%	1.30	41.9%	1.19	41.1%	1.21
Supplies & Services	\$14,507,024	43.6%	52.7%	0.83	56.2%	0.78	51.7%	0.84	46.6%	0.94
Capital Component	\$2,207,474	6.6%	5.7%	1.16	5.6%	1.18	6.4%	1.03	12.3%	0.54
Fiscal Statistics										
Operating Margin (%)	-1.8%	6.4%	N/A	11.1%	N/A	12.9%	N/A	0.3%	N/A	
Total Hospital Net Income (%)	-1.7%	7.1%	N/A	13.0%	N/A	13.9%	N/A	0.3%	N/A	
Return on Equity (%)	-1.6%	3.1%	N/A	9.2%	N/A	1.2%	N/A	0.2%	N/A	
Current Ratio	9.4	2.9	3.27	27.3	0.34	1.0	9.45	31.2	0.30	
Days in Net Patient Accounts Receivable	74.2	85.9	0.86	50.2	1.48	442.3	0.17	52.8	1.41	
Average Payment Period	15.4	125.5	0.12	13.9	1.10	1183.6	0.01	12.7	1.22	
Equity Financing (%)	58.6%	57.8%	1.01	94.3%	0.62	33.2%	1.76	37.3%	1.57	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.0	N/A	1.2	N/A	1.6	N/A	
Times Interest Earned	0.0	12.0	N/A	761.1	N/A	46.5	N/A	1.1	N/A	
Total Asset Turnover	0.9	0.4	2.17	0.7	1.33	0.1	11.08	0.6	1.58	
Average Age of Plant (Years)	8.1	19.6	0.41	8.8	0.92	99.6	0.08	5.2	1.57	
Increase (Decrease) Total Net Patient Revenue	-3.8%	3.9%	N/A	5.6%	N/A	20.1%	N/A	2.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	83.9%	67.6%	1.24	71.7%	1.17	85.5%	0.98	86.5%	0.97	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,017	\$19,469	0.77	\$13,116	1.14	\$16,973	0.88	\$17,448	0.86	
Inpatient Net Revenue per Day	\$3,727	\$3,859	0.97	\$3,156	1.18	\$3,576	1.04	\$3,087	1.21	
Outpatient Net Revenue per Visit	\$1,042	\$875	1.19	\$911	1.14	\$948	1.10	\$920	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$78,389,593	Cash & Cash Equivalents	\$300	Current Liabilities	\$1,321,756
Less Deductions	\$46,629,367	Net Patient Receivables	\$6,455,200	Long-Term Debt	\$0
Net Patient Revenue	\$31,760,226	Other Receivables	\$465,604	Other Liabilities	\$13,278,886
Plus Other Revenue	\$925,457			Subtotal	\$14,600,642
Total Revenue	\$32,685,684	Land, Buildings & Equipment (Net)	\$21,435,326	Unrestricted Fund Balance	\$20,688,856
Less Expenses	\$33,261,566	Other Assets	\$6,933,068	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$13,089	Total Assets	\$35,289,498	Total Liabilities & Fund Balance	\$35,289,498
Net Income	-\$562,793				

122 River Falls Area Hospital
 1629 East Division Street
 River Falls, WI 54022
 715-425-6155

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.4%	61.5%	0.27	56.8%	0.29	32.8%	0.50	21.6%	0.76
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	18.9%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.4%	61.6%	0.27	54.3%	0.30	35.7%	0.46	21.6%	0.76
Average Census (Patients)									
Adult Medical-Surgical	2.9	24.9	0.12	12.6	0.23	5.6	0.53	3.9	0.76
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.8	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	44.9	0.07	18.5	0.16	8.1	0.37	3.9	0.76
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	4.5	0.50	4.3	0.53	3.8	0.60	2.6	0.86
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	0.0	N/A	0.0	N/A
Total Hospital	2.3	4.9	0.47	4.4	0.51	3.8	0.60	2.6	0.86
Surgical Operations									
Inpatient	101	989	0.10	358	0.28	135	0.75	95	1.06
Outpatient	1,419	4,208	0.34	2,715	0.52	1,616	0.88	1,518	0.93
Inpatient as % of All Surgeries	6.6%	19.0%	0.35	11.6%	0.57	7.7%	0.86	5.9%	1.13
Outpatient Visits									
Non-Emergency Visits	13,751	131,799	0.10	80,185	0.17	55,406	0.25	12,735	1.08
Emergency Visits	7,111	16,822	0.42	8,854	0.80	8,784	0.81	6,146	1.16
Full-Time Equivalents (FTEs)									
Administrators	12.3	17.5	0.71	10.4	1.19	10.8	1.14	16.7	0.74
Nurses, Licensed	52.3	232.9	0.22	132.4	0.39	65.3	0.80	44.1	1.18
Ancillary Nursing Personnel	3.5	42.6	0.08	20.9	0.17	8.4	0.41	4.0	0.87
All Other Personnel	54.1	453.0	0.12	273.9	0.20	151.7	0.36	56.6	0.96
Total FTEs	122.2	746.0	0.16	437.6	0.28	236.3	0.52	121.4	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	48.7	12.3	3.96	13.2	3.70	21.5	2.27	50.8	0.96
Nurses, Licensed	206.4	163.8	1.26	167.9	1.23	129.7	1.59	133.8	1.54
Ancillary Nursing Personnel	13.8	30.0	0.46	26.5	0.52	16.8	0.82	12.1	1.13
All Other Personnel	213.7	318.6	0.67	347.5	0.62	301.4	0.71	171.7	1.25
Total FTEs	482.7	524.6	0.92	555.1	0.87	469.3	1.03	368.5	1.31

Total Hospital:
 Beds Set Up & Staffed 18
 Discharges 475
 Inpatient Days 1,076

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

Medicare-certified Swing Beds:
 Average Beds Used 4
 Discharges 71
 Inpatient Days 888

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 12/31/2023	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	475	1,076	16.4%	2.9	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	11	2	12.3	Surgical Personnel	2	3	4.4
Physicians & Dentists	0	2	1.0	Radiological Services Personnel	0	3	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.2
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.2
Registered Nurses	9	61	51.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	6.4
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.8
Ancillary Nursing Personnel	0	9	3.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	1	8	7.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	17	16.7
Pharmacy Personnel	1	5	4.4				
Clinical Laboratory Personnel	0	0	0.0				
				Total	42	123	122.2

122 River Falls Area Hospital
River Falls, WI 54022

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$42,213,840	52.8%	48.2%	1.10	51.7%	1.02	50.4%	1.05	53.3%	0.99
Medical Assistance	\$6,380,929	8.0%	14.2%	0.56	12.2%	0.65	11.9%	0.67	9.2%	0.86
Commercial	\$30,252,510	37.8%	32.4%	1.17	31.5%	1.20	34.9%	1.08	35.9%	1.05
All Other	\$1,144,489	1.4%	5.2%	0.27	4.7%	0.31	2.7%	0.52	1.5%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$21,621,022	27.0%	37.1%	0.73	34.8%	0.78	34.8%	0.78	25.7%	1.05
Medical Assistance	\$3,128,700	3.9%	11.2%	0.35	8.8%	0.44	8.4%	0.46	4.2%	0.92
Commercial	\$9,378,863	11.7%	14.9%	0.79	10.5%	1.12	13.4%	0.88	11.2%	1.05
Charity Care	\$305,423	0.4%	0.7%	0.52	0.4%	1.01	0.7%	0.55	0.3%	1.10
Bad Debt	\$956,643	1.2%	0.8%	1.41	1.1%	1.05	1.0%	1.25	1.7%	0.69
All Other	\$1,240,111	1.6%	3.1%	0.50	3.0%	0.51	1.9%	0.84	1.7%	0.91
Total Deductions	\$36,630,763	45.8%	67.9%	0.67	58.7%	0.78	60.1%	0.76	44.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	6.4%	0.52	4.2%	0.80	3.7%	0.91	4.3%	0.77
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	33.8%	N/A	21.8%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,299,179	42.3%	41.6%	1.02	48.8%	0.87	46.1%	0.92	40.8%	1.04
Supplies & Services	\$20,336,619	49.7%	52.7%	0.94	46.5%	1.07	46.6%	1.07	50.5%	0.98
Capital Component	\$3,247,632	7.9%	5.7%	1.38	4.7%	1.69	7.3%	1.09	8.6%	0.92
Fiscal Statistics										
Operating Margin (%)		8.9%	6.4%	1.39	4.9%	1.82	8.5%	1.04	7.5%	1.18
Total Hospital Net Income (%)		8.8%	7.1%	1.24	7.2%	1.22	10.7%	0.82	7.4%	1.19
Return on Equity (%)		21.6%	3.1%	7.07	1.3%	16.57	2.9%	7.51	17.3%	1.25
Current Ratio		1.5	2.9	0.52	1.1	1.32	1.7	0.87	1.6	0.91
Days in Net Patient Accounts Receivable		55.0	85.9	0.64	210.1	0.26	136.5	0.40	52.7	1.04
Average Payment Period		50.3	125.5	0.40	460.7	0.11	286.0	0.18	42.9	1.17
Equity Financing (%)		657.0%	57.8%	11.37	38.6%	17.02	49.5%	13.26	615.7%	1.07
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.9	0.00	0.6	0.00	0.0	1.01
Times Interest Earned		6.9	12.0	0.57	22.9	0.30	15.7	0.44	4.9	1.40
Total Asset Turnover		2.5	0.4	5.77	0.2	13.91	0.3	9.35	2.3	1.05
Average Age of Plant (Years)		13.4	19.6	0.68	56.0	0.24	26.1	0.51	12.0	1.11
Increase (Decrease) Total Net Patient Revenue		3.1%	3.9%	0.77	7.4%	0.41	9.7%	0.31	1.2%	2.65
Outpatient Gross Revenue (% of Total GPR)		88.4%	67.6%	1.31	76.6%	1.15	84.3%	1.05	88.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,275		\$19,469	0.63	\$17,024	0.72	\$14,823	0.83	\$10,520	1.17
Inpatient Net Revenue per Day	\$2,804		\$3,859	0.73	\$3,633	0.77	\$3,524	0.80	\$3,041	0.92
Outpatient Net Revenue per Visit	\$1,777		\$875	2.03	\$979	1.81	\$832	2.13	\$1,945	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$79,991,769	Cash & Cash Equivalents	\$216,169	Current Liabilities	\$5,286,887
Less Deductions	\$36,630,763	Net Patient Receivables	\$6,537,154	Long-Term Debt	\$46,759
Net Patient Revenue	\$43,361,006	Other Receivables	\$89,168	Other Liabilities	-\$106,695,902
Plus Other Revenue	\$1,498,618			Subtotal	-\$101,362,256
Total Revenue	\$44,859,624	Land, Buildings & Equipment (Net)	\$10,324,005	Unrestricted Fund Balance	\$119,561,016
Less Expenses	\$40,883,430	Other Assets	\$1,032,265	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$39,962	Total Assets	\$18,198,761	Total Liabilities & Fund Balance	\$18,198,761
Net Income	\$3,936,232				

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.8%	61.5%	0.81	54.9%	0.91	54.8%	0.91	59.6%	0.84
Obstetrics	28.4%	41.1%	0.69	36.7%	0.03	34.5%	0.82	31.6%	0.90
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.9%	61.6%	0.76	53.2%	0.88	59.6%	0.79	55.0%	0.85
Average Census (Patients)									
Adult Medical-Surgical	9.5	24.9	0.38	24.8	0.38	15.8	0.60	10.7	0.88
Obstetrics	1.1	5.0	0.23	4.3	0.26	2.9	0.39	1.3	0.90
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.8	44.9	0.24	44.4	0.24	29.6	0.36	12.1	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.5	0.73	4.0	0.82	4.2	0.80	3.5	0.95
Obstetrics	2.2	2.4	0.91	2.4	0.91	2.3	0.95	2.1	1.03
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.64	4.3	0.73	4.4	0.71	3.3	0.95
Surgical Operations									
Inpatient	175	989	0.18	829	0.21	409	0.43	255	0.69
Outpatient	2,786	4,208	0.66	6,019	0.46	2,735	1.02	2,915	0.96
Inpatient as % of All Surgeries	5.9%	19.0%	0.31	12.1%	0.49	13.0%	0.45	8.0%	0.73
Outpatient Visits									
Non-Emergency Visits	75,736	131,799	0.57	197,548	0.38	92,528	0.82	77,650	0.98
Emergency Visits	20,892	16,822	1.24	18,660	1.12	17,976	1.16	20,561	1.02
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	19.4	0.31	12.7	0.47	8.0	0.75
Nurses, Licensed	73.8	232.9	0.32	276.2	0.27	137.2	0.54	78.7	0.94
Ancillary Nursing Personnel	0.6	42.6	0.01	44.0	0.01	29.9	0.02	7.5	0.08
All Other Personnel	164.8	453.0	0.36	479.5	0.34	239.1	0.69	166.3	0.99
Total FTEs	245.2	746.0	0.33	819.1	0.30	418.9	0.59	260.5	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.6	12.3	0.53	10.2	0.65	10.9	0.60	8.6	0.77
Nurses, Licensed	80.8	163.8	0.49	144.4	0.56	117.7	0.69	84.4	0.96
Ancillary Nursing Personnel	0.7	30.0	0.02	23.0	0.03	25.6	0.03	8.1	0.08
All Other Personnel	180.5	318.6	0.57	250.7	0.72	205.0	0.88	178.5	1.01
Total FTEs	268.6	524.6	0.51	428.2	0.63	359.2	0.75	279.6	0.96

Total Hospital:
 Beds Set Up & Staffed 23
 Discharges 1,260
 Inpatient Days 3,935

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 7
 Inpatient Days 46

Newborn Nursery:
 Bassinets 7
 Total Births 206
 Newborn Days 392

123 ThedaCare Medical Center - Shawano
Shawano, WI 54166

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,036	3,455	49.8%	9.5	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	2	0	31	65	0.0%	0.2	2.1
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	4	189	415	28.4%	1.1	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	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	6	0	6.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	6	15.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	6	5.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	56	37	72.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.7
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	0	2	0.6	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	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	49	18	55.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	50	20	60.2
Pharmacy Personnel	8	0	8.0				
Clinical Laboratory Personnel	6	1	6.6				
				Total	206	91	245.2

123 ThedaCare Medical Center - Shawano

Shawano, WI 54166

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$88,494,205	37.5%	48.2%	0.78	48.2%	0.78	51.3%	0.73	39.2%	0.95
Medical Assistance	\$34,566,505	14.6%	14.2%	1.03	12.5%	1.17	15.3%	0.95	14.7%	0.99
Commercial	\$109,225,188	46.2%	32.4%	1.43	33.9%	1.37	29.5%	1.57	44.6%	1.04
All Other	\$4,011,313	1.7%	5.2%	0.32	5.4%	0.31	3.8%	0.45	1.4%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$71,031,679	30.1%	37.1%	0.81	37.4%	0.80	39.7%	0.76	32.1%	0.94
Medical Assistance	\$31,355,381	13.3%	11.2%	1.19	10.1%	1.31	12.1%	1.10	13.2%	1.01
Commercial	\$34,443,879	14.6%	14.9%	0.98	15.8%	0.92	13.1%	1.11	12.4%	1.18
Charity Care	\$1,608,823	0.7%	0.7%	0.93	0.5%	1.28	0.8%	0.83	0.7%	1.02
Bad Debt	\$5,487,374	2.3%	0.8%	2.74	0.8%	2.98	1.2%	1.96	1.3%	1.82
All Other	\$1,264,957	0.5%	3.1%	0.17	3.5%	0.15	2.2%	0.24	0.4%	1.36
Total Deductions	\$145,192,093	61.4%	67.9%	0.91	68.2%	0.90	69.2%	0.89	60.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.2%	6.4%	0.19	3.6%	0.33	3.8%	0.32	5.1%	0.24	
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	14.6%	N/A	15.2%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$40,568,864	50.2%	41.6%	1.21	43.1%	1.17	40.1%	1.25	52.3%	0.96
Supplies & Services	\$35,295,747	43.7%	52.7%	0.83	50.8%	0.86	54.4%	0.80	41.6%	1.05
Capital Component	\$4,880,932	6.0%	5.7%	1.05	6.2%	0.98	5.5%	1.10	6.1%	1.00
Fiscal Statistics										
Operating Margin (%)	12.4%	6.4%	1.95	10.1%	1.23	5.0%	2.50	14.9%	0.83	
Total Hospital Net Income (%)	12.4%	7.1%	1.75	11.6%	1.07	5.8%	2.14	14.9%	0.83	
Return on Equity (%)	11.3%	3.1%	3.69	7.9%	1.43	2.3%	4.88	15.4%	0.73	
Current Ratio	46.0	2.9	16.01	6.2	7.45	2.8	16.42	-82.3	N/A	
Days in Net Patient Accounts Receivable	52.1	85.9	0.61	54.4	0.96	86.5	0.60	45.9	1.13	
Average Payment Period	5.7	125.5	0.05	44.2	0.13	128.9	0.04	-2.3	N/A	
Equity Financing (%)	95.9%	57.8%	1.66	79.9%	1.20	62.5%	1.53	97.1%	0.99	
Long-Term Debt to Equity Ratio	0.0	0.4	0.08	0.1	0.21	0.3	0.10	0.0	0.86	
Times Interest Earned	0.0	12.0	N/A	18.0	N/A	12.9	N/A	0.0	N/A	
Total Asset Turnover	0.9	0.4	2.13	0.7	1.36	0.4	2.30	1.0	0.88	
Average Age of Plant (Years)	7.0	19.6	0.36	11.5	0.61	21.5	0.33	6.3	1.12	
Increase (Decrease) Total Net Patient Revenue	7.5%	3.9%	1.90	3.8%	1.98	0.2%	39.16	11.7%	0.64	
Outpatient Gross Revenue (% of Total GPR)	88.2%	67.6%	1.31	75.5%	1.17	74.2%	1.19	87.0%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,834	\$19,469	0.30	\$14,714	0.40	\$12,524	0.47	\$5,867	0.99	
Inpatient Net Revenue per Day	\$1,844	\$3,859	0.48	\$3,218	0.57	\$2,770	0.67	\$1,771	1.04	
Outpatient Net Revenue per Visit	\$923	\$875	1.06	\$732	1.26	\$766	1.21	\$810	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$236,297,210	Cash & Cash Equivalents	\$39,414,283	Current Liabilities	\$1,199,887
Less Deductions	\$145,192,093	Net Patient Receivables	\$12,999,808	Long-Term Debt	\$2,979,923
Net Patient Revenue	\$91,105,117	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,119,815			Subtotal	\$4,179,810
Total Revenue	\$92,224,930	Land, Buildings & Equipment (Net)	\$46,387,052		
Less Expenses	\$80,745,543	Other Assets	\$2,755,633	Unrestricted Fund Balance	\$97,376,965
Non-Operating Gains/Losses	-\$210			Restricted Fund Balance	\$0
Net Income	\$11,479,177	Total Assets	\$101,556,776	Total Liabilities & Fund Balance	\$101,556,775

124 Aurora Medical Center - Sheboygan County
 3400 Union Ave
 Sheboygan, WI 53081
 920-802-2100

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: 7

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.3%	61.5%	1.03	54.9%	1.15	75.8%	0.84	71.2%	0.89
Obstetrics	38.5%	41.1%	0.94	36.7%	0.13	51.5%	0.75	36.3%	1.06
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	56.7%	61.6%	0.92	53.2%	1.06	70.4%	0.81	56.7%	1.00
Average Census (Patients)									
Adult Medical-Surgical	36.7	24.9	1.47	24.8	1.48	100.5	0.37	37.0	0.99
Obstetrics	4.6	5.0	0.92	4.3	1.07	13.4	0.35	4.4	1.06
Pediatrics	0.0	1.7	N/A	0.4	N/A	4.8	N/A	0.0	N/A
Total Hospital	70.3	44.9	1.57	44.4	1.58	190.9	0.37	65.7	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.84	4.0	0.94	4.8	0.79	4.5	0.84
Obstetrics	1.9	2.4	0.80	2.4	0.81	2.5	0.78	1.9	1.03
Pediatrics	0.0	3.8	N/A	2.9	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.87	4.3	0.99	5.2	0.81	4.6	0.91
Surgical Operations									
Inpatient	829	989	0.84	829	1.00	3,644	0.23	685	1.21
Outpatient	5,705	4,208	1.36	6,019	0.95	11,922	0.48	5,177	1.10
Inpatient as % of All Surgeries	12.7%	19.0%	0.67	12.1%	1.05	23.4%	0.54	11.7%	1.09
Outpatient Visits									
Non-Emergency Visits	90,121	131,799	0.68	197,548	0.46	419,931	0.21	85,119	1.06
Emergency Visits	27,734	16,822	1.65	18,660	1.49	42,605	0.65	25,070	1.11
Full-Time Equivalents (FTEs)									
Administrators	11.9	17.5	0.68	19.4	0.61	59.1	0.20	10.8	1.10
Nurses, Licensed	322.2	232.9	1.38	276.2	1.17	886.0	0.36	294.3	1.09
Ancillary Nursing Personnel	103.0	42.6	2.42	44.0	2.34	175.9	0.59	87.8	1.17
All Other Personnel	508.7	453.0	1.12	479.5	1.06	1,728.4	0.29	488.7	1.04
Total FTEs	945.8	746.0	1.27	819.1	1.15	2,849.5	0.33	881.5	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.8	12.3	0.39	10.2	0.47	11.2	0.43	4.2	1.14
Nurses, Licensed	129.4	163.8	0.79	144.4	0.90	167.8	0.77	114.0	1.14
Ancillary Nursing Personnel	41.4	30.0	1.38	23.0	1.80	33.3	1.24	34.0	1.22
All Other Personnel	204.4	318.6	0.64	250.7	0.82	327.4	0.62	189.2	1.08
Total FTEs	379.9	524.6	0.72	428.2	0.89	539.8	0.70	341.3	1.11

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	124	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	6,090	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	839
Inpatient Days	25,659			Inpatient Days	0	Newborn Days	1,315

124 Aurora Medical Center - Sheboygan County
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	58	3,526	13,408	63.3%	36.7	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	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	869	1,686	38.5%	4.6	1.9
Psychiatric	1	28	1,015	5,777	56.5%	15.8	5.7
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	11	545	2,983	74.3%	8.2	5.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	10	89	977	26.8%	2.7	11.0
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	2	5	159	828	45.4%	2.3	5.2

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	1	11.9	Surgical Personnel	20	11	27.1
Physicians & Dentists	43	16	46.5	Radiological Services Personnel	27	31	41.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	9	13.5
Dental Hygienists	0	0	0.0	Occupational Therapists	8	8	12.1
Registered Nurses	231	120	292.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	2	12.7
Licensed Practical Nurses	7	4	9.3	Physical Therapy Assistants/Aides	4	3	5.5
Ancillary Nursing Personnel	67	120	103.0	Recreational Therapists	1	0	1.0
Physician Assistants	10	3	12.1	Dietitians & Nutritionists	1	2	2.5
Nurse Practitioners	8	3	8.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	12	0	12.0	Social Workers	16	11	23.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	31	62.4
Health Info Mgmt-Administrators/Technicians	11	1	11.6	All Other Personnel	130	60	154.9
Pharmacy Personnel	17	12	24.0				
Clinical Laboratory Personnel	28	3	29.1				
				Total	751	462	945.8

124 Aurora Medical Center - Sheboygan County
Sheboygan, WI 53081

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$439,168,484	51.0%	48.2%	1.06	48.2%	1.06	48.7%	1.05	50.9%	1.00
Medical Assistance	\$108,027,494	12.5%	14.2%	0.88	12.5%	1.01	13.0%	0.97	12.5%	1.00
Commercial	\$279,574,889	32.4%	32.4%	1.00	33.9%	0.96	32.4%	1.00	32.8%	0.99
All Other	\$34,790,099	4.0%	5.2%	0.77	5.4%	0.74	5.9%	0.68	3.8%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$346,945,810	40.3%	37.1%	1.09	37.4%	1.08	38.0%	1.06	41.5%	0.97
Medical Assistance	\$88,619,065	10.3%	11.2%	0.92	10.1%	1.01	10.4%	0.99	9.9%	1.04
Commercial	\$141,459,488	16.4%	14.9%	1.10	15.8%	1.04	15.8%	1.04	16.1%	1.02
Charity Care	\$7,356,257	0.9%	0.7%	1.17	0.5%	1.61	0.8%	1.06	0.9%	0.92
Bad Debt	\$7,124,856	0.8%	0.8%	0.98	0.8%	1.06	0.8%	1.07	0.6%	1.31
All Other	\$17,340,787	2.0%	3.1%	0.64	3.5%	0.57	3.4%	0.60	2.1%	0.98
Total Deductions	\$608,846,263	70.7%	67.9%	1.04	68.2%	1.04	69.2%	1.02	71.2%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.4%	6.4%	0.69	3.6%	1.21	7.4%	0.60	3.1%	1.40	
Net Gains/Losses as % of Net Income	0.5%	11.1%	0.04	14.6%	0.03	7.6%	0.06	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$76,206,121	35.4%	41.6%	0.85	43.1%	0.82	40.0%	0.88	36.9%	0.96
Supplies & Services	\$120,592,242	56.0%	52.7%	1.06	50.8%	1.10	54.9%	1.02	56.1%	1.00
Capital Component	\$18,432,967	8.6%	5.7%	1.49	6.2%	1.39	5.1%	1.69	7.0%	1.23
Fiscal Statistics										
Operating Margin (%)	18.6%	6.4%	2.92	10.1%	1.84	5.8%	3.19	10.7%	1.75	
Total Hospital Net Income (%)	18.7%	7.1%	2.63	11.6%	1.60	6.3%	2.98	10.6%	1.75	
Return on Equity (%)	7.6%	3.1%	2.49	7.9%	0.96	4.7%	1.64	3.8%	2.03	
Current Ratio	31.1	2.9	10.82	6.2	5.03	5.7	5.47	26.8	1.16	
Days in Net Patient Accounts Receivable	54.2	85.9	0.63	54.4	1.00	57.7	0.94	54.3	1.00	
Average Payment Period	24.7	125.5	0.20	44.2	0.56	46.2	0.54	29.1	0.85	
Equity Financing (%)	96.3%	57.8%	1.67	79.9%	1.21	72.7%	1.33	92.4%	1.04	
Long-Term Debt to Equity Ratio	0.0	0.4	0.04	0.1	0.11	0.2	0.08	0.0	0.94	
Times Interest Earned	8.0	12.0	0.67	18.0	0.45	12.2	0.66	5.2	1.54	
Total Asset Turnover	0.4	0.4	0.96	0.7	0.61	0.7	0.55	0.4	1.16	
Average Age of Plant (Years)	7.7	19.6	0.39	11.5	0.67	13.4	0.57	10.0	0.77	
Increase (Decrease) Total Net Patient Revenue	19.3%	3.9%	4.90	3.8%	5.13	3.5%	5.57	5.8%	3.33	
Outpatient Gross Revenue (% of Total GPR)	73.5%	67.6%	1.09	75.5%	0.97	62.1%	1.18	73.9%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,895	\$19,469	0.66	\$14,714	0.88	\$22,156	0.58	\$12,940	1.00	
Inpatient Net Revenue per Day	\$3,267	\$3,859	0.85	\$3,218	1.02	\$4,083	0.80	\$2,739	1.19	
Outpatient Net Revenue per Visit	\$1,538	\$875	1.76	\$732	2.10	\$987	1.56	\$1,353	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$861,560,967	Cash & Cash Equivalents	\$378,716,707	Current Liabilities	\$13,823,448
Less Deductions	\$608,846,263	Net Patient Receivables	\$37,517,553	Long-Term Debt	\$9,690,304
Net Patient Revenue	\$252,714,704	Other Receivables	-\$303,337	Other Liabilities	\$265,739
Plus Other Revenue	\$11,669,069			Subtotal	\$23,779,491
Total Revenue	\$264,383,773	Land, Buildings & Equipment (Net)	\$215,570,935	Unrestricted Fund Balance	\$623,548,097
Less Expenses	\$215,231,330	Other Assets	\$15,825,730	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$226,678			Total Liabilities & Fund Balance	\$647,327,588
Net Income	\$49,379,121	Total Assets	\$647,327,588		

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.0%	61.5%	0.63	54.9%	0.71	42.9%	0.91	46.8%	0.83
Obstetrics	16.5%	41.1%	0.40	36.7%	0.04	20.5%	0.81	18.1%	0.91
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.5%	61.6%	0.54	53.2%	0.63	39.2%	0.85	41.7%	0.81
Average Census (Patients)									
Adult Medical-Surgical	11.3	24.9	0.45	24.8	0.46	9.2	1.23	13.6	0.83
Obstetrics	1.5	5.0	0.30	4.3	0.34	1.1	1.34	1.6	0.91
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	16.4	44.9	0.37	44.4	0.37	12.6	1.31	20.4	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.85	4.0	0.96	3.7	1.04	3.8	1.02
Obstetrics	2.1	2.4	0.88	2.4	0.88	2.0	1.04	2.1	1.01
Pediatrics	0.0	3.8	N/A	2.9	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	4.3	0.88	3.8	0.99	3.9	0.95
Surgical Operations									
Inpatient	316	989	0.32	829	0.38	224	1.41	358	0.88
Outpatient	3,407	4,208	0.81	6,019	0.57	2,033	1.68	3,498	0.97
Inpatient as % of All Surgeries	8.5%	19.0%	0.45	12.1%	0.70	9.9%	0.86	9.3%	0.91
Outpatient Visits									
Non-Emergency Visits	62,017	131,799	0.47	197,548	0.31	77,115	0.80	60,606	1.02
Emergency Visits	12,624	16,822	0.75	18,660	0.68	11,550	1.09	12,617	1.00
Full-Time Equivalents (FTEs)									
Administrators	10.6	17.5	0.61	19.4	0.55	10.6	1.00	11.6	0.91
Nurses, Licensed	90.8	232.9	0.39	276.2	0.33	97.4	0.93	99.6	0.91
Ancillary Nursing Personnel	10.2	42.6	0.24	44.0	0.23	15.0	0.68	11.3	0.91
All Other Personnel	127.1	453.0	0.28	479.5	0.27	210.0	0.61	132.1	0.96
Total FTEs	238.7	746.0	0.32	819.1	0.29	333.0	0.72	254.6	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.9	12.3	1.05	10.2	1.27	15.0	0.86	13.3	0.97
Nurses, Licensed	110.5	163.8	0.67	144.4	0.77	138.1	0.80	114.0	0.97
Ancillary Nursing Personnel	12.5	30.0	0.42	23.0	0.54	21.2	0.59	12.9	0.97
All Other Personnel	154.8	318.6	0.49	250.7	0.62	297.9	0.52	151.2	1.02
Total FTEs	290.6	524.6	0.55	428.2	0.68	472.2	0.62	291.4	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	49	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	9
Discharges	1,603	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	239
Inpatient Days	5,998			Inpatient Days	0	Newborn Days	406

125 St Nicholas Hospital
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,065	4,127	39.0%	11.3	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	9	256	543	16.5%	1.5	2.1
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	282	1,328	33.1%	3.6	4.7
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.

* 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	3	10.6	Surgical Personnel	5	5	7.8
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	4	22	18.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	9	6.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	3.1
Registered Nurses	44	72	88.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	5	19.7
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	5	11	10.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.6
Nurse Practitioners	1	3	2.4	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	10	8.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	23	20	35.2
Pharmacy Personnel	3	8	7.0				
Clinical Laboratory Personnel	10	4	12.4				
				Total	132	185	238.7

125 St Nicholas Hospital
Sheboygan, WI 53081

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$136,371,383	49.2%	48.2%	1.02	48.2%	1.02	47.9%	1.03	50.7%	0.97
Medical Assistance	\$31,858,266	11.5%	14.2%	0.81	12.5%	0.92	13.8%	0.83	11.0%	1.05
Commercial	\$100,632,289	36.3%	32.4%	1.12	33.9%	1.07	33.5%	1.08	35.1%	1.04
All Other	\$8,075,775	2.9%	5.2%	0.56	5.4%	0.54	4.8%	0.61	3.2%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$108,838,153	39.3%	37.1%	1.06	37.4%	1.05	33.7%	1.17	39.3%	1.00
Medical Assistance	\$26,581,989	9.6%	11.2%	0.86	10.1%	0.95	10.5%	0.91	8.7%	1.10
Commercial	\$55,004,291	19.9%	14.9%	1.33	15.8%	1.26	14.1%	1.41	18.1%	1.09
Charity Care	\$91,593	0.0%	0.7%	0.05	0.5%	0.06	0.6%	0.05	0.6%	0.05
Bad Debt	\$1,868,839	0.7%	0.8%	0.80	0.8%	0.87	1.0%	0.65	1.1%	0.60
All Other	\$6,444,823	2.3%	3.1%	0.74	3.5%	0.66	2.9%	0.79	2.6%	0.90
Total Deductions	\$198,829,688	71.8%	67.9%	1.06	68.2%	1.05	62.8%	1.14	70.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.6%	6.4%	0.40	3.6%	0.70	6.2%	0.41	3.9%	0.66	
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	14.6%	N/A	28.7%	N/A	28.4%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,115,052	24.3%	41.6%	0.58	43.1%	0.56	47.2%	0.51	29.0%	0.84
Supplies & Services	\$58,130,668	70.2%	52.7%	1.33	50.8%	1.38	46.1%	1.52	65.8%	1.07
Capital Component	\$4,571,314	5.5%	5.7%	0.96	6.2%	0.90	6.7%	0.83	5.3%	1.05
Fiscal Statistics										
Operating Margin (%)	-3.3%	6.4%	N/A	10.1%	N/A	6.7%	N/A	-2.6%	1.27	
Total Hospital Net Income (%)	-1.2%	7.1%	N/A	11.6%	N/A	9.1%	N/A	-3.7%	0.31	
Return on Equity (%)	-0.8%	3.1%	N/A	7.9%	N/A	4.6%	N/A	-2.8%	0.29	
Current Ratio	2.2	2.9	0.78	6.2	0.36	14.3	0.16	1.4	1.62	
Days in Net Patient Accounts Receivable	48.2	85.9	0.56	54.4	0.89	49.3	0.98	46.3	1.04	
Average Payment Period	31.8	125.5	0.25	44.2	0.72	35.0	0.91	48.3	0.66	
Equity Financing (%)	87.3%	57.8%	1.51	79.9%	1.09	57.4%	1.52	82.0%	1.06	
Long-Term Debt to Equity Ratio	0.1	0.4	0.19	0.1	0.50	0.1	0.57	0.1	0.79	
Times Interest Earned	-3.5	12.0	N/A	18.0	N/A	16.7	N/A	-18.0	0.19	
Total Asset Turnover	0.7	0.4	1.64	0.7	1.05	0.5	1.43	0.8	0.91	
Average Age of Plant (Years)	21.2	19.6	1.08	11.5	1.85	11.3	1.88	20.8	1.02	
Increase (Decrease) Total Net Patient Revenue	-1.3%	3.9%	N/A	3.8%	N/A	3.0%	N/A	2.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	80.5%	67.6%	1.19	75.5%	1.07	82.2%	0.98	76.6%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,617	\$19,469	0.49	\$14,714	0.65	\$12,086	0.80	\$10,854	0.89	
Inpatient Net Revenue per Day	\$2,640	\$3,859	0.68	\$3,218	0.82	\$3,093	0.85	\$2,749	0.96	
Outpatient Net Revenue per Visit	\$865	\$875	0.99	\$732	1.18	\$740	1.17	\$842	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$276,937,711	Cash & Cash Equivalents	-\$106,312	Current Liabilities	\$6,881,535
Less Deductions	\$198,829,688	Net Patient Receivables	\$10,324,356	Long-Term Debt	\$7,257,679
Net Patient Revenue	\$78,108,023	Other Receivables	\$850,399	Other Liabilities	\$400,259
Plus Other Revenue	\$2,049,375			Subtotal	\$14,539,473
Total Revenue	\$80,157,399	Land, Buildings & Equipment (Net)	\$43,962,356	Unrestricted Fund Balance	\$99,566,073
Less Expenses	\$82,817,034	Other Assets	\$59,074,745	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,709,060			Total Liabilities & Fund Balance	\$114,105,546
Net Income	-\$950,576	Total Assets	\$114,105,544		

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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.1%	61.5%	0.34	31.6%	0.67	13.7%	1.54	24.4%	0.86
Obstetrics	0.0%	41.1%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	15.1%	61.6%	0.25	33.6%	0.45	19.0%	0.79	17.6%	0.86
Average Census (Patients)									
Adult Medical-Surgical	2.1	24.9	0.08	6.2	0.34	1.7	1.25	2.4	0.86
Obstetrics	0.0	5.0	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	2.1	44.9	0.05	7.7	0.27	2.5	0.86	2.5	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.5	0.98	4.5	0.99	3.5	1.28	4.4	1.02
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	3.2	N/A	0.0	N/A
Total Hospital	4.5	4.9	0.92	4.7	0.94	4.4	1.01	4.3	1.04
Surgical Operations									
Inpatient	0	989	N/A	53	N/A	63	N/A	7	0.00
Outpatient	173	4,208	0.04	1,137	0.15	1,640	0.11	183	0.95
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	4.4%	N/A	3.7%	N/A	3.7%	0.00
Outpatient Visits									
Non-Emergency Visits	17,903	131,799	0.14	38,279	0.47	15,186	1.18	17,315	1.03
Emergency Visits	1,388	16,822	0.08	7,241	0.19	3,910	0.35	1,398	0.99
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Nurses, Licensed	25.3	232.9	0.11	73.5	0.34	31.3	0.81	27.1	0.93
Ancillary Nursing Personnel	6.0	42.6	0.14	11.3	0.53	6.3	0.95	3.0	2.00
All Other Personnel	50.2	453.0	0.11	164.2	0.31	60.7	0.83	52.4	0.96
Total FTEs	81.4	746.0	0.11	251.4	0.32	100.2	0.81	82.5	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	3.5	N/A	12.8	N/A	0.0	N/A
Nurses, Licensed	137.2	163.8	0.84	111.2	1.23	213.7	0.64	158.9	0.86
Ancillary Nursing Personnel	32.6	30.0	1.09	17.1	1.90	43.1	0.76	17.6	1.85
All Other Personnel	272.5	318.6	0.86	248.5	1.10	414.9	0.66	307.4	0.89
Total FTEs	442.3	524.6	0.84	380.3	1.16	684.6	0.65	483.9	0.91

Total Hospital:

Beds Set Up & Staffed 14
 Discharges 173
 Inpatient Days 772

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 5
 Discharges 20
 Inpatient Days 229

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 12/31/2023	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	173	769	21.1%	2.1	4.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	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	3	0.2%	0.0	1.5
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.
** 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	2	1	2.6
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	16	0	16.0	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	7	2	7.4	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	6	0	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	1	0	1.0	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	1	0	1.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	23	5	24.6
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	0	5.0				
				Total	77	11	81.4

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

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,131,707	60.2%	48.2%	1.25	52.4%	1.15	44.4%	1.36	61.9%	0.97
Medical Assistance	\$2,781,277	15.1%	14.2%	1.06	16.1%	0.93	14.1%	1.06	14.6%	1.03
Commercial	\$4,278,051	23.2%	32.4%	0.72	25.8%	0.90	37.2%	0.62	22.1%	1.05
All Other	\$285,474	1.5%	5.2%	0.30	5.6%	0.28	4.3%	0.36	1.5%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,155,066	17.1%	37.1%	0.46	28.7%	0.59	25.2%	0.68	24.2%	0.71
Medical Assistance	\$1,742,543	9.4%	11.2%	0.84	11.1%	0.85	10.0%	0.94	10.4%	0.91
Commercial	\$1,355,065	7.3%	14.9%	0.49	5.9%	1.24	12.1%	0.61	6.9%	1.07
Charity Care	\$3,558	0.0%	0.7%	0.03	0.4%	0.05	0.3%	0.06	0.5%	0.04
Bad Debt	\$262,458	1.4%	0.8%	1.68	1.5%	0.95	0.8%	1.71	1.6%	0.86
All Other	\$21,933	0.1%	3.1%	0.04	2.7%	0.04	3.5%	0.03	0.3%	0.43
Total Deductions	\$6,540,623	35.4%	67.9%	0.52	50.3%	0.70	51.9%	0.68	43.8%	0.81
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.7%	6.4%	1.04	1.5%	4.36	3.9%	1.69	5.5%	1.20	
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A	27.6%	N/A	5.4%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,614,046	48.6%	41.6%	1.17	49.7%	0.98	47.1%	1.03	50.7%	0.96
Supplies & Services	\$6,156,084	45.3%	52.7%	0.86	43.4%	1.04	43.9%	1.03	42.0%	1.08
Capital Component	\$831,875	6.1%	5.7%	1.06	6.9%	0.89	9.0%	0.68	7.3%	0.84
Fiscal Statistics										
Operating Margin (%)	-6.4%	6.4%	N/A	9.6%	N/A	7.7%	N/A	2.9%	N/A	
Total Hospital Net Income (%)	-6.4%	7.1%	N/A	12.8%	N/A	8.1%	N/A	2.9%	N/A	
Return on Equity (%)	-8.6%	3.1%	N/A	1.6%	N/A	8.5%	N/A	3.7%	N/A	
Current Ratio	1.2	2.9	0.42	1.3	0.90	2.4	0.50	0.7	1.71	
Days in Net Patient Accounts Receivable	49.7	85.9	0.58	276.9	0.18	60.0	0.83	43.2	1.15	
Average Payment Period	80.1	125.5	0.64	717.7	0.11	45.4	1.76	155.0	0.52	
Equity Financing (%)	0.1%	57.8%	0.00	40.6%	0.00	37.9%	0.00	12.2%	0.01	
Long-Term Debt to Equity Ratio	513.9	0.4	1,312.26	0.9	593.99	1.0	499.38	3.1	166.81	
Times Interest Earned	-1.8	12.0	N/A	29.2	N/A	7.3	N/A	2.3	N/A	
Total Asset Turnover	1.4	0.4	3.17	0.1	11.23	1.0	1.30	1.3	1.07	
Average Age of Plant (Years)	11.3	19.6	0.58	54.5	0.21	5.6	2.01	9.6	1.17	
Increase (Decrease) Total Net Patient Revenue	5.9%	3.9%	1.49	7.7%	0.76	7.6%	0.78	10.1%	0.59	
Outpatient Gross Revenue (% of Total GPR)	88.7%	67.6%	1.31	88.6%	1.00	83.4%	1.06	85.1%	1.04	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,504	\$19,469	0.64	\$17,278	0.72	\$20,257	0.62	\$9,745	1.28	
Inpatient Net Revenue per Day	\$2,371	\$3,859	0.61	\$3,301	0.72	\$3,306	0.72	\$1,831	1.29	
Outpatient Net Revenue per Visit	\$507	\$875	0.58	\$1,111	0.46	\$992	0.51	\$500	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$18,476,509	Cash & Cash Equivalents	\$102,830	Current Liabilities	\$2,878,046
Less Deductions	\$6,540,623	Net Patient Receivables	\$1,624,913	Long-Term Debt	\$6,553,760
Net Patient Revenue	\$11,935,886	Other Receivables	\$1,117,795	Other Liabilities	\$0
Plus Other Revenue	\$850,723			Subtotal	\$9,431,806
Total Revenue	\$12,786,609	Land, Buildings & Equipment (Net)	\$5,976,204	Unrestricted Fund Balance	\$12,752
Less Expenses	\$13,602,005	Other Assets	\$622,816	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$9,444,558	Total Liabilities & Fund Balance	\$9,444,558
Net Income	-\$815,396				

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 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	5.0%	61.5%	0.08	47.2%	0.11	19.5%	0.26	4.3%	1.17
Obstetrics	0.0%	41.1%	N/A	53.6%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	5.0%	61.6%	0.08	51.9%	0.10	19.6%	0.26	4.3%	1.17
Average Census (Patients)									
Adult Medical-Surgical	0.7	24.9	0.03	17.2	0.04	2.6	0.27	0.5	1.49
Obstetrics	0.0	5.0	N/A	4.4	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.7	44.9	0.02	28.6	0.02	2.9	0.24	0.5	1.49
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.5	0.76	3.7	0.95	3.6	0.96	5.4	0.65
Obstetrics	0.0	2.4	N/A	2.0	N/A	1.8	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	3.5	4.9	0.72	4.2	0.82	3.2	1.07	5.4	0.65
Surgical Operations									
Inpatient	0	989	N/A	840	N/A	169	N/A	0	N/A
Outpatient	609	4,208	0.14	3,492	0.17	1,744	0.35	515	1.18
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	19.4%	N/A	8.9%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	48,940	131,799	0.37	137,645	0.36	28,500	1.72	50,692	0.97
Emergency Visits	8,739	16,822	0.52	15,585	0.56	5,439	1.61	8,498	1.03
Full-Time Equivalents (FTEs)									
Administrators	0.6	17.5	0.03	13.0	0.05	5.9	0.10	0.0	N/A
Nurses, Licensed	48.7	232.9	0.21	152.9	0.32	39.4	1.24	33.1	1.47
Ancillary Nursing Personnel	10.9	42.6	0.26	23.1	0.47	6.0	1.82	7.1	1.54
All Other Personnel	105.0	453.0	0.23	424.9	0.25	78.1	1.34	79.4	1.32
Total FTEs	165.2	746.0	0.22	613.9	0.27	129.4	1.28	119.6	1.38
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.4	12.3	0.61	7.6	0.98	29.9	0.25	0.0	N/A
Nurses, Licensed	603.9	163.8	3.69	89.3	6.76	199.9	3.02	643.4	0.94
Ancillary Nursing Personnel	135.6	30.0	4.52	13.5	10.02	30.4	4.46	137.4	0.99
All Other Personnel	1,302.2	318.6	4.09	248.3	5.24	396.6	3.28	1,542.7	0.84
Total FTEs	2,049.1	524.6	3.91	358.8	5.71	656.8	3.12	2,323.5	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	14	Health Maintenance Organization (HMO)	Yes	Average Beds Used	8	Bassinets	0
Discharges	74	Preferred Provider Organization (PPO)	Yes	Discharges	223	Total Births	0
Inpatient Days	257			Inpatient Days	2,887	Newborn Days	0

127 Mayo Clinic Health System - Sparta
Sparta, WI 54656

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	74	257	5.0%	0.7	3.5
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	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	0	1	0.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	9	16.2	Radiological Services Personnel	4	9	9.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	18	4.1
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	2.9
Registered Nurses	12	48	35.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	4.7
Licensed Practical Nurses	5	8	9.2	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	4	18	10.9	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.4	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	1	5	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.5	Social Workers	6	1	6.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	19	19.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	13	9	17.8
Pharmacy Personnel	1	5	2.6				
Clinical Laboratory Personnel	7	3	9.0				
				Total	85	173	165.2

127 Mayo Clinic Health System - Sparta

Sparta, WI 54656

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$45,015,022	49.5%	48.2%	1.03	47.0%	1.05	47.8%	1.04	47.1%	1.05
Medical Assistance	\$13,183,465	14.5%	14.2%	1.02	10.2%	1.42	12.9%	1.13	14.5%	1.00
Commercial	\$23,091,717	25.4%	32.4%	0.78	34.4%	0.74	35.2%	0.72	28.0%	0.91
All Other	\$9,710,109	10.7%	5.2%	2.04	8.4%	1.27	4.2%	2.54	10.4%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,183,215	31.0%	37.1%	0.84	34.0%	0.91	28.9%	1.07	25.8%	1.20
Medical Assistance	\$7,169,529	7.9%	11.2%	0.70	8.1%	0.97	8.0%	0.98	8.3%	0.95
Commercial	\$4,608,393	5.1%	14.9%	0.34	15.7%	0.32	13.7%	0.37	6.2%	0.81
Charity Care	\$1,093,927	1.2%	0.7%	1.65	1.1%	1.11	0.6%	2.12	0.8%	1.50
Bad Debt	\$2,222,253	2.4%	0.8%	2.88	0.9%	2.70	0.8%	2.96	2.0%	1.20
All Other	\$5,386,541	5.9%	3.1%	1.89	6.3%	0.94	5.2%	1.13	5.7%	1.04
Total Deductions	\$48,663,858	53.5%	67.9%	0.79	66.1%	0.81	57.3%	0.93	48.8%	1.10
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	6.4%	0.13		22.5%	0.04	2.9%	0.27	0.7%	1.18
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		110.0%	N/A	7.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,203,157	53.4%	41.6%	1.28	54.1%	0.99	41.9%	1.27	52.2%	1.02
Supplies & Services	\$17,309,472	43.6%	52.7%	0.83	41.9%	1.04	51.7%	0.84	43.4%	1.00
Capital Component	\$1,224,853	3.1%	5.7%	0.54	4.0%	0.77	6.4%	0.48	4.4%	0.71
Fiscal Statistics										
Operating Margin (%)		6.9%	6.4%	1.08	-0.2%	N/A	12.9%	0.53	4.9%	1.40
Total Hospital Net Income (%)		6.9%	7.1%	0.97	2.0%	3.45	13.9%	0.50	4.9%	1.40
Return on Equity (%)		11.2%	3.1%	3.67	1.6%	6.93	1.2%	9.57	8.8%	1.27
Current Ratio		80.2	2.9	27.93	31.1	2.58	1.0	80.73	13.3	6.04
Days in Net Patient Accounts Receivable		104.6	85.9	1.22	60.3	1.73	442.3	0.24	69.2	1.51
Average Payment Period		1.8	125.5	0.01	10.3	0.17	1183.6	0.00	9.0	0.20
Equity Financing (%)		81.9%	57.8%	1.42	87.7%	0.93	33.2%	2.46	76.2%	1.07
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	1.2	N/A	0.0	N/A
Times Interest Earned		3,989.4	12.0	331.54	12.7	314.14	46.5	85.74	4.5	896.20
Total Asset Turnover		1.6	0.4	3.81	0.8	2.06	0.1	19.45	1.8	0.90
Average Age of Plant (Years)		16.2	19.6	0.83	10.0	1.63	99.6	0.16	15.8	1.03
Increase (Decrease) Total Net Patient Revenue		-5.3%	3.9%	N/A	-2.2%	2.44	20.1%	N/A	5.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		91.2%	67.6%	1.35	82.8%	1.10	85.5%	1.07	90.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$24,886	\$19,469	1.28		\$19,060	1.31	\$16,973	1.47	\$36,145	0.69
Inpatient Net Revenue per Day	\$2,262	\$3,859	0.59		\$4,078	0.55	\$3,576	0.63	\$2,514	0.90
Outpatient Net Revenue per Visit	\$636	\$875	0.73		\$880	0.72	\$948	0.67	\$624	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$91,000,313	Cash & Cash Equivalents	\$410	Current Liabilities	\$189,895
Less Deductions	\$48,663,858	Net Patient Receivables	\$12,127,935	Long-Term Debt	\$0
Net Patient Revenue	\$42,336,455	Other Receivables	\$25,820	Other Liabilities	\$4,558,791
Plus Other Revenue	\$344,494			Subtotal	\$4,748,686
Total Revenue	\$42,680,949	Land, Buildings & Equipment (Net)	\$10,985,500	Unrestricted Fund Balance	\$21,495,881
Less Expenses	\$39,737,482	Other Assets	\$3,104,902	Restricted Fund Balance	\$22,579
Non-Operating Gains/Losses	\$0	Total Assets	\$26,244,567	Total Liabilities & Fund Balance	\$26,244,567
Net Income	\$2,943,467				

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 2023	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	19.3%	61.5%	0.31	31.6%	0.61	19.5%	0.99	16.7%	1.15	
Obstetrics	0.0%	41.1%	N/A	23.2%	N/A	12.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	20.0%	61.6%	0.33	33.6%	0.60	19.6%	1.02	18.5%	1.09	
Average Census (Patients)										
Adult Medical-Surgical	3.9	24.9	0.15	6.2	0.62	2.6	1.49	3.3	1.15	
Obstetrics	0.0	5.0	N/A	1.0	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	4.0	44.9	0.09	7.7	0.52	2.9	1.39	3.7	1.09	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.3	4.5	0.94	4.5	0.95	3.6	1.17	4.6	0.93	
Obstetrics	0.0	2.4	N/A	2.2	N/A	1.8	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	4.3	4.9	0.89	4.7	0.92	3.2	1.34	4.5	0.97	
Surgical Operations										
Inpatient	11	989	0.01	53	0.21	169	0.06	3	3.67	
Outpatient	430	4,208	0.10	1,137	0.38	1,744	0.25	380	1.13	
Inpatient as % of All Surgeries	2.5%	19.0%	0.13	4.4%	0.56	8.9%	0.28	0.8%	3.18	
Outpatient Visits										
Non-Emergency Visits	24,067	131,799	0.18	38,279	0.63	28,500	0.84	24,271	0.99	
Emergency Visits	7,151	16,822	0.43	7,241	0.99	5,439	1.31	6,873	1.04	
Full-Time Equivalents (FTEs)										
Administrators	3.0	17.5	0.17	2.3	1.28	5.9	0.51	3.0	1.00	
Nurses, Licensed	27.7	232.9	0.12	73.5	0.38	39.4	0.70	32.1	0.87	
Ancillary Nursing Personnel	2.8	42.6	0.07	11.3	0.25	6.0	0.47	3.0	0.93	
All Other Personnel	81.9	453.0	0.18	164.2	0.50	78.1	1.05	82.5	0.99	
Total FTEs	115.4	746.0	0.15	251.4	0.46	129.4	0.89	120.6	0.96	
FTEs per 100 Patient Census (Adjusted)										
Administrators	9.8	12.3	0.80	3.5	2.76	29.9	0.33	10.7	0.92	
Nurses, Licensed	90.5	163.8	0.55	111.2	0.81	199.9	0.45	114.2	0.79	
Ancillary Nursing Personnel	9.1	30.0	0.30	17.1	0.53	30.4	0.30	10.8	0.85	
All Other Personnel	267.3	318.6	0.84	248.5	1.08	396.6	0.67	294.1	0.91	
Total FTEs	376.7	524.6	0.72	380.3	0.99	656.8	0.57	429.8	0.88	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	20	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	337	Preferred Provider Organization (PPO)	Yes	Discharges	35	Total Births	0
Inpatient Days	1,463			Inpatient Days	598	Newborn Days	0

128 Spooner Health
Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2023	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	330	1,406	19.3%	3.9	4.3
Orthopedic	5	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	5	41	0.0%	0.1	8.2
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	2	0	4	16	0.0%	0.0	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	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	1	4.0	Radiological Services Personnel	9	3	10.3
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	22	11	24.9	Occupational Therapy Assistants/Aides	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	2	4.0
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	1	0.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	1	2.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	3	6.6
Health Info Mgmt-Administrators/Technicians	1	1	1.9	All Other Personnel	29	4	30.7
Pharmacy Personnel	5	2	5.0				
Clinical Laboratory Personnel	7	1	7.0				
				Total	100	37	115.4

128 Spooner Health

Spoooner, WI 54801

Selected Financial Statistics			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022	
FY 2023			Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,692,694	57.8%	48.2%	1.20	52.4%	1.10	47.8%	1.21	56.1%	1.03
Medical Assistance	\$10,181,570	15.6%	14.2%	1.10	16.1%	0.97	12.9%	1.21	16.1%	0.97
Commercial	\$13,121,536	20.1%	32.4%	0.62	25.8%	0.78	35.2%	0.57	20.1%	1.00
All Other	\$4,215,029	6.5%	5.2%	1.24	5.6%	1.15	4.2%	1.54	7.6%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,239,699	28.0%	37.1%	0.75	28.7%	0.97	28.9%	0.97	27.3%	1.02
Medical Assistance	\$8,235,445	12.6%	11.2%	1.13	11.1%	1.14	8.0%	1.57	13.5%	0.94
Commercial	\$2,158,751	3.3%	14.9%	0.22	5.9%	0.56	13.7%	0.24	3.5%	0.94
Charity Care	\$286,666	0.4%	0.7%	0.60	0.4%	1.09	0.6%	0.78	0.4%	1.00
Bad Debt	\$712,976	1.1%	0.8%	1.29	1.5%	0.73	0.8%	1.33	0.8%	1.43
All Other	\$2,588,300	4.0%	3.1%	1.27	2.7%	1.49	5.2%	0.76	5.2%	0.76
Total Deductions	\$32,221,837	49.4%	67.9%	0.73	50.3%	0.98	57.3%	0.86	50.8%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	6.4%	0.22	1.5%	0.91	2.9%	0.47	3.1%	0.44
Net Gains/Losses as % of Net Income		81.2%	11.1%	7.33	27.6%	2.94	7.9%	10.30	66.2%	1.23
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,962,513	36.1%	41.6%	0.87	49.7%	0.73	41.9%	0.86	37.5%	0.96
Supplies & Services	\$18,310,719	55.3%	52.7%	1.05	43.4%	1.27	51.7%	1.07	52.1%	1.06
Capital Component	\$2,856,925	8.6%	5.7%	1.50	6.9%	1.25	6.4%	1.34	10.4%	0.83
Fiscal Statistics										
Operating Margin (%)		1.0%	6.4%	0.15	9.6%	0.10	12.9%	0.07	1.7%	0.58
Total Hospital Net Income (%)		4.9%	7.1%	0.69	12.8%	0.39	13.9%	0.35	4.8%	1.03
Return on Equity (%)		2.8%	3.1%	0.90	1.6%	1.73	1.2%	2.35	2.3%	1.19
Current Ratio		1.3	2.9	0.44	1.3	0.93	1.0	1.26	1.2	1.01
Days in Net Patient Accounts Receivable		33.6	85.9	0.39	276.9	0.12	442.3	0.08	33.6	1.00
Average Payment Period		57.5	125.5	0.46	717.7	0.08	1183.6	0.05	90.8	0.63
Equity Financing (%)		65.8%	57.8%	1.14	40.6%	1.62	33.2%	1.98	63.9%	1.03
Long-Term Debt to Equity Ratio		0.4	0.4	0.97	0.9	0.44	1.2	0.33	0.4	0.97
Times Interest Earned		4.6	12.0	0.38	29.2	0.16	46.5	0.10	3.4	1.35
Total Asset Turnover		0.5	0.4	1.26	0.1	4.46	0.1	6.43	0.5	1.15
Average Age of Plant (Years)		8.0	19.6	0.41	54.5	0.15	99.6	0.08	6.9	1.17
Increase (Decrease) Total Net Patient Revenue		10.0%	3.9%	2.53	7.7%	1.29	20.1%	0.50	15.5%	0.64
Outpatient Gross Revenue (% of Total GPR)		86.7%	67.6%	1.28	88.6%	0.98	85.5%	1.01	87.3%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$18,346	\$19,469	0.94	\$17,278	1.06	\$16,973	1.08	\$14,731	1.25
Inpatient Net Revenue per Day		\$3,245	\$3,859	0.84	\$3,301	0.98	\$3,576	0.91	\$3,041	1.07
Outpatient Net Revenue per Visit		\$860	\$875	0.98	\$1,111	0.77	\$948	0.91	\$826	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,210,829	Cash & Cash Equivalents	\$1,957,879	Current Liabilities	\$4,905,444
Less Deductions	\$32,221,837	Net Patient Receivables	\$3,039,903	Long-Term Debt	\$15,542,269
Net Patient Revenue	\$32,988,992	Other Receivables	\$127,396	Other Liabilities	\$811,194
Plus Other Revenue	\$463,857			Subtotal	\$21,258,907
Total Revenue	\$33,452,851	Land, Buildings & Equipment (Net)	\$21,085,634	Unrestricted Fund Balance	\$40,974,693
Less Expenses	\$33,130,157	Other Assets	\$36,022,788	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,391,102			Total Liabilities & Fund Balance	\$62,233,600
Net Income	\$1,713,796	Total Assets	\$62,233,600		

129 St Croix Health
 235 State Street
 St Croix Falls, WI 54024
 715-483-3261

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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.9%	61.5%	1.04	56.8%	1.13	54.8%	1.17	55.6%	1.15
Obstetrics	26.5%	41.1%	0.65	34.7%	0.03	34.5%	0.77	37.2%	0.71
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.1%	61.6%	0.86	54.3%	0.98	59.6%	0.89	57.0%	0.93
Average Census (Patients)									
Adult Medical-Surgical	12.1	24.9	0.49	12.6	0.96	15.8	0.77	10.6	1.15
Obstetrics	1.1	5.0	0.21	2.6	0.41	2.9	0.36	1.5	0.71
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.3	44.9	0.30	18.5	0.72	29.6	0.45	14.2	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.5	0.91	4.3	0.96	4.2	1.00	2.9	1.45
Obstetrics	1.8	2.4	0.74	2.3	0.78	2.3	0.77	2.2	0.82
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.76	4.4	0.84	4.4	0.85	3.4	1.08
Surgical Operations									
Inpatient	337	989	0.34	358	0.94	409	0.82	343	0.98
Outpatient	2,264	4,208	0.54	2,715	0.83	2,735	0.83	1,359	1.67
Inpatient as % of All Surgeries	13.0%	19.0%	0.68	11.6%	1.11	13.0%	1.00	20.2%	0.64
Outpatient Visits									
Non-Emergency Visits	161,013	131,799	1.22	80,185	2.01	92,528	1.74	199,487	0.81
Emergency Visits	11,245	16,822	0.67	8,854	1.27	17,976	0.63	12,160	0.92
Full-Time Equivalents (FTEs)									
Administrators	27.0	17.5	1.54	10.4	2.60	12.7	2.12	24.1	1.12
Nurses, Licensed	94.3	232.9	0.40	132.4	0.71	137.2	0.69	118.2	0.80
Ancillary Nursing Personnel	13.1	42.6	0.31	20.9	0.63	29.9	0.44	12.1	1.08
All Other Personnel	291.6	453.0	0.64	273.9	1.06	239.1	1.22	457.6	0.64
Total FTEs	426.0	746.0	0.57	437.6	0.97	418.9	1.02	612.0	0.70
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.4	12.3	1.90	13.2	1.77	10.9	2.14	19.0	1.23
Nurses, Licensed	81.6	163.8	0.50	167.9	0.49	117.7	0.69	93.4	0.87
Ancillary Nursing Personnel	11.3	30.0	0.38	26.5	0.43	25.6	0.44	9.6	1.18
All Other Personnel	252.2	318.6	0.79	347.5	0.73	205.0	1.23	361.6	0.70
Total FTEs	368.5	524.6	0.70	555.1	0.66	359.2	1.03	483.6	0.76

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,308
 Inpatient Days 4,849

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 9
 Inpatient Days 108

Newborn Nursery:
 Bassinets 6
 Total Births 219
 Newborn Days 397

129 St Croix Health
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,069	4,434	63.9%	12.1	4.1
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	217	387	26.5%	1.1	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	13	28	3.8%	0.1	2.2
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.

* 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	27	0	27.0	Surgical Personnel	5	2	6.0
Physicians & Dentists	31	3	32.8	Radiological Services Personnel	16	12	21.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.4
Dental Hygienists	0	0	0.0	Occupational Therapists	2	4	3.7
Registered Nurses	40	67	73.3	Occupational Therapy Assistants/Aides	0	2	0.7
Certified Nurse Midwives	1	0	1.0	Physical Therapists	7	4	9.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	1	2.2
Ancillary Nursing Personnel	10	8	13.1	Recreational Therapists	0	0	0.0
Physician Assistants	5	5	9.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	13	2	14.0	Psychologists	2	1	2.5
Certified Registered Nurse Anesthetists	6	0	6.0	Social Workers	2	1	2.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	41	12	47.0
Health Info Mgmt-Administrators/Technicians	8	4	10.5	All Other Personnel	94	27	109.0
Pharmacy Personnel	10	3	11.2				
Clinical Laboratory Personnel	16	6	19.0				
				Total	341	167	426.0

129 St Croix Health
St Croix Falls, WI 54024

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$121,446,285	52.5%	48.2%	1.09	51.7%	1.02	51.3%	1.02	50.4%	1.04
Medical Assistance	\$30,057,435	13.0%	14.2%	0.91	12.2%	1.07	15.3%	0.85	12.7%	1.03
Commercial	\$75,653,155	32.7%	32.4%	1.01	31.5%	1.04	29.5%	1.11	32.7%	1.00
All Other	\$4,105,043	1.8%	5.2%	0.34	4.7%	0.38	3.8%	0.47	4.3%	0.42
Deductions as % of Total Gross Patient Revenue										
Medicare	\$61,396,278	26.5%	37.1%	0.72	34.8%	0.76	39.7%	0.67	28.8%	0.92
Medical Assistance	\$21,406,030	9.3%	11.2%	0.83	8.8%	1.05	12.1%	0.76	7.1%	1.31
Commercial	\$24,471,280	10.6%	14.9%	0.71	10.5%	1.01	13.1%	0.81	9.4%	1.13
Charity Care	\$355,086	0.2%	0.7%	0.21	0.4%	0.41	0.8%	0.19	0.3%	0.54
Bad Debt	\$1,902,463	0.8%	0.8%	0.97	1.1%	0.72	1.2%	0.69	0.4%	1.96
All Other	\$6,098,841	2.6%	3.1%	0.84	3.0%	0.87	2.2%	1.18	1.8%	1.51
Total Deductions	\$115,629,978	50.0%	67.9%	0.74	58.7%	0.85	69.2%	0.72	47.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	15.7%	6.4%	2.45	4.2%	3.76	3.8%	4.10	1.9%	8.45	
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	33.8%	N/A	15.2%	N/A	87.6%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$73,707,877	51.1%	41.6%	1.23	48.8%	1.05	40.1%	1.28	53.6%	0.95
Supplies & Services	\$65,842,999	45.7%	52.7%	0.87	46.5%	0.98	54.4%	0.84	42.4%	1.08
Capital Component	\$4,590,790	3.2%	5.7%	0.55	4.7%	0.68	5.5%	0.58	4.0%	0.80
Fiscal Statistics										
Operating Margin (%)	-5.1%	6.4%	N/A	4.9%	N/A	5.0%	N/A	0.4%	N/A	
Total Hospital Net Income (%)	-4.7%	7.1%	N/A	7.2%	N/A	5.8%	N/A	3.3%	N/A	
Return on Equity (%)	-6.6%	3.1%	N/A	1.3%	N/A	2.3%	N/A	3.6%	N/A	
Current Ratio	4.0	2.9	1.40	1.1	3.56	2.8	1.43	5.2	0.77	
Days in Net Patient Accounts Receivable	68.0	85.9	0.79	210.1	0.32	86.5	0.79	45.9	1.48	
Average Payment Period	38.7	125.5	0.31	460.7	0.08	128.9	0.30	44.1	0.88	
Equity Financing (%)	83.8%	57.8%	1.45	38.6%	2.17	62.5%	1.34	81.8%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.4	0.01	0.9	0.00	0.3	0.01	0.0	0.50	
Times Interest Earned	-28.0	12.0	N/A	22.9	N/A	12.9	N/A	117.9	N/A	
Total Asset Turnover	1.4	0.4	3.27	0.2	7.87	0.4	3.54	1.1	1.31	
Average Age of Plant (Years)	12.8	19.6	0.65	56.0	0.23	21.5	0.60	11.1	1.15	
Increase (Decrease) Total Net Patient Revenue	-1.1%	3.9%	N/A	7.4%	N/A	0.2%	N/A	5.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	88.5%	67.6%	1.31	76.6%	1.16	74.2%	1.19	88.3%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,064	\$19,469	0.67	\$17,024	0.77	\$12,524	1.04	\$8,935	1.46	
Inpatient Net Revenue per Day	\$3,477	\$3,859	0.90	\$3,633	0.96	\$2,770	1.26	\$2,467	1.41	
Outpatient Net Revenue per Visit	\$582	\$875	0.67	\$979	0.59	\$766	0.76	\$493	1.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$231,261,918	Cash & Cash Equivalents	\$27,225,600	Current Liabilities	\$14,886,692
Less Deductions	\$115,629,978	Net Patient Receivables	\$21,537,729	Long-Term Debt	\$353,834
Net Patient Revenue	\$115,631,940	Other Receivables	\$1,635,225	Other Liabilities	\$726,131
Plus Other Revenue	\$21,547,506			Subtotal	\$15,966,657
Total Revenue	\$137,179,446	Land, Buildings & Equipment (Net)	\$32,267,228	Unrestricted Fund Balance	\$82,355,933
Less Expenses	\$144,141,666	Other Assets	\$15,656,808	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$498,103			Total Liabilities & Fund Balance	\$98,322,590
Net Income	-\$6,464,117	Total Assets	\$98,322,590		

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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.3%	61.5%	0.20	56.8%	0.22	13.7%	0.90	15.0%	0.82
Obstetrics	0.0%	41.1%	N/A	34.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	12.3%	61.6%	0.20	54.3%	0.23	19.0%	0.65	15.0%	0.82
Average Census (Patients)									
Adult Medical-Surgical	1.6	24.9	0.06	12.6	0.13	1.7	0.95	1.9	0.82
Obstetrics	0.0	5.0	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	1.6	44.9	0.04	18.5	0.09	2.5	0.65	1.9	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.5	0.79	4.3	0.83	3.5	1.03	4.1	0.87
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	3.2	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	4.4	0.81	4.4	0.81	4.1	0.87
Surgical Operations									
Inpatient	6	989	0.01	358	0.02	63	0.10	2	3.00
Outpatient	472	4,208	0.11	2,715	0.17	1,640	0.29	427	1.11
Inpatient as % of All Surgeries	1.3%	19.0%	0.07	11.6%	0.11	3.7%	0.34	0.5%	2.69
Outpatient Visits									
Non-Emergency Visits	13,508	131,799	0.10	80,185	0.17	15,186	0.89	15,525	0.87
Emergency Visits	2,670	16,822	0.16	8,854	0.30	3,910	0.68	2,501	1.07
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.5	0.17	10.4	0.29	1.9	1.60	10.0	0.30
Nurses, Licensed	17.6	232.9	0.08	132.4	0.13	31.3	0.56	15.6	1.13
Ancillary Nursing Personnel	5.2	42.6	0.12	20.9	0.25	6.3	0.83	4.3	1.22
All Other Personnel	35.6	453.0	0.08	273.9	0.13	60.7	0.59	37.0	0.96
Total FTEs	61.5	746.0	0.08	437.6	0.14	100.2	0.61	66.9	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.1	12.3	2.21	13.2	2.06	12.8	2.11	71.5	0.38
Nurses, Licensed	159.2	163.8	0.97	167.9	0.95	213.7	0.74	111.6	1.43
Ancillary Nursing Personnel	47.3	30.0	1.58	26.5	1.78	43.1	1.10	30.7	1.54
All Other Personnel	322.2	318.6	1.01	347.5	0.93	414.9	0.78	264.6	1.22
Total FTEs	555.7	524.6	1.06	555.1	1.00	684.6	0.81	478.4	1.16

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 163
 Inpatient Days 584

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
 Discharges 45
 Inpatient Days 789

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 06/30/2023	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	163	584	12.3%	1.6	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	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	4	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	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	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	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	3	0	3.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	3	2.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.0
Registered Nurses	17	1	17.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	3	5	5.2	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	2	0	2.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	12	4	14.9
Pharmacy Personnel	2	1	2.8				
Clinical Laboratory Personnel	6	2	6.3				
				Total	52	18	61.5

130 Aspirus Stanley Hospital
Stanley, WI 54768

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$18,442,074	50.7%	48.2%	1.05	51.7%	0.98	44.4%	1.14	51.3%	0.99
Medical Assistance	\$6,665,033	18.3%	14.2%	1.29	12.2%	1.50	14.1%	1.29	18.1%	1.01
Commercial	\$8,298,440	22.8%	32.4%	0.70	31.5%	0.72	37.2%	0.61	23.8%	0.96
All Other	\$2,982,331	8.2%	5.2%	1.57	4.7%	1.76	4.3%	1.92	6.9%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,894,470	21.7%	37.1%	0.59	34.8%	0.62	25.2%	0.86	24.5%	0.89
Medical Assistance	\$4,761,755	13.1%	11.2%	1.17	8.8%	1.48	10.0%	1.31	12.3%	1.07
Commercial	\$2,067,340	5.7%	14.9%	0.38	10.5%	0.54	12.1%	0.47	5.5%	1.03
Charity Care	\$211,980	0.6%	0.7%	0.80	0.4%	1.55	0.3%	1.74	0.8%	0.74
Bad Debt	\$61,149	0.2%	0.8%	0.20	1.1%	0.15	0.8%	0.20	1.6%	0.10
All Other	\$1,667,129	4.6%	3.1%	1.46	3.0%	1.50	3.5%	1.33	5.3%	0.86
Total Deductions	\$16,663,823	45.8%	67.9%	0.67	58.7%	0.78	51.9%	0.88	49.9%	0.92
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	6.4%	0.42	4.2%	0.64	3.9%	0.68	2.6%	1.03
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	33.8%	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,668,140	41.8%	41.6%	1.01	48.8%	0.86	47.1%	0.89	43.7%	0.96
Supplies & Services	\$9,873,670	47.7%	52.7%	0.91	46.5%	1.02	43.9%	1.09	47.5%	1.00
Capital Component	\$2,170,720	10.5%	5.7%	1.82	4.7%	2.24	9.0%	1.17	8.8%	1.19
Fiscal Statistics										
Operating Margin (%)		-2.2%	6.4%	N/A	4.9%	N/A	7.7%	N/A	-4.9%	0.45
Total Hospital Net Income (%)		-2.2%	7.1%	N/A	7.2%	N/A	8.1%	N/A	-4.9%	0.45
Return on Equity (%)		-1.9%	3.1%	N/A	1.3%	N/A	8.5%	N/A	-3.7%	0.50
Current Ratio		1.5	2.9	0.53	1.1	1.34	2.4	0.63	3.5	0.43
Days in Net Patient Accounts Receivable		54.7	85.9	0.64	210.1	0.26	60.0	0.91	51.5	1.06
Average Payment Period		42.8	125.5	0.34	460.7	0.09	45.4	0.94	17.4	2.46
Equity Financing (%)		17.4%	57.8%	0.30	38.6%	0.45	37.9%	0.46	21.8%	0.80
Long-Term Debt to Equity Ratio		4.2	0.4	10.71	0.9	4.58	1.0	4.07	3.4	1.24
Times Interest Earned		0.1	12.0	0.01	22.9	0.01	7.3	0.02	-1.5	N/A
Total Asset Turnover		0.8	0.4	1.98	0.2	4.78	1.0	0.81	0.8	1.12
Average Age of Plant (Years)		1.5	19.6	0.08	56.0	0.03	5.6	0.27	0.9	1.57
Increase (Decrease) Total Net Patient Revenue		23.4%	3.9%	5.93	7.4%	3.16	7.6%	3.10	10.1%	2.31
Outpatient Gross Revenue (% of Total GPR)		85.5%	67.6%	1.27	76.6%	1.12	83.4%	1.03	86.1%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,581		\$19,469	0.70	\$17,024	0.80	\$20,257	0.67	\$11,778	1.15
Inpatient Net Revenue per Day	\$2,044		\$3,859	0.53	\$3,633	0.56	\$3,306	0.62	\$1,968	1.04
Outpatient Net Revenue per Visit	\$1,047		\$875	1.20	\$979	1.07	\$992	1.05	\$866	1.21

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,387,880	Cash & Cash Equivalents	\$114,730	Current Liabilities	\$2,262,197
Less Deductions	\$16,663,823	Net Patient Receivables	\$2,953,791	Long-Term Debt	\$17,428,953
Net Patient Revenue	\$19,724,057	Other Receivables	\$5,825	Other Liabilities	\$52,128
Plus Other Revenue	\$539,894			Subtotal	\$19,743,278
Total Revenue	\$20,263,952	Land, Buildings & Equipment (Net)	\$20,431,334	Unrestricted Fund Balance	\$4,156,950
Less Expenses	\$20,712,530	Other Assets	\$394,546	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5	Total Assets	\$23,900,226	Total Liabilities & Fund Balance	\$23,900,228
Net Income	-\$448,573				

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 2023	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.2%	61.5%	0.26	56.9%	0.28	13.7%	1.18	63.9%	0.25
Obstetrics	0.0%	41.1%	N/A	33.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	16.2%	61.6%	0.26	51.1%	0.32	19.0%	0.85	63.9%	0.25
Average Census (Patients)									
Adult Medical-Surgical	1.3	24.9	0.05	14.9	0.09	1.7	0.77	5.1	0.25
Obstetrics	0.0	5.0	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.3	N/A	0.0	N/A
Total Hospital	1.3	44.9	0.03	28.6	0.05	2.5	0.52	5.1	0.25
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.5	0.75	4.7	0.74	3.5	0.99	5.4	0.64
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.2	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.69	4.1	0.81	4.4	0.76	5.4	0.62
Surgical Operations									
Inpatient	4	989	0.00	1,050	0.00	63	0.06	18	0.22
Outpatient	766	4,208	0.18	4,075	0.19	1,640	0.47	1,325	0.58
Inpatient as % of All Surgeries	0.5%	19.0%	0.03	20.5%	0.03	3.7%	0.14	1.3%	0.39
Outpatient Visits									
Non-Emergency Visits	6,860	131,799	0.05	89,194	0.08	15,186	0.45	15,256	0.45
Emergency Visits	8,993	16,822	0.53	12,167	0.74	3,910	2.30	9,433	0.95
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	21.2	0.05	1.9	0.53	5.3	0.19
Nurses, Licensed	43.9	232.9	0.19	219.5	0.20	31.3	1.40	49.8	0.88
Ancillary Nursing Personnel	6.8	42.6	0.16	62.9	0.11	6.3	1.07	37.4	0.18
All Other Personnel	63.5	453.0	0.14	424.5	0.15	60.7	1.05	18.3	3.48
Total FTEs	115.2	746.0	0.15	728.1	0.16	100.2	1.15	110.7	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.8	12.3	0.39	16.3	0.29	12.8	0.37	13.2	0.36
Nurses, Licensed	209.6	163.8	1.28	168.3	1.25	213.7	0.98	125.0	1.68
Ancillary Nursing Personnel	32.2	30.0	1.08	48.2	0.67	43.1	0.75	93.8	0.34
All Other Personnel	303.1	318.6	0.95	325.5	0.93	414.9	0.73	45.8	6.61
Total FTEs	549.7	524.6	1.05	558.3	0.98	684.6	0.80	277.9	1.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	141	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	473			Inpatient Days	0	Newborn Days	0

324 Aspirus Plover Hospital
Stevens Point, WI 54482

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	138	473	16.2%	1.3	3.4
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	4	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	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	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	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.

* 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	3	3.8
Physicians & Dentists	7	1	8.3	Radiological Services Personnel	3	5	9.3
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	13	21	36.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	5	6.8	Recreational Therapists	0	0	0.0
Physician Assistants	3	3	6.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	2	5.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	8	16.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	52	55	115.2

324 Aspirus Plover Hospital
Stevens Point, WI 54482

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,994,448	36.9%	48.2%	0.76	51.9%	0.71	44.4%	0.83	44.5%	0.83
Medical Assistance	\$11,395,457	17.5%	14.2%	1.23	13.6%	1.29	14.1%	1.24	13.9%	1.26
Commercial	\$25,147,093	38.6%	32.4%	1.19	28.8%	1.34	37.2%	1.04	35.3%	1.09
All Other	\$4,555,922	7.0%	5.2%	1.34	5.7%	1.22	4.3%	1.64	6.3%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,010,510	27.7%	37.1%	0.75	38.3%	0.72	25.2%	1.10	29.4%	0.94
Medical Assistance	\$10,692,128	16.4%	11.2%	1.47	10.8%	1.52	10.0%	1.64	12.6%	1.30
Commercial	\$10,033,775	15.4%	14.9%	1.03	10.2%	1.52	12.1%	1.28	15.4%	1.00
Charity Care	\$2,001	0.0%	0.7%	0.00	0.5%	0.01	0.3%	0.01	0.5%	0.01
Bad Debt	\$2,100	0.0%	0.8%	0.00	0.7%	0.00	0.8%	0.00	0.2%	0.02
All Other	\$3,347,695	5.1%	3.1%	1.64	3.7%	1.38	3.5%	1.49	2.9%	1.79
Total Deductions	\$42,088,209	64.7%	67.9%	0.95	64.1%	1.01	51.9%	1.25	61.0%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	6.4%	0.18	3.3%	0.35	3.9%	0.30	0.9%	1.23
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	43.0%	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$4,269,504	24.0%	41.6%	0.58	38.8%	0.62	47.1%	0.51	35.0%	0.69
Supplies & Services	\$11,642,974	65.6%	52.7%	1.24	56.2%	1.17	43.9%	1.49	56.4%	1.16
Capital Component	\$1,844,391	10.4%	5.7%	1.81	4.9%	2.11	9.0%	1.16	8.6%	1.21
Fiscal Statistics										
Operating Margin (%)		23.7%	6.4%	3.72	1.4%	16.59	7.7%	3.06	22.1%	1.07
Total Hospital Net Income (%)		23.7%	7.1%	3.34	2.5%	9.55	8.1%	2.91	22.1%	1.07
Return on Equity (%)		0.0%	3.1%	N/A	0.6%	N/A	8.5%	N/A	0.0%	N/A
Current Ratio		0.0	2.9	N/A	1.0	N/A	2.4	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	85.9	N/A	174.2	N/A	60.0	N/A	0.0	N/A
Average Payment Period		0.0	125.5	N/A	378.0	N/A	45.4	N/A	0.0	N/A
Equity Financing (%)		0.0%	57.8%	N/A	34.7%	N/A	37.9%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	1.1	N/A	1.0	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	5.7	N/A	7.3	N/A	0.0	N/A
Total Asset Turnover		0.0	0.4	N/A	0.2	N/A	1.0	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	19.6	N/A	39.8	N/A	5.6	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		-28.1%	3.9%	N/A	3.0%	N/A	7.6%	N/A	-13.2%	2.13
Outpatient Gross Revenue (% of Total GPR)		90.4%	67.6%	1.34	73.4%	1.23	83.4%	1.08	89.0%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,762		\$19,469	0.55	\$16,243	0.66	\$20,257	0.53	\$7,723	1.39
Inpatient Net Revenue per Day	\$2,073		\$3,859	0.54	\$3,215	0.64	\$3,306	0.63	\$1,661	1.25
Outpatient Net Revenue per Visit	\$1,356		\$875	1.55	\$1,234	1.10	\$992	1.37	\$1,194	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,092,918	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$42,088,209	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$23,004,709	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$270,655			Subtotal	\$0
Total Revenue	\$23,275,366	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$17,756,869	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$5,518,497	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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.1%	61.5%	0.59	56.9%	0.63	62.5%	0.58	25.8%	1.40
Obstetrics	14.5%	41.1%	0.35	33.7%	0.06	35.5%	0.41	14.3%	1.01
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	33.0%	61.6%	0.53	51.1%	0.65	61.3%	0.54	39.5%	0.83
Average Census (Patients)									
Adult Medical-Surgical	13.4	24.9	0.54	14.9	0.90	27.9	0.48	10.8	1.24
Obstetrics	2.0	5.0	0.41	3.0	0.67	4.2	0.48	2.0	1.01
Pediatrics	0.0	1.7	N/A	2.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	30.3	44.9	0.68	28.6	1.06	54.3	0.56	29.6	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.5	0.94	4.7	0.92	4.4	0.96	4.4	0.97
Obstetrics	2.1	2.4	0.85	2.4	0.87	2.4	0.86	2.0	1.01
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	4.1	0.99	4.7	0.87	4.3	0.96
Surgical Operations									
Inpatient	493	989	0.50	1,050	0.47	1,120	0.44	550	0.90
Outpatient	5,133	4,208	1.22	4,075	1.26	5,321	0.96	4,733	1.08
Inpatient as % of All Surgeries	8.8%	19.0%	0.46	20.5%	0.43	17.4%	0.50	10.4%	0.84
Outpatient Visits									
Non-Emergency Visits	99,683	131,799	0.76	89,194	1.12	201,183	0.50	84,468	1.18
Emergency Visits	14,818	16,822	0.88	12,167	1.22	23,507	0.63	25,535	0.58
Full-Time Equivalents (FTEs)									
Administrators	22.0	17.5	1.26	21.2	1.04	18.1	1.21	33.9	0.65
Nurses, Licensed	120.7	232.9	0.52	219.5	0.55	312.2	0.39	127.8	0.94
Ancillary Nursing Personnel	32.7	42.6	0.77	62.9	0.52	44.9	0.73	57.2	0.57
All Other Personnel	260.3	453.0	0.57	424.5	0.61	592.5	0.44	255.2	1.02
Total FTEs	435.6	746.0	0.58	728.1	0.60	967.7	0.45	474.0	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.1	12.3	1.15	16.3	0.87	9.7	1.45	22.0	0.64
Nurses, Licensed	77.4	163.8	0.47	168.3	0.46	167.7	0.46	83.0	0.93
Ancillary Nursing Personnel	20.9	30.0	0.70	48.2	0.43	24.1	0.87	37.2	0.56
All Other Personnel	166.8	318.6	0.52	325.5	0.51	318.3	0.52	165.7	1.01
Total FTEs	279.1	524.6	0.53	558.3	0.50	519.9	0.54	307.9	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	92	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	14
Discharges	2,696	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	299
Inpatient Days	11,066			Inpatient Days	0	Newborn Days	579

131 Aspirus Stevens Point Hospital
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	37	1,144	4,879	36.1%	13.4	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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	14	360	741	14.5%	2.0	2.1
Psychiatric	1	14	441	1,153	22.6%	3.2	2.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	27	751	4,293	43.6%	11.8	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	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	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	22	0	22.0	Surgical Personnel	7	5	10.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	17	3	20.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	7	11.3
Dental Hygienists	0	0	0.0	Occupational Therapists	4	2	6.1
Registered Nurses	86	49	120.7	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	11	15.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	2.0
Ancillary Nursing Personnel	16	37	32.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	3.1
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	57	24	72.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	60	36	77.9
Pharmacy Personnel	7	5	9.0				
Clinical Laboratory Personnel	19	6	24.3				
				Total	318	192	435.6

131 Aspirus Stevens Point Hospital

Stevens Point, WI 54481

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$205,037,236	49.1%	48.2%	1.02	51.9%	0.95	44.9%	1.09	48.6%	1.01
Medical Assistance	\$62,234,034	14.9%	14.2%	1.05	13.6%	1.10	18.0%	0.83	15.4%	0.97
Commercial	\$128,684,244	30.8%	32.4%	0.95	28.8%	1.07	32.5%	0.95	30.8%	1.00
All Other	\$21,303,945	5.1%	5.2%	0.98	5.7%	0.89	4.6%	1.12	5.3%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$158,394,352	38.0%	37.1%	1.02	38.3%	0.99	35.8%	1.06	34.9%	1.09
Medical Assistance	\$51,649,829	12.4%	11.2%	1.11	10.8%	1.15	14.0%	0.88	11.9%	1.04
Commercial	\$40,950,843	9.8%	14.9%	0.66	10.2%	0.97	13.9%	0.71	9.1%	1.08
Charity Care	\$2,711,018	0.6%	0.7%	0.89	0.5%	1.35	0.5%	1.22	0.7%	0.87
Bad Debt	\$1,043,525	0.3%	0.8%	0.30	0.7%	0.37	0.8%	0.30	0.8%	0.31
All Other	\$19,576,605	4.7%	3.1%	1.50	3.7%	1.26	2.9%	1.63	4.2%	1.11
Total Deductions	\$274,326,171	65.7%	67.9%	0.97	64.1%	1.03	67.9%	0.97	61.7%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	6.4%	0.18	3.3%	0.35	6.1%	0.19	5.1%	0.23
Net Gains/Losses as % of Net Income		0.0%	11.1%	0.00	43.0%	0.00	10.0%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,515,844	38.7%	41.6%	0.93	38.8%	1.00	43.9%	0.88	40.9%	0.95
Supplies & Services	\$75,664,715	52.8%	52.7%	1.00	56.2%	0.94	49.1%	1.07	52.6%	1.00
Capital Component	\$12,122,077	8.5%	5.7%	1.47	4.9%	1.72	6.9%	1.22	6.5%	1.31
Fiscal Statistics										
Operating Margin (%)		0.9%	6.4%	0.14	1.4%	0.63	7.1%	0.13	-4.7%	N/A
Total Hospital Net Income (%)		0.9%	7.1%	0.13	2.5%	0.36	7.8%	0.12	-4.7%	N/A
Return on Equity (%)		1.4%	3.1%	0.45	0.6%	2.50	2.1%	0.66	-7.1%	N/A
Current Ratio		3.5	2.9	1.22	1.0	3.36	2.2	1.59	2.9	1.23
Days in Net Patient Accounts Receivable		54.7	85.9	0.64	174.2	0.31	119.9	0.46	56.3	0.97
Average Payment Period		19.8	125.5	0.16	378.0	0.05	229.7	0.09	22.9	0.86
Equity Financing (%)		34.5%	57.8%	0.60	34.7%	0.99	53.3%	0.65	36.3%	0.95
Long-Term Debt to Equity Ratio		1.7	0.4	4.24	1.1	1.46	0.5	3.40	1.5	1.14
Times Interest Earned		1.8	12.0	0.15	5.7	0.32	9.1	0.20	-5.4	N/A
Total Asset Turnover		1.5	0.4	3.59	0.2	6.95	0.3	5.76	1.5	1.01
Average Age of Plant (Years)		1.4	19.6	0.07	39.8	0.04	25.3	0.06	0.9	1.69
Increase (Decrease) Total Net Patient Revenue		-2.1%	3.9%	N/A	3.0%	N/A	4.1%	N/A	16.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		80.6%	67.6%	1.19	73.4%	1.10	71.5%	1.13	80.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,430	\$19,469	0.43	\$16,243	0.52	\$18,306	0.46	\$9,820	0.86	
Inpatient Net Revenue per Day	\$2,054	\$3,859	0.53	\$3,215	0.64	\$3,976	0.52	\$2,288	0.90	
Outpatient Net Revenue per Visit	\$1,059	\$875	1.21	\$1,234	0.86	\$752	1.41	\$1,131	0.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$417,259,459	Cash & Cash Equivalents	\$606,290	Current Liabilities	\$7,230,244
Less Deductions	\$274,326,171	Net Patient Receivables	\$21,437,668	Long-Term Debt	\$53,926,814
Net Patient Revenue	\$142,933,288	Other Receivables	\$201,046	Other Liabilities	\$546,536
Plus Other Revenue	\$1,674,739			Subtotal	\$61,703,594
Total Revenue	\$144,608,027	Land, Buildings & Equipment (Net)	\$68,682,385	Unrestricted Fund Balance	\$32,467,784
Less Expenses	\$143,302,636	Other Assets	\$3,243,989	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3	Total Assets	\$94,171,378	Total Liabilities & Fund Balance	\$94,171,378
Net Income	\$1,305,394				

335 Marshfield Medical Center-River Region at Stevens Point
 1400 State Highway 66
 Stevens Point, WI 54481
 715-997-6000

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

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	31.5%	61.5%	0.51	56.9%	0.55	32.8%	0.96	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	33.7%	N/A	18.9%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.5%	61.6%	0.51	51.1%	0.62	35.7%	0.88	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	1.6	24.9	0.06	14.9	0.11	5.6	0.28	0.0	N/A
Obstetrics	0.0	5.0	N/A	3.0	N/A	0.8	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.6	44.9	0.04	28.6	0.06	8.1	0.20	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.5	0.64	4.7	0.63	3.8	0.77	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.60	4.1	0.70	3.8	0.77	0.0	N/A
Surgical Operations									
Inpatient	2	989	0.00	1,050	0.00	135	0.01	0	N/A
Outpatient	987	4,208	0.23	4,075	0.24	1,616	0.61	0	N/A
Inpatient as % of All Surgeries	0.2%	19.0%	0.01	20.5%	0.01	7.7%	0.03	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	58,458	131,799	0.44	89,194	0.66	55,406	1.06	0	N/A
Emergency Visits	3,913	16,822	0.23	12,167	0.32	8,784	0.45	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	21.2	N/A	10.8	N/A	0.0	N/A
Nurses, Licensed	43.5	232.9	0.19	219.5	0.20	65.3	0.67	0.0	N/A
Ancillary Nursing Personnel	0.0	42.6	N/A	62.9	N/A	8.4	N/A	0.0	N/A
All Other Personnel	117.9	453.0	0.26	424.5	0.28	151.7	0.78	0.0	N/A
Total FTEs	161.4	746.0	0.22	728.1	0.22	236.3	0.68	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	16.3	N/A	21.5	N/A	0.0	N/A
Nurses, Licensed	94.3	163.8	0.58	168.3	0.56	129.7	0.73	0.0	N/A
Ancillary Nursing Personnel	0.0	30.0	N/A	48.2	N/A	16.8	N/A	0.0	N/A
All Other Personnel	255.5	318.6	0.80	325.5	0.78	301.4	0.85	0.0	N/A
Total FTEs	349.9	524.6	0.67	558.3	0.63	469.3	0.75	0.0	N/A

Total Hospital:

Beds Set Up & Staffed 5
 Discharges 197
 Inpatient Days 575

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

335 Marshfield Medical Center-River Region at Stevens Point
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	5	197	575	31.5%	1.6	2.9
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	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	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	0	0	0.0	Surgical Personnel	3	2	3.1
Physicians & Dentists	14	22	17.4	Radiological Services Personnel	11	0	11.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	4	1.0
Registered Nurses	25	27	36.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.8
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	1	0.8	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	2	1	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	2	2.5	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	18	42.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	14	0	14.0
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	11	1	11.2				
				Total	132	84	161.4

335 Marshfield Medical Center-River Region at Stevens Point

Stevens Point, WI 54481

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$68,077,001	57.5%	48.2%	1.19	51.9%	1.11	50.4%	1.14	0.0%	N/A
Medical Assistance	\$8,375,790	7.1%	14.2%	0.50	13.6%	0.52	11.9%	0.59	0.0%	N/A
Commercial	\$38,435,129	32.4%	32.4%	1.00	28.8%	1.13	34.9%	0.93	0.0%	N/A
All Other	\$3,587,875	3.0%	5.2%	0.58	5.7%	0.53	2.7%	1.10	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,217,100	40.7%	37.1%	1.10	38.3%	1.06	34.8%	1.17	0.0%	N/A
Medical Assistance	\$8,076,698	6.8%	11.2%	0.61	10.8%	0.63	8.4%	0.81	0.0%	N/A
Commercial	\$12,016,082	10.1%	14.9%	0.68	10.2%	1.00	13.4%	0.76	0.0%	N/A
Charity Care	\$111,335	0.1%	0.7%	0.13	0.5%	0.20	0.7%	0.14	0.0%	N/A
Bad Debt	\$2,155,588	1.8%	0.8%	2.15	0.7%	2.72	1.0%	1.90	0.0%	N/A
All Other	\$2,384,148	2.0%	3.1%	0.64	3.7%	0.54	1.9%	1.09	0.0%	N/A
Total Deductions	\$72,960,951	61.6%	67.9%	0.91	64.1%	0.96	60.1%	1.03	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.1%	6.4%	0.01		3.3%	0.02	3.7%	0.02	0.0%	N/A
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		43.0%	N/A	21.8%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,382,372	32.2%	41.6%	0.77	38.8%	0.83	46.1%	0.70	0.0%	N/A
Supplies & Services	\$31,791,360	62.5%	52.7%	1.19	56.2%	1.11	46.6%	1.34	0.0%	N/A
Capital Component	\$2,663,402	5.2%	5.7%	0.91	4.9%	1.07	7.3%	0.72	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	-11.6%	6.4%	N/A		1.4%	N/A	8.5%	N/A	0.0%	N/A
Total Hospital Net Income (%)	-11.6%	7.1%	N/A		2.5%	N/A	10.7%	N/A	0.0%	N/A
Return on Equity (%)	-0.2%	3.1%	N/A		0.6%	N/A	2.9%	N/A	0.0%	N/A
Current Ratio	0.9	2.9	0.31		1.0	0.86	1.7	0.52	0.0	N/A
Days in Net Patient Accounts Receivable	2,170.3	85.9	25.26		174.2	12.46	136.5	15.89	0.0	N/A
Average Payment Period	5,124.3	125.5	40.83		378.0	13.56	286.0	17.92	0.0	N/A
Equity Financing (%)	31.3%	57.8%	0.54		34.7%	0.90	49.5%	0.63	0.0%	N/A
Long-Term Debt to Equity Ratio	1.3	0.4	3.31		1.1	1.14	0.6	2.07	0.0	N/A
Times Interest Earned	0.0	12.0	N/A		5.7	N/A	15.7	N/A	0.0	N/A
Total Asset Turnover	0.0	0.4	0.04		0.2	0.07	0.3	0.06	0.0	N/A
Average Age of Plant (Years)	370.0	19.6	18.91		39.8	9.28	26.1	14.19	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	0.0%	3.9%	N/A		3.0%	N/A	9.7%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	96.6%	67.6%	1.43		73.4%	1.31	84.3%	1.15	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,082	\$19,469	0.62		\$16,243	0.74	\$14,823	0.82	\$0	N/A
Inpatient Net Revenue per Day	\$4,104	\$3,859	1.06		\$3,215	1.28	\$3,524	1.16	\$0	N/A
Outpatient Net Revenue per Visit	\$726	\$875	0.83		\$1,234	0.59	\$832	0.87	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$118,475,795	Cash & Cash Equivalents	-\$12,808,371	Current Liabilities	\$676,370,414
Less Deductions	\$72,960,951	Net Patient Receivables	\$270,627,028	Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$45,514,844	Other Receivables	\$219,577,908	Other Liabilities	\$131,289,257
Plus Other Revenue	\$35,856			Subtotal	\$1,979,950,372
Total Revenue	\$45,550,700	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$50,837,134	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0	Total Assets	\$2,883,677,481	Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	-\$5,286,434				

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 2023	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.2%	61.5%	0.52	59.9%	0.54	32.8%	0.98	32.0%	1.01
Obstetrics	0.0%	41.1%	N/A	39.5%	N/A	18.9%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.5%	61.6%	0.58	61.8%	0.58	35.7%	1.00	33.3%	1.07
Average Census (Patients)									
Adult Medical-Surgical	5.2	24.9	0.21	26.8	0.19	5.6	0.92	5.4	0.95
Obstetrics	0.0	5.0	N/A	4.5	N/A	0.8	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.0	44.9	0.22	55.6	0.18	8.1	1.24	9.7	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.5	0.68	4.5	0.69	3.8	0.82	3.6	0.85
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	4.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.4	4.9	1.11	5.1	1.06	3.8	1.41	6.0	0.89
Surgical Operations									
Inpatient	67	989	0.07	948	0.07	135	0.50	77	0.87
Outpatient	1,181	4,208	0.28	4,423	0.27	1,616	0.73	971	1.22
Inpatient as % of All Surgeries	5.4%	19.0%	0.28	17.6%	0.30	7.7%	0.70	7.3%	0.73
Outpatient Visits									
Non-Emergency Visits	76,461	131,799	0.58	185,542	0.41	55,406	1.38	71,381	1.07
Emergency Visits	6,930	16,822	0.41	18,373	0.38	8,784	0.79	6,168	1.12
Full-Time Equivalents (FTEs)									
Administrators	22.0	17.5	1.26	18.2	1.21	10.8	2.03	22.0	1.00
Nurses, Licensed	67.2	232.9	0.29	281.6	0.24	65.3	1.03	57.8	1.16
Ancillary Nursing Personnel	5.7	42.6	0.13	39.5	0.14	8.4	0.68	7.3	0.78
All Other Personnel	162.1	453.0	0.36	649.6	0.25	151.7	1.07	152.7	1.06
Total FTEs	257.0	746.0	0.34	989.0	0.26	236.3	1.09	239.8	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.2	12.3	1.88	11.4	2.03	21.5	1.08	29.7	0.78
Nurses, Licensed	70.8	163.8	0.43	176.3	0.40	129.7	0.55	78.0	0.91
Ancillary Nursing Personnel	6.0	30.0	0.20	24.8	0.24	16.8	0.36	9.9	0.61
All Other Personnel	170.7	318.6	0.54	406.7	0.42	301.4	0.57	206.0	0.83
Total FTEs	270.6	524.6	0.52	619.1	0.44	469.3	0.58	323.6	0.84

Total Hospital:
 Beds Set Up & Staffed 28
 Discharges 675
 Inpatient Days 3,632

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 20
 Inpatient Days 204

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

132 Stoughton Hospital Association
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	605	1,880	32.2%	5.2	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	8	115	1,643	56.3%	4.5	14.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	17	109	7.5%	0.3	6.4
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	22	0	22.0	Surgical Personnel	1	2	1.8
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	3	18	13.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	1.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	2.7
Registered Nurses	27	54	61.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	10	9.5
Licensed Practical Nurses	1	1	1.0	Physical Therapy Assistants/Aides	1	2	1.6
Ancillary Nursing Personnel	2	5	5.7	Recreational Therapists	1	0	1.0
Physician Assistants	2	1	2.0	Dietitians & Nutritionists	0	2	0.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	4.3	Social Workers	1	2	2.5
Clinical Nurse Specialists	0	1	0.8	All Other Health Professionals	16	22	28.5
Health Info Mgmt-Administrators/Technicians	5	5	7.7	All Other Personnel	46	61	72.9
Pharmacy Personnel	4	3	5.0				
Clinical Laboratory Personnel	1	9	6.1				
				Total	142	211	257.0

132 Stoughton Hospital Association

Stoughton, WI 53589

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$85,373,091	49.7%	48.2%	1.03	43.0%	1.16	50.4%	0.99	48.4%	1.03
Medical Assistance	\$16,465,265	9.6%	14.2%	0.67	12.2%	0.79	11.9%	0.80	10.0%	0.96
Commercial	\$66,573,253	38.7%	32.4%	1.20	35.7%	1.09	34.9%	1.11	39.6%	0.98
All Other	\$3,500,372	2.0%	5.2%	0.39	9.2%	0.22	2.7%	0.74	2.0%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$60,584,375	35.2%	37.1%	0.95	33.3%	1.06	34.8%	1.01	34.0%	1.04
Medical Assistance	\$13,191,423	7.7%	11.2%	0.69	9.7%	0.79	8.4%	0.91	8.5%	0.90
Commercial	\$28,776,571	16.7%	14.9%	1.12	17.9%	0.94	13.4%	1.25	17.2%	0.97
Charity Care	\$617,273	0.4%	0.7%	0.49	0.6%	0.58	0.7%	0.52	0.4%	0.97
Bad Debt	\$1,885,000	1.1%	0.8%	1.29	0.9%	1.20	1.0%	1.14	1.0%	1.09
All Other	\$1,936,266	1.1%	3.1%	0.36	5.1%	0.22	1.9%	0.61	1.0%	1.11
Total Deductions	\$106,990,908	62.2%	67.9%	0.92	67.5%	0.92	60.1%	1.04	62.2%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	6.4%	0.57	3.6%	1.00	3.7%	0.99	4.2%	0.86
Net Gains/Losses as % of Net Income		25.0%	11.1%	2.26	53.3%	0.47	21.8%	1.15	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,959,663	46.8%	41.6%	1.13	45.0%	1.04	46.1%	1.01	47.1%	0.99
Supplies & Services	\$26,534,716	46.1%	52.7%	0.87	48.7%	0.95	46.6%	0.99	44.5%	1.03
Capital Component	\$4,125,376	7.2%	5.7%	1.25	6.4%	1.12	7.3%	0.99	8.3%	0.86
Fiscal Statistics										
Operating Margin (%)		14.5%	6.4%	2.27	3.7%	3.87	8.5%	1.69	14.0%	1.04
Total Hospital Net Income (%)		18.4%	7.1%	2.59	7.7%	2.40	10.7%	1.72	12.2%	1.51
Return on Equity (%)		12.9%	3.1%	4.20	3.8%	3.37	2.9%	4.46	8.0%	1.60
Current Ratio		9.6	2.9	3.33	3.0	3.15	1.7	5.56	6.3	1.51
Days in Net Patient Accounts Receivable		42.8	85.9	0.50	65.9	0.65	136.5	0.31	44.6	0.96
Average Payment Period		39.0	125.5	0.31	98.2	0.40	286.0	0.14	48.4	0.81
Equity Financing (%)		85.3%	57.8%	1.48	50.5%	1.69	49.5%	1.72	82.5%	1.03
Long-Term Debt to Equity Ratio		0.1	0.4	0.22	0.4	0.21	0.6	0.14	0.1	0.74
Times Interest Earned		40.1	12.0	3.33	9.1	4.41	15.7	2.56	19.4	2.07
Total Asset Turnover		0.7	0.4	1.56	0.5	1.40	0.3	2.53	0.7	0.99
Average Age of Plant (Years)		13.5	19.6	0.69	15.8	0.86	26.1	0.52	12.5	1.09
Increase (Decrease) Total Net Patient Revenue		14.4%	3.9%	3.64	7.9%	1.81	9.7%	1.48	21.3%	0.67
Outpatient Gross Revenue (% of Total GPR)		88.9%	67.6%	1.31	64.7%	1.37	84.3%	1.05	86.4%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,792	\$19,469	0.61	\$21,761	0.54	\$14,823	0.80	\$17,182	0.69
Inpatient Net Revenue per Day		\$2,019	\$3,859	0.52	\$4,214	0.48	\$3,524	0.57	\$2,634	0.77
Outpatient Net Revenue per Visit		\$703	\$875	0.80	\$819	0.86	\$832	0.84	\$619	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$171,911,981	Cash & Cash Equivalents	\$46,033,889	Current Liabilities	\$5,831,547
Less Deductions	\$106,990,908	Net Patient Receivables	\$7,605,291	Long-Term Debt	\$7,501,066
Net Patient Revenue	\$64,921,073	Other Receivables	\$125,487	Other Liabilities	\$1,557,211
Plus Other Revenue	\$2,450,080			Subtotal	\$14,889,824
Total Revenue	\$67,371,153	Land, Buildings & Equipment (Net)	\$27,505,908	Unrestricted Fund Balance	\$86,204,783
Less Expenses	\$57,619,755	Other Assets	\$19,824,032	Restricted Fund Balance	\$2,843,332
Non-Operating Gains/Losses	\$3,248,303			Total Liabilities & Fund Balance	\$101,094,607
Net Income	\$12,999,701	Total Assets	\$101,094,607		

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.5%	61.5%	0.72	54.9%	0.81	54.8%	0.81	61.8%	0.72
Obstetrics	17.9%	41.1%	0.43	36.7%	0.02	34.5%	0.52	22.4%	0.80
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.7%	61.6%	0.69	53.2%	0.80	59.6%	0.72	52.6%	0.81
Average Census (Patients)									
Adult Medical-Surgical	7.1	24.9	0.29	24.8	0.29	15.8	0.45	9.9	0.72
Obstetrics	0.9	5.0	0.18	4.3	0.21	2.9	0.30	1.1	0.80
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.7	44.9	0.24	44.4	0.24	29.6	0.36	13.1	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	4.5	1.03	4.0	1.15	4.2	1.12	4.8	0.98
Obstetrics	2.3	2.4	0.96	2.4	0.97	2.3	1.01	2.3	1.00
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.73	4.3	0.83	4.4	0.81	2.8	1.25
Surgical Operations									
Inpatient	157	989	0.16	829	0.19	409	0.38	232	0.68
Outpatient	3,362	4,208	0.80	6,019	0.56	2,735	1.23	3,248	1.04
Inpatient as % of All Surgeries	4.5%	19.0%	0.23	12.1%	0.37	13.0%	0.34	6.7%	0.67
Outpatient Visits									
Non-Emergency Visits	180,840	131,799	1.37	197,548	0.92	92,528	1.95	200,576	0.90
Emergency Visits	13,826	16,822	0.82	18,660	0.74	17,976	0.77	15,892	0.87
Full-Time Equivalents (FTEs)									
Administrators	40.2	17.5	2.30	19.4	2.07	12.7	3.16	55.6	0.72
Nurses, Licensed	144.5	232.9	0.62	276.2	0.52	137.2	1.05	119.4	1.21
Ancillary Nursing Personnel	26.0	42.6	0.61	44.0	0.59	29.9	0.87	5.4	4.82
All Other Personnel	386.1	453.0	0.85	479.5	0.81	239.1	1.61	355.4	1.09
Total FTEs	596.8	746.0	0.80	819.1	0.73	418.9	1.42	535.7	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	32.6	12.3	2.65	10.2	3.21	10.9	2.99	49.5	0.66
Nurses, Licensed	117.0	163.8	0.71	144.4	0.81	117.7	0.99	106.4	1.10
Ancillary Nursing Personnel	21.1	30.0	0.70	23.0	0.92	25.6	0.82	4.8	4.39
All Other Personnel	312.8	318.6	0.98	250.7	1.25	205.0	1.53	316.7	0.99
Total FTEs	483.5	524.6	0.92	428.2	1.13	359.2	1.35	477.4	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	5	Bassinets	6
Discharges	1,099	Preferred Provider Organization (PPO)	Yes	Discharges	50	Total Births	126
Inpatient Days	3,900			Inpatient Days	586	Newborn Days	258

133 Door County Medical Center
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	557	2,601	44.5%	7.1	4.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	140	326	17.9%	0.9	2.3
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	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	317	973	66.6%	2.7	3.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	39	3	40.2	Surgical Personnel	3	5	6.8
Physicians & Dentists	28	5	29.8	Radiological Services Personnel	9	14	22.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	9	9.4
Dental Hygienists	0	4	2.3	Occupational Therapists	3	5	5.8
Registered Nurses	56	96	109.6	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	11	17.8
Licensed Practical Nurses	16	20	27.2	Physical Therapy Assistants/Aides	2	6	5.5
Ancillary Nursing Personnel	16	35	26.0	Recreational Therapists	0	1	0.8
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	4	2.8
Nurse Practitioners	6	2	7.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	1	9.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	27	70.2
Health Info Mgmt-Administrators/Technicians	9	4	11.5	All Other Personnel	102	78	142.4
Pharmacy Personnel	9	5	10.6				
Clinical Laboratory Personnel	19	5	20.4				
				Total	406	357	596.8

133 Door County Medical Center
Sturgeon Bay, WI 54235

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$132,316,535	58.9%	48.2%	1.22	48.2%	1.22	51.3%	1.15	57.7%	1.02
Medical Assistance	\$21,107,625	9.4%	14.2%	0.66	12.5%	0.75	15.3%	0.61	9.3%	1.01
Commercial	\$62,025,291	27.6%	32.4%	0.85	33.9%	0.82	29.5%	0.94	28.8%	0.96
All Other	\$9,244,989	4.1%	5.2%	0.79	5.4%	0.76	3.8%	1.08	4.2%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$79,992,659	35.6%	37.1%	0.96	37.4%	0.95	39.7%	0.90	34.0%	1.05
Medical Assistance	\$14,770,002	6.6%	11.2%	0.59	10.1%	0.65	12.1%	0.54	5.3%	1.24
Commercial	\$18,948,835	8.4%	14.9%	0.57	15.8%	0.53	13.1%	0.64	8.7%	0.97
Charity Care	\$2,101,235	0.9%	0.7%	1.28	0.5%	1.76	0.8%	1.14	1.0%	0.90
Bad Debt	\$1,294,647	0.6%	0.8%	0.68	0.8%	0.74	1.2%	0.49	0.7%	0.82
All Other	\$4,611,529	2.1%	3.1%	0.66	3.5%	0.58	2.2%	0.92	2.4%	0.85
Total Deductions	\$121,718,907	54.2%	67.9%	0.80	68.2%	0.79	69.2%	0.78	52.2%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.2%	6.4%	0.49	3.6%	0.87	3.8%	0.82	4.9%	0.65
Net Gains/Losses as % of Net Income		86.5%	11.1%	7.82	14.6%	5.93	15.2%	5.68	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$64,001,399	60.7%	41.6%	1.46	43.1%	1.41	40.1%	1.51	61.2%	0.99
Supplies & Services	\$36,781,285	34.9%	52.7%	0.66	50.8%	0.69	54.4%	0.64	33.8%	1.03
Capital Component	\$4,680,655	4.4%	5.7%	0.77	6.2%	0.72	5.5%	0.81	5.0%	0.89
Fiscal Statistics										
Operating Margin (%)		0.8%	6.4%	0.13	10.1%	0.08	5.0%	0.16	13.1%	0.06
Total Hospital Net Income (%)		5.8%	7.1%	0.81	11.6%	0.50	5.8%	0.99	6.9%	0.84
Return on Equity (%)		4.6%	3.1%	1.49	7.9%	0.58	2.3%	1.97	5.5%	0.83
Current Ratio		2.8	2.9	0.96	6.2	0.45	2.8	0.98	3.7	0.74
Days in Net Patient Accounts Receivable		45.8	85.9	0.53	54.4	0.84	86.5	0.53	45.7	1.00
Average Payment Period		41.5	125.5	0.33	44.2	0.94	128.9	0.32	43.8	0.95
Equity Financing (%)		87.1%	57.8%	1.51	79.9%	1.09	62.5%	1.39	85.4%	1.02
Long-Term Debt to Equity Ratio		0.0	0.4	0.11	0.1	0.29	0.3	0.14	0.1	0.78
Times Interest Earned		73.9	12.0	6.14	18.0	4.12	12.9	5.72	25.7	2.88
Total Asset Turnover		0.8	0.4	1.76	0.7	1.12	0.4	1.90	0.8	0.88
Average Age of Plant (Years)		18.3	19.6	0.94	11.5	1.60	21.5	0.85	16.7	1.10
Increase (Decrease) Total Net Patient Revenue		-5.9%	3.9%	N/A	3.8%	N/A	0.2%	N/A	18.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.6%	67.6%	1.31	75.5%	1.17	74.2%	1.19	85.5%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,572	\$19,469	0.54	\$14,714	0.72	\$12,524	0.84	\$9,604	1.10
Inpatient Net Revenue per Day		\$2,120	\$3,859	0.55	\$3,218	0.66	\$2,770	0.77	\$2,575	0.82
Outpatient Net Revenue per Visit		\$473	\$875	0.54	\$732	0.65	\$766	0.62	\$436	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$224,694,440	Cash & Cash Equivalents	\$9,876,724	Current Liabilities	\$11,594,950
Less Deductions	\$121,718,907	Net Patient Receivables	\$12,917,298	Long-Term Debt	\$5,203,604
Net Patient Revenue	\$102,975,533	Other Receivables	\$843,468	Other Liabilities	\$1,534,862
Plus Other Revenue	\$3,357,935			Subtotal	\$18,333,416
Total Revenue	\$106,333,468	Land, Buildings & Equipment (Net)	\$45,273,337		
Less Expenses	\$105,463,339	Other Assets	\$72,758,840	Unrestricted Fund Balance	\$123,336,251
Non-Operating Gains/Losses	\$5,597,633			Restricted Fund Balance	\$1,529,314
Net Income	\$6,467,762	Total Assets	\$141,669,667	Total Liabilities & Fund Balance	\$141,669,667

314 Aurora Medical Center - 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: 6

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.9%	61.5%	0.89	63.8%	0.86	62.5%	0.88	73.6%	0.75
Obstetrics	30.7%	41.1%	0.75	44.7%	0.08	35.5%	0.87	31.6%	0.97
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	50.8%	61.6%	0.82	63.4%	0.80	61.3%	0.83	62.7%	0.81
Average Census (Patients)									
Adult Medical-Surgical	41.8	24.9	1.68	22.9	1.82	27.9	1.50	42.7	0.98
Obstetrics	3.7	5.0	0.74	5.1	0.73	4.2	0.88	3.8	0.97
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	59.4	44.9	1.32	42.7	1.39	54.3	1.09	62.0	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.5	0.87	4.3	0.91	4.4	0.89	4.7	0.85
Obstetrics	2.2	2.4	0.91	2.3	0.95	2.4	0.92	2.1	1.05
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.90	4.5	0.98	4.7	0.93	4.7	0.93
Surgical Operations									
Inpatient	1,393	989	1.41	1,038	1.34	1,120	1.24	1,306	1.07
Outpatient	5,138	4,208	1.22	4,019	1.28	5,321	0.97	4,844	1.06
Inpatient as % of All Surgeries	21.3%	19.0%	1.12	20.5%	1.04	17.4%	1.23	21.2%	1.00
Outpatient Visits									
Non-Emergency Visits	111,001	131,799	0.84	117,094	0.95	201,183	0.55	104,778	1.06
Emergency Visits	19,220	16,822	1.14	18,746	1.03	23,507	0.82	18,299	1.05
Full-Time Equivalents (FTEs)									
Administrators	12.0	17.5	0.69	14.2	0.85	18.1	0.66	13.0	0.92
Nurses, Licensed	358.1	232.9	1.54	188.0	1.91	312.2	1.15	316.8	1.13
Ancillary Nursing Personnel	83.5	42.6	1.96	37.4	2.23	44.9	1.86	75.1	1.11
All Other Personnel	722.9	453.0	1.60	333.2	2.17	592.5	1.22	712.2	1.02
Total FTEs	1,176.6	746.0	1.58	572.8	2.05	967.7	1.22	1,117.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.4	12.3	0.60	10.1	0.73	9.7	0.76	7.0	1.06
Nurses, Licensed	220.8	163.8	1.35	134.3	1.64	167.7	1.32	169.7	1.30
Ancillary Nursing Personnel	51.5	30.0	1.72	26.7	1.93	24.1	2.14	40.2	1.28
All Other Personnel	445.7	318.6	1.40	238.0	1.87	318.3	1.40	381.5	1.17
Total FTEs	725.3	524.6	1.38	409.2	1.77	519.9	1.40	598.3	1.21

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	117	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	14
Discharges	4,951	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	503
Inpatient Days	21,683			Inpatient Days	0	Newborn Days	884

314 Aurora Medical Center - Summit
Summit, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	76	3,846	15,242	54.9%	41.8	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	8	125	1,355	46.4%	3.7	10.8
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	0	39	90	0.0%	0.2	2.3
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	611	1,346	30.7%	3.7	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	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	322	3,019	59.1%	8.3	9.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	61	631	24.7%	1.7	10.3
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	0	12.0	Surgical Personnel	28	8	31.2
Physicians & Dentists	87	30	101.6	Radiological Services Personnel	42	29	58.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	12	12.8
Dental Hygienists	0	0	0.0	Occupational Therapists	4	15	9.2
Registered Nurses	249	142	316.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	18	18	25.0
Licensed Practical Nurses	16	7	19.0	Physical Therapy Assistants/Aides	3	3	3.3
Ancillary Nursing Personnel	40	97	83.5	Recreational Therapists	0	0	0.0
Physician Assistants	19	7	22.1	Dietitians & Nutritionists	4	0	4.0
Nurse Practitioners	15	9	19.4	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	4	6.0
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	74	31	86.4
Health Info Mgmt-Administrators/Technicians	31	10	38.5	All Other Personnel	174	81	205.8
Pharmacy Personnel	20	11	20.7				
Clinical Laboratory Personnel	26	14	35.0				
				Total	929	552	1,176.6

314 Aurora Medical Center - Summit

Summit, WI 53066

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$336,437,903	51.0%	48.2%	1.06	53.0%	0.96	44.9%	1.14	50.4%	1.01
Medical Assistance	\$53,025,209	8.0%	14.2%	0.57	11.4%	0.71	18.0%	0.45	8.0%	1.01
Commercial	\$243,857,757	37.0%	32.4%	1.14	32.8%	1.13	32.5%	1.14	37.5%	0.99
All Other	\$26,450,779	4.0%	5.2%	0.77	2.8%	1.44	4.6%	0.88	4.1%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$270,957,142	41.1%	37.1%	1.11	43.5%	0.94	35.8%	1.15	40.2%	1.02
Medical Assistance	\$44,035,466	6.7%	11.2%	0.60	9.4%	0.71	14.0%	0.48	6.6%	1.02
Commercial	\$110,457,837	16.7%	14.9%	1.12	15.9%	1.06	13.9%	1.21	16.4%	1.02
Charity Care	\$3,888,547	0.6%	0.7%	0.81	0.8%	0.72	0.5%	1.11	0.7%	0.79
Bad Debt	\$4,660,822	0.7%	0.8%	0.83	0.9%	0.79	0.8%	0.85	0.8%	0.91
All Other	\$14,396,897	2.2%	3.1%	0.70	1.8%	1.24	2.9%	0.76	2.3%	0.96
Total Deductions	\$448,396,711	68.0%	67.9%	1.00	72.2%	0.94	67.9%	1.00	67.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	6.4%	0.20	4.3%	0.30	6.1%	0.21	0.5%	2.33	
Net Gains/Losses as % of Net Income	0.1%	11.1%	0.01	N/A	N/A	10.0%	0.01	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$65,921,800	38.7%	41.6%	0.93	38.8%	1.00	43.9%	0.88	37.7%	1.03
Supplies & Services	\$84,420,136	49.5%	52.7%	0.94	53.3%	0.93	49.1%	1.01	50.4%	0.98
Capital Component	\$20,158,991	11.8%	5.7%	2.06	7.9%	1.49	6.9%	1.71	12.0%	0.99
Fiscal Statistics										
Operating Margin (%)	20.4%	6.4%	3.20	9.2%	2.22	7.1%	2.87	17.5%	1.16	
Total Hospital Net Income (%)	20.4%	7.1%	2.87	8.1%	2.51	7.8%	2.60	17.5%	1.16	
Return on Equity (%)	7.7%	3.1%	2.50	4.9%	1.56	2.1%	3.65	6.2%	1.24	
Current Ratio	36.2	2.9	12.61	12.4	2.93	2.2	16.41	32.3	1.12	
Days in Net Patient Accounts Receivable	47.3	85.9	0.55	50.4	0.94	119.9	0.39	50.2	0.94	
Average Payment Period	25.8	125.5	0.21	31.3	0.82	229.7	0.11	29.0	0.89	
Equity Financing (%)	97.9%	57.8%	1.70	85.9%	1.14	53.3%	1.84	95.0%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.4	0.00	0.1	0.02	0.5	0.00	0.0	0.76	
Times Interest Earned	8.2	12.0	0.68	8.8	0.93	9.1	0.90	6.6	1.25	
Total Asset Turnover	0.4	0.4	0.88	0.6	0.62	0.3	1.41	0.4	1.07	
Average Age of Plant (Years)	7.0	19.6	0.36	11.9	0.59	25.3	0.28	7.0	1.00	
Increase (Decrease) Total Net Patient Revenue	5.6%	3.9%	1.42	0.8%	6.69	4.1%	1.36	1.3%	4.27	
Outpatient Gross Revenue (% of Total GPR)	65.9%	67.6%	0.97	68.7%	0.96	71.5%	0.92	65.3%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,186	\$19,469	0.83	\$14,690	1.10	\$18,306	0.88	\$16,224	1.00	
Inpatient Net Revenue per Day	\$3,967	\$3,859	1.03	\$3,206	1.24	\$3,976	1.00	\$3,287	1.21	
Outpatient Net Revenue per Visit	\$1,044	\$875	1.19	\$746	1.40	\$752	1.39	\$1,034	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$659,771,648	Cash & Cash Equivalents	\$368,745,373	Current Liabilities	\$11,113,975
Less Deductions	\$448,396,711	Net Patient Receivables	\$27,404,190	Long-Term Debt	\$490,490
Net Patient Revenue	\$211,374,937	Other Receivables	\$81,372	Other Liabilities	\$130,156
Plus Other Revenue	\$2,719,260			Subtotal	\$11,734,621
Total Revenue	\$214,094,198	Land, Buildings & Equipment (Net)	\$166,861,309	Unrestricted Fund Balance	\$557,768,939
Less Expenses	\$170,500,927	Other Assets	\$6,411,314	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$37,610			Total Liabilities & Fund Balance	\$569,503,560
Net Income	\$43,630,881	Total Assets	\$569,503,558		

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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	20.4%	61.5%	0.33	31.6%	0.65	54.8%	0.37	16.8%	1.22	
Obstetrics	0.0%	41.1%	N/A	23.2%	N/A	34.5%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	20.4%	61.6%	0.33	33.6%	0.61	59.6%	0.34	16.8%	1.22	
Average Census (Patients)										
Adult Medical-Surgical	5.1	24.9	0.21	6.2	0.82	15.8	0.32	4.2	1.22	
Obstetrics	0.0	5.0	N/A	1.0	N/A	2.9	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	5.1	44.9	0.11	7.7	0.66	29.6	0.17	4.2	1.22	
Average Length of Stay (Days)										
Adult Medical-Surgical	5.0	4.5	1.10	4.5	1.12	4.2	1.20	4.8	1.03	
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.3	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	5.0	4.9	1.04	4.7	1.06	4.4	1.15	4.9	1.02	
Surgical Operations										
Inpatient	6	989	0.01	53	0.11	409	0.01	4	1.50	
Outpatient	2,572	4,208	0.61	1,137	2.26	2,735	0.94	2,487	1.03	
Inpatient as % of All Surgeries	0.2%	19.0%	0.01	4.4%	0.05	13.0%	0.02	0.2%	1.45	
Outpatient Visits										
Non-Emergency Visits	53,719	131,799	0.41	38,279	1.40	92,528	0.58	50,384	1.07	
Emergency Visits	14,206	16,822	0.84	7,241	1.96	17,976	0.79	14,152	1.00	
Full-Time Equivalents (FTEs)										
Administrators	1.0	17.5	0.06	2.3	0.43	12.7	0.08	1.0	1.00	
Nurses, Licensed	202.0	232.9	0.87	73.5	2.75	137.2	1.47	129.2	1.56	
Ancillary Nursing Personnel	25.0	42.6	0.59	11.3	2.20	29.9	0.83	10.5	2.39	
All Other Personnel	233.2	453.0	0.51	164.2	1.42	239.1	0.98	218.0	1.07	
Total FTEs	461.2	746.0	0.62	251.4	1.83	418.9	1.10	358.6	1.29	
FTEs per 100 Patient Census (Adjusted)										
Administrators	0.8	12.3	0.06	3.5	0.22	10.9	0.07	1.0	0.76	
Nurses, Licensed	158.2	163.8	0.97	111.2	1.42	117.7	1.34	132.7	1.19	
Ancillary Nursing Personnel	19.5	30.0	0.65	17.1	1.14	25.6	0.76	10.7	1.82	
All Other Personnel	182.6	318.6	0.57	248.5	0.74	205.0	0.89	224.0	0.82	
Total FTEs	361.1	524.6	0.69	380.3	0.95	359.2	1.01	368.5	0.98	

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 371
 Inpatient Days 1,866

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

Medicare-certified Swing Beds:
 Average Beds Used 8
 Discharges 70
 Inpatient Days 1,283

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 06/30/2023	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	374	1,866	20.4%	5.1	5.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	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	1	4	4.2
Physicians & Dentists	11	21	23.6	Radiological Services Personnel	7	12	19.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	5.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	5	4.1
Registered Nurses	14	90	139.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	9	9.6
Licensed Practical Nurses	21	36	47.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	16	25.0	Recreational Therapists	0	0	0.0
Physician Assistants	9	2	10.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	9	8	14.9	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	15	28.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	34	54.8
Pharmacy Personnel	45	10	48.6				
Clinical Laboratory Personnel	9	12	20.5				
				Total	184	279	461.2

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

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$98,185,791	46.5%	48.2%	0.97	52.4%	0.89	51.3%	0.91	44.8%	1.04	
Medical Assistance	\$34,873,598	16.5%	14.2%	1.16	16.1%	1.03	15.3%	1.08	17.4%	0.95	
Commercial	\$74,417,887	35.2%	32.4%	1.09	25.8%	1.36	29.5%	1.19	35.5%	0.99	
All Other	\$3,652,042	1.7%	5.2%	0.33	5.6%	0.31	3.8%	0.45	2.3%	0.75	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$60,155,447	28.5%	37.1%	0.77	28.7%	0.99	39.7%	0.72	27.2%	1.05	
Medical Assistance	\$25,223,255	11.9%	11.2%	1.07	11.1%	1.08	12.1%	0.99	12.5%	0.95	
Commercial	\$21,728,979	10.3%	14.9%	0.69	5.9%	1.74	13.1%	0.78	9.4%	1.09	
Charity Care	\$1,395,494	0.7%	0.7%	0.91	0.4%	1.64	0.8%	0.81	0.8%	0.78	
Bad Debt	\$4,256,901	2.0%	0.8%	2.38	1.5%	1.35	1.2%	1.70	2.5%	0.81	
All Other	\$161,942	0.1%	3.1%	0.02	2.7%	0.03	2.2%	0.03	0.4%	0.20	
Total Deductions	\$112,922,018	53.5%	67.9%	0.79	50.3%	1.06	69.2%	0.77	52.9%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.7%	6.4%	0.43	1.5%	1.80	3.8%	0.72	3.9%	0.70	
Net Gains/Losses as % of Net Income		12.2%	11.1%	1.10	27.6%	0.44	15.2%	0.80	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$44,741,897	55.9%	41.6%	1.35	49.7%	1.13	40.1%	1.40	57.6%	0.97	
Supplies & Services	\$32,132,532	40.2%	52.7%	0.76	43.4%	0.93	54.4%	0.74	38.6%	1.04	
Capital Component	\$3,114,866	3.9%	5.7%	0.68	6.9%	0.56	5.5%	0.71	3.8%	1.04	
Fiscal Statistics											
Operating Margin (%)		20.8%	6.4%	3.26	9.6%	2.17	5.0%	4.18	19.1%	1.09	
Total Hospital Net Income (%)		23.0%	7.1%	3.24	12.8%	1.80	5.8%	3.95	16.0%	1.43	
Return on Equity (%)		12.9%	3.1%	4.23	1.6%	8.12	2.3%	5.59	8.8%	1.47	
Current Ratio		38.7	2.9	13.48	1.3	28.81	2.8	13.83	15.4	2.52	
Days in Net Patient Accounts Receivable		34.1	85.9	0.40	276.9	0.12	86.5	0.39	34.3	0.99	
Average Payment Period		15.8	125.5	0.13	717.7	0.02	128.9	0.12	36.1	0.44	
Equity Financing (%)		97.7%	57.8%	1.69	40.6%	2.41	62.5%	1.56	94.9%	1.03	
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.9	N/A	0.3	N/A	0.0	N/A	
Times Interest Earned		98,332.1	12.0	8,171.8	29.2	3,366.4	12.9	7,604.6	6,491.9	15.15	
Total Asset Turnover		0.5	0.4	1.28	0.1	4.53	0.4	1.39	0.6	0.96	
Average Age of Plant (Years)		11.7	19.6	0.60	54.5	0.21	21.5	0.54	12.0	0.98	
Increase (Decrease) Total Net Patient Revenue		9.1%	3.9%	2.31	7.7%	1.18	0.2%	47.72	11.2%	0.82	
Outpatient Gross Revenue (% of Total GPR)		95.2%	67.6%	1.41	88.6%	1.07	74.2%	1.28	95.1%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$18,818	\$19,469	0.97	\$17,278	1.09	\$12,524	1.50	\$22,158	0.85	
Inpatient Net Revenue per Day		\$2,215	\$3,859	0.57	\$3,301	0.67	\$2,770	0.80	\$2,303	0.96	
Outpatient Net Revenue per Visit		\$1,375	\$875	1.57	\$1,111	1.24	\$766	1.80	\$1,324	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$211,129,318	Cash & Cash Equivalents	\$114,393,765	Current Liabilities	\$3,355,577
Less Deductions	\$112,922,018	Net Patient Receivables	\$9,162,551	Long-Term Debt	\$0
Net Patient Revenue	\$98,207,300	Other Receivables	\$5,598,615	Other Liabilities	\$853,102
Plus Other Revenue	\$2,769,093			Subtotal	\$4,208,679
Total Revenue	\$100,976,393	Land, Buildings & Equipment (Net)	\$19,844,587	Unrestricted Fund Balance	\$180,438,929
Less Expenses	\$79,989,295	Other Assets	\$35,648,090	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,907,371			Total Liabilities & Fund Balance	\$184,647,608
Net Income	\$23,894,469	Total Assets	\$184,647,608		

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: 4

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.4%	61.5%	0.62	47.2%	0.81	42.9%	0.90	46.1%	0.83
Obstetrics	27.3%	41.1%	0.67	53.6%	0.03	20.5%	1.33	31.0%	0.88
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.6%	61.6%	0.58	51.9%	0.69	39.2%	0.91	42.3%	0.84
Average Census (Patients)									
Adult Medical-Surgical	5.8	24.9	0.23	17.2	0.33	9.2	0.62	6.9	0.83
Obstetrics	1.4	5.0	0.27	4.4	0.31	1.1	1.23	1.5	0.88
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	44.9	0.16	28.6	0.25	12.6	0.57	8.5	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.83	3.7	1.03	3.7	1.01	4.0	0.95
Obstetrics	2.1	2.4	0.85	2.0	1.03	2.0	1.02	2.0	1.01
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	4.2	0.78	3.8	0.87	3.4	0.97
Surgical Operations									
Inpatient	180	989	0.18	840	0.21	224	0.81	174	1.03
Outpatient	1,075	4,208	0.26	3,492	0.31	2,033	0.53	898	1.20
Inpatient as % of All Surgeries	14.3%	19.0%	0.75	19.4%	0.74	9.9%	1.45	16.2%	0.88
Outpatient Visits									
Non-Emergency Visits	40,766	131,799	0.31	137,645	0.30	77,115	0.53	34,782	1.17
Emergency Visits	21,610	16,822	1.28	15,585	1.39	11,550	1.87	21,136	1.02
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	13.0	N/A	10.6	N/A	0.0	N/A
Nurses, Licensed	169.5	232.9	0.73	152.9	1.11	97.4	1.74	143.5	1.18
Ancillary Nursing Personnel	40.1	42.6	0.94	23.1	1.73	15.0	2.68	26.7	1.50
All Other Personnel	285.0	453.0	0.63	424.9	0.67	210.0	1.36	253.3	1.13
Total FTEs	494.6	746.0	0.66	613.9	0.81	333.0	1.49	423.5	1.17
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	7.6	N/A	15.0	N/A	0.0	N/A
Nurses, Licensed	255.2	163.8	1.56	89.3	2.86	138.1	1.85	251.8	1.01
Ancillary Nursing Personnel	60.4	30.0	2.02	13.5	4.47	21.2	2.84	46.9	1.29
All Other Personnel	429.1	318.6	1.35	248.3	1.73	297.9	1.44	444.6	0.97
Total FTEs	744.7	524.6	1.42	358.8	2.08	472.2	1.58	743.3	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	20	Health Maintenance Organization (HMO)	Yes	Average Beds Used	5	Bassinets	5
Discharges	790	Preferred Provider Organization (PPO)	Yes	Discharges	17	Total Births	239
Inpatient Days	2,600			Inpatient Days	187	Newborn Days	410

135 Tomah Health
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	556	2,101	38.4%	5.8	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	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	241	499	27.3%	1.4	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	0	0	0.0	Surgical Personnel	6	1	8.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	8	5	15.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	1	7.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	73	58	150.6	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	3	13.9
Licensed Practical Nurses	2	2	3.9	Physical Therapy Assistants/Aides	1	1	2.4
Ancillary Nursing Personnel	9	26	40.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	2	2.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	9	15.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	6.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	22	36.1
Health Info Mgmt-Administrators/Technicians	10	0	10.0	All Other Personnel	95	35	140.7
Pharmacy Personnel	6	2	8.7				
Clinical Laboratory Personnel	13	6	20.3				
				Total	272	179	494.6

135 Tomah Health

Tomah, WI 54660

			All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
Selected Financial Statistics			FY 2023	Value	Ratio	5B Value	Ratio	4 Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$71,236,146	41.4%	48.2%	0.86	47.0%	0.88	47.9%	0.86	40.1%	1.03	
Medical Assistance	\$28,576,609	16.6%	14.2%	1.17	10.2%	1.63	13.8%	1.20	15.5%	1.07	
Commercial	\$52,760,642	30.6%	32.4%	0.95	34.4%	0.89	33.5%	0.91	35.2%	0.87	
All Other	\$19,661,286	11.4%	5.2%	2.18	8.4%	1.35	4.8%	2.39	9.3%	1.23	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$41,628,791	24.2%	37.1%	0.65	34.0%	0.71	33.7%	0.72	24.6%	0.98	
Medical Assistance	\$18,884,592	11.0%	11.2%	0.98	8.1%	1.35	10.5%	1.04	9.7%	1.13	
Commercial	\$14,112,572	8.2%	14.9%	0.55	15.7%	0.52	14.1%	0.58	9.3%	0.88	
Charity Care	\$564,898	0.3%	0.7%	0.45	1.1%	0.30	0.6%	0.54	0.5%	0.67	
Bad Debt	\$2,856,838	1.7%	0.8%	1.96	0.9%	1.84	1.0%	1.60	1.5%	1.11	
All Other	\$12,998,157	7.5%	3.1%	2.41	6.3%	1.20	2.9%	2.58	5.6%	1.35	
Total Deductions	\$91,045,848	52.9%	67.9%	0.78	66.1%	0.80	62.8%	0.84	51.2%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.9%	6.4%	0.15	22.5%	0.04	6.2%	0.15	2.1%	0.45	
Net Gains/Losses as % of Net Income		38.8%	11.1%	3.51	110.0%	0.35	28.7%	1.35	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$37,656,300	47.7%	41.6%	1.15	54.1%	0.88	47.2%	1.01	47.4%	1.01	
Supplies & Services	\$33,480,282	42.4%	52.7%	0.81	41.9%	1.01	46.1%	0.92	42.1%	1.01	
Capital Component	\$7,743,688	9.8%	5.7%	1.71	4.0%	2.46	6.7%	1.47	10.5%	0.94	
Fiscal Statistics											
Operating Margin (%)		3.8%	6.4%	0.59	-0.2%	N/A	6.7%	0.56	4.1%	0.91	
Total Hospital Net Income (%)		6.0%	7.1%	0.84	2.0%	3.00	9.1%	0.66	1.7%	3.44	
Return on Equity (%)		4.0%	3.1%	1.31	1.6%	2.47	4.6%	0.87	1.1%	3.79	
Current Ratio		6.1	2.9	2.11	31.1	0.19	14.3	0.42	6.4	0.94	
Days in Net Patient Accounts Receivable		44.6	85.9	0.52	60.3	0.74	49.3	0.90	52.4	0.85	
Average Payment Period		30.8	125.5	0.25	10.3	3.00	35.0	0.88	34.4	0.90	
Equity Financing (%)		64.0%	57.8%	1.11	87.7%	0.73	57.4%	1.12	61.7%	1.04	
Long-Term Debt to Equity Ratio		0.5	0.4	1.24	0.1	8.69	0.1	3.79	0.5	0.90	
Times Interest Earned		5.3	12.0	0.44	12.7	0.42	16.7	0.32	2.1	2.58	
Total Asset Turnover		0.7	0.4	1.52	0.8	0.82	0.5	1.32	0.6	1.05	
Average Age of Plant (Years)		4.4	19.6	0.22	10.0	0.44	11.3	0.39	3.8	1.16	
Increase (Decrease) Total Net Patient Revenue		9.1%	3.9%	2.30	-2.2%	N/A	3.0%	3.04	8.0%	1.13	
Outpatient Gross Revenue (% of Total GPR)		89.3%	67.6%	1.32	82.8%	1.08	82.2%	1.09	85.1%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$15,202	\$19,469	0.78	\$19,060	0.80	\$12,086	1.26	\$16,576	0.92	
Inpatient Net Revenue per Day		\$4,435	\$3,859	1.15	\$4,078	1.09	\$3,093	1.43	\$4,794	0.93	
Outpatient Net Revenue per Visit		\$1,150	\$875	1.31	\$880	1.31	\$740	1.55	\$1,100	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$172,234,683	Cash & Cash Equivalents	\$25,357,331	Current Liabilities	\$6,143,430
Less Deductions	\$91,045,848	Net Patient Receivables	\$9,916,775	Long-Term Debt	\$39,116,593
Net Patient Revenue	\$81,188,835	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$769,909			Subtotal	\$45,260,023
Total Revenue	\$81,958,744	Land, Buildings & Equipment (Net)	\$55,499,384	Unrestricted Fund Balance	\$80,625,242
Less Expenses	\$78,880,270	Other Assets	\$35,111,775	Restricted Fund Balance	\$3,705,288
Non-Operating Gains/Losses	\$1,953,286			Total Liabilities & Fund Balance	\$125,885,265
Net Income	\$5,031,760	Total Assets	\$125,885,265		

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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.9%	61.5%	0.37	56.9%	0.40	13.7%	1.67	25.0%	0.92
Obstetrics	0.0%	41.1%	N/A	33.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	22.9%	61.6%	0.37	51.1%	0.45	19.0%	1.21	25.0%	0.92
Average Census (Patients)									
Adult Medical-Surgical	2.8	24.9	0.11	14.9	0.19	1.7	1.63	3.0	0.92
Obstetrics	0.0	5.0	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.3	N/A	0.0	N/A
Total Hospital	2.8	44.9	0.06	28.6	0.10	2.5	1.11	3.0	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.5	0.99	4.7	0.97	3.5	1.30	5.3	0.86
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.2	N/A	0.0	N/A
Total Hospital	4.5	4.9	0.94	4.1	1.10	4.4	1.03	5.3	0.86
Surgical Operations									
Inpatient	0	989	N/A	1,050	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	4,075	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	19,488	131,799	0.15	89,194	0.22	15,186	1.28	20,580	0.95
Emergency Visits	4,751	16,822	0.28	12,167	0.39	3,910	1.21	4,021	1.18
Full-Time Equivalents (FTEs)									
Administrators	3.5	17.5	0.20	21.2	0.17	1.9	1.88	4.0	0.88
Nurses, Licensed	16.4	232.9	0.07	219.5	0.07	31.3	0.52	19.4	0.85
Ancillary Nursing Personnel	3.2	42.6	0.07	62.9	0.05	6.3	0.50	3.9	0.81
All Other Personnel	25.4	453.0	0.06	424.5	0.06	60.7	0.42	33.9	0.75
Total FTEs	48.5	746.0	0.07	728.1	0.07	100.2	0.48	61.2	0.79
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.2	12.3	1.73	16.3	1.30	12.8	1.65	19.0	1.11
Nurses, Licensed	98.6	163.8	0.60	168.3	0.59	213.7	0.46	92.2	1.07
Ancillary Nursing Personnel	19.0	30.0	0.63	48.2	0.39	43.1	0.44	18.4	1.03
All Other Personnel	152.7	318.6	0.48	325.5	0.47	414.9	0.37	161.5	0.95
Total FTEs	291.4	524.6	0.56	558.3	0.52	684.6	0.43	291.2	1.00

Total Hospital:
 Beds Set Up & Staffed 12
 Discharges 221
 Inpatient Days 1,004

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 39
 Inpatient Days 481

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 06/30/2023	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	222	1,004	22.9%	2.8	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	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	0	11	3.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	2	5.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.0
Registered Nurses	12	6	16.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	1	0.4
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.3
Ancillary Nursing Personnel	2	2	3.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.6
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	4	5	5.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	11	8.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	1	0	1.0				
				Total	31	44	48.5

136 Aspirus Tomahawk Hospital

Tomahawk, WI 54487

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$18,094,530	57.4%	48.2%	1.19	51.9%	1.11	44.4%	1.29	56.1%	1.02
Medical Assistance	\$3,951,860	12.5%	14.2%	0.88	13.6%	0.92	14.1%	0.89	12.1%	1.04
Commercial	\$7,261,671	23.0%	32.4%	0.71	28.8%	0.80	37.2%	0.62	25.5%	0.90
All Other	\$2,217,916	7.0%	5.2%	1.35	5.7%	1.23	4.3%	1.65	6.3%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,300,753	35.8%	37.1%	0.97	38.3%	0.94	25.2%	1.42	29.8%	1.20
Medical Assistance	\$2,695,922	8.6%	11.2%	0.76	10.8%	0.79	10.0%	0.86	7.9%	1.08
Commercial	\$1,749,905	5.6%	14.9%	0.37	10.2%	0.55	12.1%	0.46	6.8%	0.81
Charity Care	\$229,943	0.7%	0.7%	1.00	0.5%	1.52	0.3%	2.18	1.0%	0.71
Bad Debt	\$166,887	0.5%	0.8%	0.62	0.7%	0.79	0.8%	0.64	1.3%	0.41
All Other	\$1,895,881	6.0%	3.1%	1.92	3.7%	1.62	3.5%	1.74	4.6%	1.31
Total Deductions	\$18,039,291	57.2%	67.9%	0.84	64.1%	0.89	51.9%	1.10	51.5%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%	6.4%	0.12		3.3%	0.23	3.9%	0.19	2.5%	0.30
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		43.0%	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,719,487	48.8%	41.6%	1.17	38.8%	1.26	47.1%	1.04	51.5%	0.95
Supplies & Services	\$5,815,649	42.2%	52.7%	0.80	56.2%	0.75	43.9%	0.96	42.0%	1.01
Capital Component	\$1,238,749	9.0%	5.7%	1.57	4.9%	1.83	9.0%	1.00	6.5%	1.38
Fiscal Statistics										
Operating Margin (%)	-1.4%	6.4%	N/A		1.4%	N/A	7.7%	N/A	13.6%	N/A
Total Hospital Net Income (%)	-1.4%	7.1%	N/A		2.5%	N/A	8.1%	N/A	13.6%	N/A
Return on Equity (%)	-1.4%	3.1%	N/A		0.6%	N/A	8.5%	N/A	15.9%	N/A
Current Ratio	1.8	2.9	0.64		1.0	1.76	2.4	0.76	2.6	0.71
Days in Net Patient Accounts Receivable	46.3	85.9	0.54		174.2	0.27	60.0	0.77	59.2	0.78
Average Payment Period	26.7	125.5	0.21		378.0	0.07	45.4	0.59	27.0	0.99
Equity Financing (%)	16.6%	57.8%	0.29		34.7%	0.48	37.9%	0.44	23.0%	0.72
Long-Term Debt to Equity Ratio	4.6	0.4	11.66		1.1	4.02	1.0	4.44	3.0	1.51
Times Interest Earned	0.4	12.0	0.03		5.7	0.07	7.3	0.05	10.4	0.04
Total Asset Turnover	1.1	0.4	2.46		0.2	4.76	1.0	1.01	1.2	0.90
Average Age of Plant (Years)	1.3	19.6	0.07		39.8	0.03	5.6	0.24	0.9	1.44
Increase (Decrease) Total Net Patient Revenue	-3.5%	3.9%	N/A		3.0%	N/A	7.6%	N/A	6.8%	N/A
Outpatient Gross Revenue (% of Total GPR)	83.5%	67.6%	1.24		73.4%	1.14	83.4%	1.00	85.7%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,087	\$19,469	0.36		\$16,243	0.44	\$20,257	0.35	\$9,569	0.74
Inpatient Net Revenue per Day	\$1,199	\$3,859	0.31		\$3,215	0.37	\$3,306	0.36	\$1,460	0.82
Outpatient Net Revenue per Visit	\$487	\$875	0.56		\$1,234	0.39	\$992	0.49	\$581	0.84

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$31,525,977	Cash & Cash Equivalents	\$450	Current Liabilities	\$944,084
Less Deductions	\$18,039,291	Net Patient Receivables	\$1,709,258	Long-Term Debt	\$9,830,149
Net Patient Revenue	\$13,486,686	Other Receivables	-\$2,585	Other Liabilities	\$0
Plus Other Revenue	\$101,111			Subtotal	\$10,774,233
Total Revenue	\$13,587,798	Land, Buildings & Equipment (Net)	\$11,195,432	Unrestricted Fund Balance	\$2,151,774
Less Expenses	\$13,773,885	Other Assets	\$23,450	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$12,926,005	Total Liabilities & Fund Balance	\$12,926,007
Net Income	-\$186,087				

137 Aurora Medical Center 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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	28.8%	61.5%	0.47	54.9%	0.52	54.8%	0.53	22.8%	1.26
Obstetrics	33.9%	41.1%	0.83	36.7%	0.06	34.5%	0.98	29.2%	1.16
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.2%	61.6%	0.57	53.2%	0.66	59.6%	0.59	31.5%	1.12
Average Census (Patients)									
Adult Medical-Surgical	7.2	24.9	0.29	24.8	0.29	15.8	0.45	8.7	0.83
Obstetrics	2.0	5.0	0.41	4.3	0.47	2.9	0.69	1.8	1.16
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.3	44.9	0.38	44.4	0.39	29.6	0.58	19.6	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.5	0.77	4.0	0.86	4.2	0.84	3.8	0.91
Obstetrics	1.8	2.4	0.73	2.4	0.74	2.3	0.76	2.0	0.87
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.64	4.3	0.73	4.4	0.71	3.6	0.88
Surgical Operations									
Inpatient	348	989	0.35	829	0.42	409	0.85	356	0.98
Outpatient	3,426	4,208	0.81	6,019	0.57	2,735	1.25	3,251	1.05
Inpatient as % of All Surgeries	9.2%	19.0%	0.48	12.1%	0.76	13.0%	0.71	9.9%	0.93
Outpatient Visits									
Non-Emergency Visits	86,963	131,799	0.66	197,548	0.44	92,528	0.94	81,030	1.07
Emergency Visits	15,404	16,822	0.92	18,660	0.83	17,976	0.86	14,885	1.03
Full-Time Equivalents (FTEs)									
Administrators	6.0	17.5	0.34	19.4	0.31	12.7	0.47	7.0	0.86
Nurses, Licensed	121.1	232.9	0.52	276.2	0.44	137.2	0.88	112.8	1.07
Ancillary Nursing Personnel	26.3	42.6	0.62	44.0	0.60	29.9	0.88	27.3	0.96
All Other Personnel	197.8	453.0	0.44	479.5	0.41	239.1	0.83	175.9	1.12
Total FTEs	351.2	746.0	0.47	819.1	0.43	418.9	0.84	323.0	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.8	12.3	0.55	10.2	0.67	10.9	0.62	6.9	0.98
Nurses, Licensed	137.2	163.8	0.84	144.4	0.95	117.7	1.17	111.4	1.23
Ancillary Nursing Personnel	29.8	30.0	0.99	23.0	1.29	25.6	1.16	27.0	1.10
All Other Personnel	223.9	318.6	0.70	250.7	0.89	205.0	1.09	173.7	1.29
Total FTEs	397.7	524.6	0.76	428.2	0.93	359.2	1.11	318.9	1.25

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	49	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	7
Discharges	2,023	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	410
Inpatient Days	6,298			Inpatient Days	0	Newborn Days	640

137 Aurora Medical Center Manitowoc County
Two Rivers, WI 54241

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	754	2,629	28.8%	7.2	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	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	421	743	33.9%	2.0	1.8
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	136	486	22.2%	1.3	3.6
Step-Down (Special Care)	1	12	683	2,440	55.7%	6.7	3.6
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	6	0	6.0	Surgical Personnel	14	3	14.9
Physicians & Dentists	3	11	4.9	Radiological Services Personnel	15	5	18.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	2	6.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.9
Registered Nurses	90	43	110.5	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	1	0.6
Licensed Practical Nurses	3	3	3.7	Physical Therapy Assistants/Aides	2	1	2.9
Ancillary Nursing Personnel	24	22	26.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	1	6.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	18	21.9
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	65	51	87.8
Pharmacy Personnel	6	1	6.6				
Clinical Laboratory Personnel	17	2	17.0				
				Total	287	168	351.2

137 Aurora Medical Center Manitowoc County

Two Rivers, WI 54241

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$158,242,348	47.2%	48.2%	0.98	48.2%	0.98	51.3%	0.92	46.2%	1.02
Medical Assistance	\$47,618,338	14.2%	14.2%	1.00	12.5%	1.14	15.3%	0.93	14.3%	0.99
Commercial	\$108,814,579	32.4%	32.4%	1.00	33.9%	0.96	29.5%	1.10	33.7%	0.96
All Other	\$20,698,349	6.2%	5.2%	1.18	5.4%	1.13	3.8%	1.62	5.8%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$127,713,099	38.1%	37.1%	1.03	37.4%	1.02	39.7%	0.96	36.8%	1.03
Medical Assistance	\$40,019,628	11.9%	11.2%	1.07	10.1%	1.18	12.1%	0.99	11.7%	1.02
Commercial	\$50,353,700	15.0%	14.9%	1.01	15.8%	0.95	13.1%	1.14	15.1%	0.99
Charity Care	\$2,850,019	0.8%	0.7%	1.16	0.5%	1.60	0.8%	1.04	0.9%	0.95
Bad Debt	\$3,115,648	0.9%	0.8%	1.10	0.8%	1.19	1.2%	0.78	0.8%	1.18
All Other	\$10,786,569	3.2%	3.1%	1.03	3.5%	0.91	2.2%	1.44	3.4%	0.96
Total Deductions	\$234,838,663	70.0%	67.9%	1.03	68.2%	1.03	69.2%	1.01	68.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.3%	6.4%	0.20	3.6%	0.35	3.8%	0.33	0.3%	3.75
Net Gains/Losses as % of Net Income		0.4%	11.1%	0.04	14.6%	0.03	15.2%	0.03	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,774,914	38.9%	41.6%	0.94	43.1%	0.90	40.1%	0.97	38.3%	1.02
Supplies & Services	\$41,788,703	54.6%	52.7%	1.04	50.8%	1.08	54.4%	1.00	54.9%	0.99
Capital Component	\$4,994,164	6.5%	5.7%	1.14	6.2%	1.06	5.5%	1.19	6.8%	0.96
Fiscal Statistics										
Operating Margin (%)		24.8%	6.4%	3.90	10.1%	2.45	5.0%	4.99	22.6%	1.10
Total Hospital Net Income (%)		24.9%	7.1%	3.50	11.6%	2.14	5.8%	4.28	22.6%	1.10
Return on Equity (%)		7.8%	3.1%	2.54	7.9%	0.98	2.3%	3.36	7.0%	1.11
Current Ratio		47.9	2.9	16.66	6.2	7.75	2.8	17.10	42.9	1.11
Days in Net Patient Accounts Receivable		53.1	85.9	0.62	54.4	0.98	86.5	0.61	56.8	0.93
Average Payment Period		31.3	125.5	0.25	44.2	0.71	128.9	0.24	34.0	0.92
Equity Financing (%)		97.8%	57.8%	1.69	79.9%	1.22	62.5%	1.56	94.8%	1.03
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.1	0.00	0.3	0.00	0.0	0.48
Times Interest Earned		51.1	12.0	4.25	18.0	2.85	12.9	3.95	36.7	1.39
Total Asset Turnover		0.3	0.4	0.73	0.7	0.47	0.4	0.79	0.3	1.00
Average Age of Plant (Years)		13.0	19.6	0.67	11.5	1.14	21.5	0.61	12.7	1.03
Increase (Decrease) Total Net Patient Revenue		4.5%	3.9%	1.15	3.8%	1.20	0.2%	23.66	0.4%	12.29
Outpatient Gross Revenue (% of Total GPR)		81.1%	67.6%	1.20	75.5%	1.07	74.2%	1.09	79.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,217	\$19,469	0.68	\$14,714	0.90	\$12,524	1.06	\$13,237	1.00	
Inpatient Net Revenue per Day	\$4,385	\$3,859	1.14	\$3,218	1.36	\$2,770	1.58	\$3,572	1.23	
Outpatient Net Revenue per Visit	\$751	\$875	0.86	\$732	1.03	\$766	0.98	\$751	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$335,373,615	Cash & Cash Equivalents	\$282,673,021	Current Liabilities	\$6,252,568
Less Deductions	\$234,838,663	Net Patient Receivables	\$14,638,944	Long-Term Debt	\$42,036
Net Patient Revenue	\$100,534,952	Other Receivables	\$9,966	Other Liabilities	\$899,604
Plus Other Revenue	\$1,297,546			Subtotal	\$7,194,208
Total Revenue	\$101,832,498	Land, Buildings & Equipment (Net)	\$24,828,195	Unrestricted Fund Balance	\$319,302,108
Less Expenses	\$76,557,781	Other Assets	\$4,346,189	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$101,003			Total Liabilities & Fund Balance	\$326,496,316
Net Income	\$25,375,720	Total Assets	\$326,496,315		

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: 4

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.4%	61.5%	0.48	47.2%	0.62	42.9%	0.69	38.0%	0.77
Obstetrics	14.3%	41.1%	0.35	53.6%	0.01	20.5%	0.70	10.0%	1.43
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	26.4%	61.6%	0.43	51.9%	0.51	39.2%	0.67	32.4%	0.81
Average Census (Patients)									
Adult Medical-Surgical	5.9	24.9	0.24	17.2	0.34	9.2	0.64	7.6	0.77
Obstetrics	0.7	5.0	0.14	4.4	0.16	1.1	0.64	0.5	1.43
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.6	44.9	0.15	28.6	0.23	12.6	0.52	8.1	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.5	0.74	3.7	0.92	3.7	0.90	3.4	0.98
Obstetrics	2.3	2.4	0.94	2.0	1.13	2.0	1.12	1.9	1.20
Pediatrics	0.0	3.8	N/A	2.4	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.67	4.2	0.77	3.8	0.86	3.3	0.97
Surgical Operations									
Inpatient	134	989	0.14	840	0.16	224	0.60	243	0.55
Outpatient	1,845	4,208	0.44	3,492	0.53	2,033	0.91	1,270	1.45
Inpatient as % of All Surgeries	6.8%	19.0%	0.36	19.4%	0.35	9.9%	0.68	16.1%	0.42
Outpatient Visits									
Non-Emergency Visits	124,706	131,799	0.95	137,645	0.91	77,115	1.62	123,789	1.01
Emergency Visits	8,164	16,822	0.49	15,585	0.52	11,550	0.71	7,733	1.06
Full-Time Equivalents (FTEs)									
Administrators	26.2	17.5	1.50	13.0	2.02	10.6	2.47	19.9	1.32
Nurses, Licensed	86.3	232.9	0.37	152.9	0.56	97.4	0.89	85.0	1.02
Ancillary Nursing Personnel	13.1	42.6	0.31	23.1	0.56	15.0	0.87	13.6	0.96
All Other Personnel	242.6	453.0	0.54	424.9	0.57	210.0	1.15	247.8	0.98
Total FTEs	368.1	746.0	0.49	613.9	0.60	333.0	1.11	366.2	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	38.9	12.3	3.17	7.6	5.13	15.0	2.59	38.0	1.02
Nurses, Licensed	128.3	163.8	0.78	89.3	1.44	138.1	0.93	162.8	0.79
Ancillary Nursing Personnel	19.4	30.0	0.65	13.5	1.43	21.2	0.91	26.0	0.75
All Other Personnel	360.8	318.6	1.13	248.3	1.45	297.9	1.21	474.6	0.76
Total FTEs	547.5	524.6	1.04	358.8	1.53	472.2	1.16	701.4	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	4
Discharges	741	Preferred Provider Organization (PPO)	Yes	Discharges	11	Total Births	117
Inpatient Days	2,407			Inpatient Days	84	Newborn Days	230

138 Vernon Memorial Healthcare
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	639	2,146	29.4%	5.9	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	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	115	261	14.3%	0.7	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	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	26.2	Surgical Personnel	4	1	4.7
Physicians & Dentists	8	9	13.3	Radiological Services Personnel	10	1	10.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	4.6
Registered Nurses	50	42	76.4	Occupational Therapy Assistants/Aides	2	2	3.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	2	10.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	7	0	7.0
Ancillary Nursing Personnel	9	10	13.1	Recreational Therapists	0	0	0.0
Physician Assistants	4	5	7.7	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	4	4	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.1	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	14	64.7
Health Info Mgmt-Administrators/Technicians	9	1	9.5	All Other Personnel	49	33	65.1
Pharmacy Personnel	5	3	6.8				
Clinical Laboratory Personnel	9	9	13.8				
				Total	286	148	368.1

138 Vernon Memorial Healthcare

Viroqua, WI 54665

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	4 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$91,726,317	54.8%	48.2%	1.14	47.0%	1.17	47.9%	1.14	54.1%	1.01
Medical Assistance	\$18,871,520	11.3%	14.2%	0.79	10.2%	1.11	13.8%	0.81	11.4%	0.99
Commercial	\$52,511,659	31.4%	32.4%	0.97	34.4%	0.91	33.5%	0.94	32.1%	0.98
All Other	\$4,281,173	2.6%	5.2%	0.49	8.4%	0.30	4.8%	0.54	2.4%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$56,386,129	33.7%	37.1%	0.91	34.0%	0.99	33.7%	1.00	34.6%	0.97
Medical Assistance	\$12,969,705	7.7%	11.2%	0.69	8.1%	0.95	10.5%	0.74	7.2%	1.08
Commercial	\$22,358,403	13.4%	14.9%	0.90	15.7%	0.85	14.1%	0.95	12.8%	1.04
Charity Care	\$1,949,317	1.2%	0.7%	1.60	1.1%	1.07	0.6%	1.90	1.0%	1.15
Bad Debt	\$1,613,146	1.0%	0.8%	1.14	0.9%	1.07	1.0%	0.93	0.5%	1.76
All Other	\$359,954	0.2%	3.1%	0.07	6.3%	0.03	2.9%	0.07	0.6%	0.34
Total Deductions	\$95,636,654	57.1%	67.9%	0.84	66.1%	0.86	62.8%	0.91	56.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.3%	6.4%	2.08	22.5%	0.59	6.2%	2.13	14.3%	0.93
Net Gains/Losses as % of Net Income		54.4%	11.1%	4.91	110.0%	0.49	28.7%	1.89	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$43,034,439	54.9%	41.6%	1.32	54.1%	1.01	47.2%	1.16	53.1%	1.03
Supplies & Services	\$30,111,406	38.4%	52.7%	0.73	41.9%	0.92	46.1%	0.83	39.2%	0.98
Capital Component	\$5,301,288	6.8%	5.7%	1.18	4.0%	1.70	6.7%	1.01	7.7%	0.88
Fiscal Statistics										
Operating Margin (%)		5.2%	6.4%	0.82	-0.2%	N/A	6.7%	0.78	7.9%	0.67
Total Hospital Net Income (%)		10.8%	7.1%	1.52	2.0%	5.39	9.1%	1.18	0.0%	337.60
Return on Equity (%)		7.7%	3.1%	2.53	1.6%	4.79	4.6%	1.68	0.0%	397.88
Current Ratio		4.6	2.9	1.61	31.1	0.15	14.3	0.32	3.2	1.43
Days in Net Patient Accounts Receivable		39.7	85.9	0.46	60.3	0.66	49.3	0.81	36.5	1.09
Average Payment Period		38.7	125.5	0.31	10.3	3.76	35.0	1.11	71.0	0.55
Equity Financing (%)		81.4%	57.8%	1.41	87.7%	0.93	57.4%	1.42	75.8%	1.07
Long-Term Debt to Equity Ratio		0.1	0.4	0.32	0.1	2.26	0.1	0.99	0.2	0.84
Times Interest Earned		16.8	12.0	1.40	12.7	1.32	16.7	1.01	1.0	16.21
Total Asset Turnover		0.7	0.4	1.58	0.8	0.86	0.5	1.37	0.7	1.02
Average Age of Plant (Years)		13.1	19.6	0.67	10.0	1.31	11.3	1.16	12.0	1.08
Increase (Decrease) Total Net Patient Revenue		6.5%	3.9%	1.65	-2.2%	N/A	3.0%	2.19	-1.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.2%	67.6%	1.34	82.8%	1.09	82.2%	1.10	84.8%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,411		\$19,469	0.69	\$19,060	0.70	\$12,086	1.11	\$15,875	0.84
Inpatient Net Revenue per Day	\$4,089		\$3,859	1.06	\$4,078	1.00	\$3,093	1.32	\$4,655	0.88
Outpatient Net Revenue per Visit	\$475		\$875	0.54	\$880	0.54	\$740	0.64	\$408	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$167,390,669	Cash & Cash Equivalents	\$16,520,435	Current Liabilities	\$7,842,147
Less Deductions	\$95,636,654	Net Patient Receivables	\$7,799,199	Long-Term Debt	\$12,558,257
Net Patient Revenue	\$71,754,015	Other Receivables	\$246,869	Other Liabilities	\$2,315,953
Plus Other Revenue	\$11,016,611			Subtotal	\$22,716,357
Total Revenue	\$82,770,624	Land, Buildings & Equipment (Net)	\$36,892,408	Unrestricted Fund Balance	\$99,567,060
Less Expenses	\$78,447,133	Other Assets	\$60,824,506	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,150,926			Total Liabilities & Fund Balance	\$122,283,417
Net Income	\$9,474,417	Total Assets	\$122,283,417		

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: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.4%	61.5%	0.66	59.9%	0.67	54.8%	0.74	39.6%	1.02
Obstetrics	13.5%	41.1%	0.33	39.5%	0.03	34.5%	0.39	10.9%	1.24
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	61.6%	0.72	61.8%	0.72	59.6%	0.75	41.7%	1.07
Average Census (Patients)									
Adult Medical-Surgical	14.1	24.9	0.57	26.8	0.53	15.8	0.89	13.9	1.02
Obstetrics	1.4	5.0	0.27	4.5	0.30	2.9	0.46	1.1	1.24
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	27.2	44.9	0.60	55.6	0.49	29.6	0.92	26.7	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.5	0.64	4.5	0.64	4.2	0.70	3.0	0.97
Obstetrics	3.0	2.4	1.24	2.6	1.16	2.3	1.29	2.4	1.24
Pediatrics	0.0	3.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	5.1	0.81	4.4	0.94	4.1	1.01
Surgical Operations									
Inpatient	454	989	0.46	948	0.48	409	1.11	425	1.07
Outpatient	3,510	4,208	0.83	4,423	0.79	2,735	1.28	3,520	1.00
Inpatient as % of All Surgeries	11.5%	19.0%	0.60	17.6%	0.65	13.0%	0.88	10.8%	1.06
Outpatient Visits									
Non-Emergency Visits	64,800	131,799	0.49	185,542	0.35	92,528	0.70	65,541	0.99
Emergency Visits	13,725	16,822	0.82	18,373	0.75	17,976	0.76	14,083	0.97
Full-Time Equivalents (FTEs)									
Administrators	24.0	17.5	1.37	18.2	1.32	12.7	1.89	31.0	0.77
Nurses, Licensed	157.5	232.9	0.68	281.6	0.56	137.2	1.15	107.3	1.47
Ancillary Nursing Personnel	64.7	42.6	1.52	39.5	1.64	29.9	2.16	30.6	2.12
All Other Personnel	281.4	453.0	0.62	649.6	0.43	239.1	1.18	331.0	0.85
Total FTEs	527.6	746.0	0.71	989.0	0.53	418.9	1.26	499.9	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.3	12.3	1.81	11.4	1.95	10.9	2.04	29.1	0.77
Nurses, Licensed	146.1	163.8	0.89	176.3	0.83	117.7	1.24	100.7	1.45
Ancillary Nursing Personnel	60.0	30.0	2.00	24.8	2.42	25.6	2.34	28.7	2.09
All Other Personnel	261.1	318.6	0.82	406.7	0.64	205.0	1.27	310.6	0.84
Total FTEs	489.5	524.6	0.93	619.1	0.79	359.2	1.36	469.1	1.04

Total Hospital:
 Beds Set Up & Staffed 61
 Discharges 2,410
 Inpatient Days 9,910

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 26
 Inpatient Days 104

Newborn Nursery:
 Bassinets 11
 Total Births 180
 Newborn Days 396

139 Watertown Regional Medical Center
 Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,787	5,163	40.4%	14.1	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	9	11	0.0%	0.0	1.2
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	165	494	13.5%	1.4	3.0
Psychiatric	1	10	254	3,586	98.2%	9.8	14.1
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	89	656	44.9%	1.8	7.4
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	2	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	0	24.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	14	4	17.5	Radiological Services Personnel	5	1	5.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.8
Registered Nurses	113	31	138.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	7	11.4
Licensed Practical Nurses	6	2	7.8	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	56	12	64.7	Recreational Therapists	1	0	1.0
Physician Assistants	6	1	6.9	Dietitians & Nutritionists	0	3	2.6
Nurse Practitioners	10	1	10.9	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	14	13	25.6
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	102	43	140.2
Pharmacy Personnel	7	4	10.2				
Clinical Laboratory Personnel	4	5	8.0				
				Total	406	143	527.6

139 Watertown Regional Medical Center

Watertown, WI 53098

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ⁵	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$160,562,343	48.4%	48.2%	1.00	43.0%	1.13	51.3%	0.94	50.4%	0.96
Medical Assistance	\$37,358,251	11.3%	14.2%	0.79	12.2%	0.93	15.3%	0.73	11.3%	0.99
Commercial	\$118,142,652	35.6%	32.4%	1.10	35.7%	1.00	29.5%	1.21	34.0%	1.04
All Other	\$15,977,948	4.8%	5.2%	0.92	9.2%	0.52	3.8%	1.26	4.2%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$131,594,090	39.6%	37.1%	1.07	33.3%	1.19	39.7%	1.00	38.8%	1.02
Medical Assistance	\$33,882,120	10.2%	11.2%	0.91	9.7%	1.05	12.1%	0.84	10.0%	1.02
Commercial	\$46,721,167	14.1%	14.9%	0.94	17.9%	0.79	13.1%	1.07	13.8%	1.02
Charity Care	\$939,746	0.3%	0.7%	0.39	0.6%	0.46	0.8%	0.35	0.1%	3.37
Bad Debt	\$4,290,276	1.3%	0.8%	1.52	0.9%	1.41	1.2%	1.09	1.6%	0.83
All Other	\$9,587,334	2.9%	3.1%	0.92	5.1%	0.57	2.2%	1.29	3.2%	0.90
Total Deductions	\$227,014,733	68.4%	67.9%	1.01	67.5%	1.01	69.2%	0.99	67.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.8%	6.4%	0.29	3.6%	0.51	3.8%	0.48	3.2%	0.57
Net Gains/Losses as % of Net Income		16.2%	11.1%	1.47	53.3%	0.30	15.2%	1.07	623.1%	0.03
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,272,453	50.2%	41.6%	1.21	45.0%	1.12	40.1%	1.25	50.1%	1.00
Supplies & Services	\$45,890,335	44.1%	52.7%	0.84	48.7%	0.91	54.4%	0.81	44.3%	1.00
Capital Component	\$5,975,539	5.7%	5.7%	1.00	6.4%	0.90	5.5%	1.05	5.6%	1.02
Fiscal Statistics										
Operating Margin (%)		2.7%	6.4%	0.42	3.7%	0.71	5.0%	0.54	2.9%	0.91
Total Hospital Net Income (%)		3.2%	7.1%	0.45	7.7%	0.41	5.8%	0.54	-0.6%	N/A
Return on Equity (%)		3.8%	3.1%	1.26	3.8%	1.01	2.3%	1.66	-0.8%	N/A
Current Ratio		4.3	2.9	1.49	3.0	1.41	2.8	1.53	4.4	0.97
Days in Net Patient Accounts Receivable		50.8	85.9	0.59	65.9	0.77	86.5	0.59	55.3	0.92
Average Payment Period		35.3	125.5	0.28	98.2	0.36	128.9	0.27	26.3	1.34
Equity Financing (%)		84.9%	57.8%	1.47	50.5%	1.68	62.5%	1.36	90.0%	0.94
Long-Term Debt to Equity Ratio		0.1	0.4	0.13	0.4	0.12	0.3	0.16	0.0	5.11
Times Interest Earned		0.0	12.0	N/A	9.1	N/A	12.9	N/A	0.0	N/A
Total Asset Turnover		1.2	0.4	2.82	0.5	2.53	0.4	3.06	1.4	0.88
Average Age of Plant (Years)		5.1	19.6	0.26	15.8	0.32	21.5	0.24	3.7	1.39
Increase (Decrease) Total Net Patient Revenue		1.2%	3.9%	0.30	7.9%	0.15	0.2%	6.24	-3.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		74.8%	67.6%	1.11	64.7%	1.16	74.2%	1.01	73.7%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,371	\$19,469	0.43	\$21,761	0.38	\$12,524	0.67	\$9,598	0.87	
Inpatient Net Revenue per Day	\$2,036	\$3,859	0.53	\$4,214	0.48	\$2,770	0.74	\$2,241	0.91	
Outpatient Net Revenue per Visit	\$1,132	\$875	1.29	\$819	1.38	\$766	1.48	\$1,073	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$332,041,195	Cash & Cash Equivalents	\$637,291	Current Liabilities	\$9,621,150
Less Deductions	\$227,014,733	Net Patient Receivables	\$14,606,876	Long-Term Debt	\$3,769,219
Net Patient Revenue	\$105,026,462	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,966,883			Subtotal	\$13,390,369
Total Revenue	\$106,993,344	Land, Buildings & Equipment (Net)	\$45,579,833	Unrestricted Fund Balance	\$75,373,454
Less Expenses	\$104,138,327	Other Assets	\$27,939,824	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$553,399			Total Liabilities & Fund Balance	\$88,763,823
Net Income	\$3,408,416	Total Assets	\$88,763,824		

330 Ascension Wisconsin Hospital - Waukesha
 2325 Fox Run Boulevard, Suite 100
 Waukesha, WI 53188
 262-732-3865

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

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 1

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	8.3%	61.5%	0.14	63.8%	0.13	13.7%	0.61	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	44.7%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	8.3%	61.6%	0.14	63.4%	0.13	19.0%	0.44	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	0.7	24.9	0.03	22.9	0.03	1.7	0.39	0.0	N/A
Obstetrics	0.0	5.0	N/A	5.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	0.7	44.9	0.01	42.7	0.02	2.5	0.27	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	1.7	4.5	0.38	4.3	0.39	3.5	0.49	0.0	N/A
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	3.2	N/A	0.0	N/A
Total Hospital	1.7	4.9	0.35	4.5	0.38	4.4	0.39	0.0	N/A
Surgical Operations									
Inpatient	0	989	N/A	1,038	N/A	63	N/A	0	N/A
Outpatient	0	4,208	N/A	4,019	N/A	1,640	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	20.5%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	92	131,799	0.00	117,094	0.00	15,186	0.01	0	N/A
Emergency Visits	3,074	16,822	0.18	18,746	0.16	3,910	0.79	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	14.2	N/A	1.9	N/A	0.0	N/A
Nurses, Licensed	7.6	232.9	0.03	188.0	0.04	31.3	0.24	0.0	N/A
Ancillary Nursing Personnel	0.0	42.6	N/A	37.4	N/A	6.3	N/A	0.0	N/A
All Other Personnel	16.8	453.0	0.04	333.2	0.05	60.7	0.28	0.0	N/A
Total FTEs	24.4	746.0	0.03	572.8	0.04	100.2	0.24	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	10.1	N/A	12.8	N/A	0.0	N/A
Nurses, Licensed	127.0	163.8	0.78	134.3	0.95	213.7	0.59	0.0	N/A
Ancillary Nursing Personnel	0.0	30.0	N/A	26.7	N/A	43.1	N/A	0.0	N/A
All Other Personnel	279.3	318.6	0.88	238.0	1.17	414.9	0.67	0.0	N/A
Total FTEs	406.3	524.6	0.77	409.2	0.99	684.6	0.59	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	142	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	243			Inpatient Days	0	Newborn Days	0

330 Ascension Wisconsin Hospital - Waukesha
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	142	243	8.3%	0.7	1.7
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	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	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	0	5.0
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	7	6	7.6	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	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	2	0	2.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	4	2	4.8
Pharmacy Personnel	0	1	0.3				
Clinical Laboratory Personnel	3	4	4.7				
				Total	21	13	24.4

330 Ascension Wisconsin Hospital - Waukesha

Waukesha, WI 53188

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$4,126,704	28.9%	48.2%	0.60	53.0%	0.55	44.4%	0.65	0.0%	N/A
Medical Assistance	\$4,577,873	32.1%	14.2%	2.26	11.4%	2.83	14.1%	2.27	0.0%	N/A
Commercial	\$3,734,653	26.2%	32.4%	0.81	32.8%	0.80	37.2%	0.70	0.0%	N/A
All Other	\$1,818,091	12.8%	5.2%	2.44	2.8%	4.57	4.3%	2.99	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$0	0.0%	37.1%	N/A	43.5%	N/A	25.2%	N/A	0.0%	N/A
Medical Assistance	\$0	0.0%	11.2%	N/A	9.4%	N/A	10.0%	N/A	0.0%	N/A
Commercial	\$0	0.0%	14.9%	N/A	15.9%	N/A	12.1%	N/A	0.0%	N/A
Charity Care	\$19,781	0.1%	0.7%	0.19	0.8%	0.17	0.3%	0.41	0.0%	N/A
Bad Debt	\$11,937	0.1%	0.8%	0.10	0.9%	0.09	0.8%	0.10	0.0%	N/A
All Other	\$11,016,544	77.3%	3.1%	24.67	1.8%	44.07	3.5%	22.37	0.0%	N/A
Total Deductions	\$11,048,262	77.5%	67.9%	1.14	72.2%	1.07	51.9%	1.49	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.0%	6.4%	N/A	N/A	4.3%	N/A	3.9%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	N/A	N/A	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$2,710,582	40.0%	41.6%	0.96	38.8%	1.03	47.1%	0.85	0.0%	N/A
Supplies & Services	\$2,612,997	38.6%	52.7%	0.73	53.3%	0.72	43.9%	0.88	0.0%	N/A
Capital Component	\$1,445,250	21.4%	5.7%	3.72	7.9%	2.70	9.0%	2.38	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	-110.9%	6.4%	N/A	N/A	9.2%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital Net Income (%)	-110.9%	7.1%	N/A	N/A	8.1%	N/A	8.1%	N/A	0.0%	N/A
Return on Equity (%)	-33.3%	3.1%	N/A	N/A	4.9%	N/A	8.5%	N/A	0.0%	N/A
Current Ratio	0.8	2.9	0.26	0.26	12.4	0.06	2.4	0.31	0.0	N/A
Days in Net Patient Accounts Receivable	58.4	85.9	0.68	0.68	50.4	1.16	60.0	0.97	0.0	N/A
Average Payment Period	104.7	125.5	0.83	0.83	31.3	3.34	45.4	2.31	0.0	N/A
Equity Financing (%)	0.0%	57.8%	N/A	N/A	85.9%	N/A	37.9%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	N/A	0.1	N/A	1.0	N/A	0.0	N/A
Times Interest Earned	0.0	12.0	N/A	N/A	8.8	N/A	7.3	N/A	0.0	N/A
Total Asset Turnover	0.3	0.4	0.70	0.70	0.6	0.49	1.0	0.29	0.0	N/A
Average Age of Plant (Years)	2.2	19.6	0.11	0.11	11.9	0.18	5.6	0.39	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	4.3%	3.9%	1.09	1.09	0.8%	5.16	7.6%	0.57	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	89.0%	67.6%	1.32	1.32	68.7%	1.29	83.4%	1.07	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$4,081	\$19,469	0.21	0.21	\$14,690	0.28	\$20,257	0.20	\$0	N/A
Inpatient Net Revenue per Day	\$2,405	\$3,859	0.62	0.62	\$3,206	0.75	\$3,306	0.73	\$0	N/A
Outpatient Net Revenue per Visit	\$834	\$875	0.95	0.95	\$746	1.12	\$992	0.84	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$14,257,321	Cash & Cash Equivalents	\$800	Current Liabilities	\$1,928,989
Less Deductions	\$11,048,262	Net Patient Receivables	\$513,377	Long-Term Debt	\$0
Net Patient Revenue	\$3,209,059	Other Receivables	\$4,074	Other Liabilities	\$17,682,023
Plus Other Revenue	\$0			Subtotal	\$19,611,012
Total Revenue	\$3,209,059	Land, Buildings & Equipment (Net)	\$210,063	Unrestricted Fund Balance	-\$8,934,836
Less Expenses	\$6,768,829	Other Assets	\$9,947,862	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$113			Total Liabilities & Fund Balance	\$10,676,176
Net Income	-\$3,559,657	Total Assets	\$10,676,176		

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	72.2%	61.5%	1.18	63.8%	1.13	75.8%	0.95	70.8%	1.02
Obstetrics	61.4%	41.1%	1.50	44.7%	0.40	51.5%	1.19	62.5%	0.98
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	62.2%	61.6%	1.01	63.4%	0.98	70.4%	0.88	67.2%	0.93
Average Census (Patients)									
Adult Medical-Surgical	67.2	24.9	2.70	22.9	2.93	100.5	0.67	78.6	0.85
Obstetrics	17.8	5.0	3.56	5.1	3.50	13.4	1.33	18.7	0.95
Pediatrics	0.0	1.7	N/A	0.0	N/A	4.8	N/A	0.0	N/A
Total Hospital	160.6	44.9	3.58	42.7	3.76	190.9	0.84	188.8	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.5	1.12	4.3	1.17	4.8	1.05	5.7	0.89
Obstetrics	2.2	2.4	0.89	2.3	0.93	2.5	0.86	2.2	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.7	4.9	0.97	4.5	1.06	5.2	0.91	5.6	0.85
Surgical Operations									
Inpatient	2,300	989	2.33	1,038	2.22	3,644	0.63	2,247	1.02
Outpatient	4,916	4,208	1.17	4,019	1.22	11,922	0.41	5,171	0.95
Inpatient as % of All Surgeries	31.9%	19.0%	1.67	20.5%	1.55	23.4%	1.36	30.3%	1.05
Outpatient Visits									
Non-Emergency Visits	301,496	131,799	2.29	117,094	2.57	419,931	0.72	298,107	1.01
Emergency Visits	49,608	16,822	2.95	18,746	2.65	42,605	1.16	46,988	1.06
Full-Time Equivalents (FTEs)									
Administrators	14.5	17.5	0.83	14.2	1.02	59.1	0.25	15.5	0.94
Nurses, Licensed	489.8	232.9	2.10	188.0	2.61	886.0	0.55	479.8	1.02
Ancillary Nursing Personnel	107.2	42.6	2.52	37.4	2.87	175.9	0.61	97.1	1.10
All Other Personnel	871.1	453.0	1.92	333.2	2.61	1,728.4	0.50	845.6	1.03
Total FTEs	1,482.6	746.0	1.99	572.8	2.59	2,849.5	0.52	1,438.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.0	12.3	0.24	10.1	0.30	11.2	0.27	3.1	0.97
Nurses, Licensed	101.6	163.8	0.62	134.3	0.76	167.8	0.61	96.1	1.06
Ancillary Nursing Personnel	22.2	30.0	0.74	26.7	0.83	33.3	0.67	19.5	1.14
All Other Personnel	180.7	318.6	0.57	238.0	0.76	327.4	0.55	169.4	1.07
Total FTEs	307.5	524.6	0.59	409.2	0.75	539.8	0.57	288.1	1.07

Total Hospital:
 Beds Set Up & Staffed 258
 Discharges 12,394
 Inpatient Days 58,606

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 1,548
 Newborn Days 2,383

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	4,828	24,523	72.2%	67.2	5.1
Orthopedic	2	31	1,572	8,303	73.4%	22.7	5.3
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	29	3,010	6,502	61.4%	17.8	2.2
Psychiatric	2	11	417	2,173	54.1%	6.0	5.2
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	429	2,038	23.3%	5.6	4.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	15	149	2,229	40.7%	6.1	15.0
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	55	2,814	12,838	64.0%	35.2	4.6

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	1	14.5	Surgical Personnel	29	9	32.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	58	42	71.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	21	23.2
Dental Hygienists	0	0	0.0	Occupational Therapists	11	9	15.1
Registered Nurses	358	262	470.9	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	28	33	43.3
Licensed Practical Nurses	14	7	17.9	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	51	176	107.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	8	6	9.8
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	1	0	1.0	All Other Health Professionals	200	155	258.4
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	221	163	278.9
Pharmacy Personnel	63	21	71.5				
Clinical Laboratory Personnel	25	28	35.3				
				Total	1,126	944	1,482.6

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,007,303,967	55.6%	48.2%	1.15	53.0%	1.05	48.7%	1.14	53.7%	1.04
Medical Assistance	\$145,376,996	8.0%	14.2%	0.56	11.4%	0.71	13.0%	0.62	7.9%	1.01
Commercial	\$646,876,519	35.7%	32.4%	1.10	32.8%	1.09	32.4%	1.10	37.7%	0.95
All Other	\$12,792,457	0.7%	5.2%	0.13	2.8%	0.25	5.9%	0.12	0.7%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$855,103,375	47.2%	37.1%	1.27	43.5%	1.08	38.0%	1.24	45.0%	1.05
Medical Assistance	\$123,417,746	6.8%	11.2%	0.61	9.4%	0.73	10.4%	0.65	6.7%	1.02
Commercial	\$330,920,276	18.3%	14.9%	1.22	15.9%	1.15	15.8%	1.15	18.5%	0.99
Charity Care	\$14,212,637	0.8%	0.7%	1.07	0.8%	0.95	0.8%	0.97	0.7%	1.06
Bad Debt	\$13,782,046	0.8%	0.8%	0.90	0.9%	0.85	0.8%	0.98	0.7%	1.02
All Other	\$615,864	0.0%	3.1%	0.01	1.8%	0.02	3.4%	0.01	0.0%	1.37
Total Deductions	\$1,338,051,944	73.8%	67.9%	1.09	72.2%	1.02	69.2%	1.07	71.7%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.7%	6.4%	0.73	4.3%	1.09	7.4%	0.64	4.9%	0.96
Net Gains/Losses as % of Net Income		36.7%	11.1%	3.31	N/A	N/A	7.6%	4.85	0.0%	806.79
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$172,180,747	34.7%	41.6%	0.83	38.8%	0.89	40.0%	0.87	32.0%	1.08
Supplies & Services	\$277,863,151	55.9%	52.7%	1.06	53.3%	1.05	54.9%	1.02	58.2%	0.96
Capital Component	\$46,643,898	9.4%	5.7%	1.63	7.9%	1.19	5.1%	1.85	9.8%	0.96
Fiscal Statistics										
Operating Margin (%)		0.2%	6.4%	0.03	9.2%	0.02	5.8%	0.03	7.6%	0.02
Total Hospital Net Income (%)		0.3%	7.1%	0.04	8.1%	0.03	6.3%	0.05	7.6%	0.04
Return on Equity (%)		0.2%	3.1%	0.07	4.9%	0.05	4.7%	0.05	6.9%	0.03
Current Ratio		2.0	2.9	0.71	12.4	0.16	5.7	0.36	2.7	0.77
Days in Net Patient Accounts Receivable		59.7	85.9	0.69	50.4	1.18	57.7	1.03	51.8	1.15
Average Payment Period		52.3	125.5	0.42	31.3	1.67	46.2	1.13	43.5	1.20
Equity Financing (%)		44.8%	57.8%	0.78	85.9%	0.52	72.7%	0.62	19.5%	2.30
Long-Term Debt to Equity Ratio		1.0	0.4	2.43	0.1	16.29	0.2	4.83	2.2	0.43
Times Interest Earned		1.3	12.0	0.11	8.8	0.14	12.2	0.10	8.5	0.15
Total Asset Turnover		0.8	0.4	1.88	0.6	1.32	0.7	1.09	0.9	0.88
Average Age of Plant (Years)		14.8	19.6	0.75	11.9	1.24	13.4	1.10	12.7	1.16
Increase (Decrease) Total Net Patient Revenue		-10.2%	3.9%	N/A	0.8%	N/A	3.5%	N/A	3.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.3%	67.6%	0.92	68.7%	0.91	62.1%	1.00	63.5%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,550	\$19,469	0.80	\$14,690	1.06	\$22,156	0.70	\$17,718	0.88
Inpatient Net Revenue per Day		\$2,902	\$3,859	0.75	\$3,206	0.91	\$4,083	0.71	\$3,307	0.88
Outpatient Net Revenue per Visit		\$841	\$875	0.96	\$746	1.13	\$987	0.85	\$980	0.86

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,812,349,939	Cash & Cash Equivalents	\$17,189,292	Current Liabilities	\$65,562,339
Less Deductions	\$1,338,051,944	Net Patient Receivables	\$77,536,987	Long-Term Debt	\$264,110,242
Net Patient Revenue	\$474,297,995	Other Receivables	\$675,248	Other Liabilities	\$12,078,370
Plus Other Revenue	\$23,287,264			Subtotal	\$341,750,951
Total Revenue	\$497,585,259	Land, Buildings & Equipment (Net)	\$465,631,811	Unrestricted Fund Balance	\$277,730,008
Less Expenses	\$496,687,796	Other Assets	\$58,447,621	Restricted Fund Balance	\$1,472,962
Non-Operating Gains/Losses	\$519,355			Total Liabilities & Fund Balance	\$619,480,959
Net Income	\$1,416,818	Total Assets	\$619,480,959		

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

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

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

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

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

142 ThedaCare Medical Center - Waupaca
 Waupaca, WI 54981

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	612	1,930	27.8%	5.3	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	24	241	0.0%	0.7	10.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	112	280	38.4%	0.8	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	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	148	529	36.2%	1.4	3.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	1	3	2.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	4	14.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	5.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	44	28	55.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	1	3	3.2	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	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	12	27.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	31	18	38.7
Pharmacy Personnel	7	1	7.5				
Clinical Laboratory Personnel	7	2	7.2				
				Total	142	75	172.7

142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

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

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

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: 3

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	28.7%	61.5%	0.47	59.9%	0.48	32.8%	0.87	32.3%	0.89
Obstetrics	30.0%	41.1%	0.73	39.5%	0.03	18.9%	1.58	20.4%	1.47
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	26.9%	61.6%	0.44	61.8%	0.44	35.7%	0.76	24.6%	1.10
Average Census (Patients)									
Adult Medical-Surgical	4.9	24.9	0.20	26.8	0.18	5.6	0.87	4.5	1.08
Obstetrics	1.2	5.0	0.24	4.5	0.27	0.8	1.46	0.8	1.47
Pediatrics	0.0	1.7	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.7	44.9	0.15	55.6	0.12	8.1	0.84	5.4	1.24
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.5	0.70	4.5	0.70	3.8	0.84	2.2	1.46
Obstetrics	2.3	2.4	0.95	2.6	0.89	2.1	1.10	2.2	1.05
Pediatrics	0.0	3.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.9	0.61	5.1	0.59	3.8	0.78	2.6	1.14
Surgical Operations									
Inpatient	174	989	0.18	948	0.18	135	1.29	146	1.19
Outpatient	1,600	4,208	0.38	4,423	0.36	1,616	0.99	1,226	1.31
Inpatient as % of All Surgeries	9.8%	19.0%	0.52	17.6%	0.56	7.7%	1.28	10.6%	0.92
Outpatient Visits									
Non-Emergency Visits	46,790	131,799	0.36	185,542	0.25	55,406	0.84	59,410	0.79
Emergency Visits	13,179	16,822	0.78	18,373	0.72	8,784	1.50	11,396	1.16
Full-Time Equivalents (FTEs)									
Administrators	1.1	17.5	0.06	18.2	0.06	10.8	0.10	0.8	1.35
Nurses, Licensed	85.3	232.9	0.37	281.6	0.30	65.3	1.31	96.4	0.88
Ancillary Nursing Personnel	0.0	42.6	N/A	39.5	N/A	8.4	N/A	0.0	N/A
All Other Personnel	114.1	453.0	0.25	649.6	0.18	151.7	0.75	122.2	0.93
Total FTEs	200.5	746.0	0.27	989.0	0.20	236.3	0.85	219.4	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.4	12.3	0.20	11.4	0.21	21.5	0.11	1.6	1.52
Nurses, Licensed	187.3	163.8	1.14	176.3	1.06	129.7	1.44	188.5	0.99
Ancillary Nursing Personnel	0.0	30.0	N/A	24.8	N/A	16.8	N/A	0.0	N/A
All Other Personnel	250.8	318.6	0.79	406.7	0.62	301.4	0.83	239.0	1.05
Total FTEs	440.5	524.6	0.84	619.1	0.71	469.3	0.94	429.2	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	827	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	135
Inpatient Days	2,457			Inpatient Days	0	Newborn Days	145

143 SSM Health Waupun Memorial Hospital
 Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	559	1,779	28.7%	4.9	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	4	77	240	0.0%	0.7	3.1
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	191	438	30.0%	1.2	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	1	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.

* 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	2	1.1	Surgical Personnel	1	5	3.9
Physicians & Dentists	4	2	4.8	Radiological Services Personnel	9	9	15.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.5
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.3
Registered Nurses	27	82	79.4	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	1	0.4	Physical Therapy Assistants/Aides	0	1	0.2
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.4
Nurse Practitioners	2	0	2.0	Psychologists	1	2	2.6
Certified Registered Nurse Anesthetists	3	1	3.5	Social Workers	0	2	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	36	31.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	21	38	37.6
Pharmacy Personnel	3	1	3.9				
Clinical Laboratory Personnel	0	0	0.0				
				Total	88	191	200.5

143 SSM Health Waupun Memorial Hospital

Waupun, WI 53963

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$77,581,679	47.0%	48.2%	0.98	43.0%	1.09	50.4%	0.93	48.5%	0.97
Medical Assistance	\$17,296,695	10.5%	14.2%	0.74	12.2%	0.86	11.9%	0.88	10.3%	1.02
Commercial	\$66,612,801	40.4%	32.4%	1.25	35.7%	1.13	34.9%	1.16	39.0%	1.04
All Other	\$3,520,324	2.1%	5.2%	0.41	9.2%	0.23	2.7%	0.78	2.2%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$57,769,135	35.0%	37.1%	0.94	33.3%	1.05	34.8%	1.01	33.4%	1.05
Medical Assistance	\$12,452,208	7.5%	11.2%	0.67	9.7%	0.78	8.4%	0.90	7.2%	1.06
Commercial	\$31,766,331	19.3%	14.9%	1.29	17.9%	1.08	13.4%	1.44	17.4%	1.11
Charity Care	\$2,245,738	1.4%	0.7%	1.86	0.6%	2.19	0.7%	1.97	0.4%	3.66
Bad Debt	-\$1,549,781	-0.9%	0.8%	N/A	0.9%	N/A	1.0%	N/A	1.9%	N/A
All Other	\$2,978,601	1.8%	3.1%	0.58	5.1%	0.35	1.9%	0.97	0.8%	2.34
Total Deductions	\$105,662,232	64.0%	67.9%	0.94	67.5%	0.95	60.1%	1.07	61.0%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	6.4%	0.17	3.6%	0.30	3.7%	0.29	0.9%	1.20
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	53.3%	N/A	21.8%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,224,985	49.0%	41.6%	1.18	45.0%	1.09	46.1%	1.06	47.3%	1.04
Supplies & Services	\$22,080,659	44.7%	52.7%	0.85	48.7%	0.92	46.6%	0.96	45.2%	0.99
Capital Component	\$3,101,960	6.3%	5.7%	1.09	6.4%	0.98	7.3%	0.86	7.5%	0.84
Fiscal Statistics										
Operating Margin (%)		17.6%	6.4%	2.77	3.7%	4.72	8.5%	2.06	15.2%	1.16
Total Hospital Net Income (%)		17.6%	7.1%	2.48	7.7%	2.30	10.7%	1.65	15.2%	1.16
Return on Equity (%)		11.4%	3.1%	3.72	3.8%	2.98	2.9%	3.95	10.2%	1.12
Current Ratio		131.8	2.9	45.87	3.0	43.43	1.7	76.56	20.3	6.50
Days in Net Patient Accounts Receivable		40.3	85.9	0.47	65.9	0.61	136.5	0.29	32.0	1.26
Average Payment Period		3.5	125.5	0.03	98.2	0.04	286.0	0.01	20.6	0.17
Equity Financing (%)		99.5%	57.8%	1.72	50.5%	1.97	49.5%	2.01	97.0%	1.03
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	9.1	N/A	15.7	N/A	0.0	N/A
Total Asset Turnover		0.6	0.4	1.51	0.5	1.35	0.3	2.44	0.7	0.96
Average Age of Plant (Years)		6.7	19.6	0.34	15.8	0.42	26.1	0.26	4.8	1.38
Increase (Decrease) Total Net Patient Revenue		5.5%	3.9%	1.39	7.9%	0.69	9.7%	0.57	1.4%	4.01
Outpatient Gross Revenue (% of Total GPR)		86.1%	67.6%	1.27	64.7%	1.33	84.3%	1.02	86.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,134		\$19,469	0.67	\$21,761	0.60	\$14,823	0.89	\$12,172	1.08
Inpatient Net Revenue per Day	\$4,696		\$3,859	1.22	\$4,214	1.11	\$3,524	1.33	\$3,557	1.32
Outpatient Net Revenue per Visit	\$783		\$875	0.89	\$819	0.96	\$832	0.94	\$702	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$165,011,498	Cash & Cash Equivalents	\$355,905	Current Liabilities	\$452,472
Less Deductions	\$105,662,232	Net Patient Receivables	\$6,548,639	Long-Term Debt	\$0
Net Patient Revenue	\$59,349,266	Other Receivables	\$517,104	Other Liabilities	-\$11,276
Plus Other Revenue	\$642,114			Subtotal	\$441,196
Total Revenue	\$59,991,378	Land, Buildings & Equipment (Net)	\$33,063,375		
Less Expenses	\$49,407,604	Other Assets	\$52,579,300	Unrestricted Fund Balance	\$92,623,127
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$375,013
Net Income	\$10,583,774	Total Assets	\$93,064,323	Total Liabilities & Fund Balance	\$93,064,323

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 2023	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.0%	61.5%	0.49	56.9%	0.53	75.8%	0.40	45.2%	0.66
Obstetrics	36.3%	41.1%	0.88	33.7%	0.25	51.5%	0.70	46.3%	0.78
Pediatrics	62.9%	67.0%	0.94	64.1%	0.98	55.6%	1.13	97.1%	0.65
Total Hospital	32.5%	61.6%	0.53	51.1%	0.64	70.4%	0.46	66.9%	0.49
Average Census (Patients)									
Adult Medical-Surgical	12.6	24.9	0.50	14.9	0.85	100.5	0.13	19.9	0.63
Obstetrics	8.3	5.0	1.67	3.0	2.75	13.4	0.62	9.7	0.86
Pediatrics	26.4	1.7	15.40	2.6	10.29	4.8	15.40	34.9	0.76
Total Hospital	101.1	44.9	2.25	28.6	3.53	190.9	0.53	204.8	0.49
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.5	0.74	4.7	0.73	4.8	0.70	5.4	0.63
Obstetrics	2.2	2.4	0.91	2.4	0.93	2.5	0.88	1.3	1.69
Pediatrics	4.7	3.8	1.25	4.1	1.14	4.2	1.14	6.9	0.68
Total Hospital	2.8	4.9	0.58	4.1	0.68	5.2	0.54	5.4	0.52
Surgical Operations									
Inpatient	7,524	989	7.61	1,050	7.16	3,644	2.07	7,171	1.05
Outpatient	12,181	4,208	2.89	4,075	2.99	11,922	1.02	12,232	1.00
Inpatient as % of All Surgeries	38.2%	19.0%	2.01	20.5%	1.86	23.4%	1.63	37.0%	1.03
Outpatient Visits									
Non-Emergency Visits	191,356	131,799	1.45	89,194	2.15	419,931	0.46	205,682	0.93
Emergency Visits	35,122	16,822	2.09	12,167	2.89	42,605	0.82	35,888	0.98
Full-Time Equivalents (FTEs)									
Administrators	187.8	17.5	10.74	21.2	8.84	59.1	3.18	110.9	1.69
Nurses, Licensed	1,487.8	232.9	6.39	219.5	6.78	886.0	1.68	648.1	2.30
Ancillary Nursing Personnel	793.1	42.6	18.61	62.9	12.61	175.9	4.51	219.7	3.61
All Other Personnel	2,520.9	453.0	5.56	424.5	5.94	1,728.4	1.46	1,007.3	2.50
Total FTEs	4,989.5	746.0	6.69	728.1	6.85	2,849.5	1.75	1,986.0	2.51
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.4	12.3	3.04	16.3	2.29	11.2	3.34	21.3	1.75
Nurses, Licensed	296.0	163.8	1.81	168.3	1.76	167.8	1.76	124.6	2.37
Ancillary Nursing Personnel	157.8	30.0	5.26	48.2	3.27	33.3	4.73	42.3	3.73
All Other Personnel	501.5	318.6	1.57	325.5	1.54	327.4	1.53	193.7	2.59
Total FTEs	992.6	524.6	1.89	558.3	1.78	539.8	1.84	381.9	2.60

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	311	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	23
Discharges	13,142	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,326
Inpatient Days	36,904			Inpatient Days	0	Newborn Days	5,411

145 Aspirus Wausau Hospital
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	42	1,359	4,593	30.0%	12.6	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	24	331	7.6%	0.9	13.8
Hospice	1	10	540	4,898	134.2%	13.4	9.1
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	136	3,347	10,543	0.0%	28.9	3.1
Pediatric, acute	1	42	2,037	9,635	62.9%	26.4	4.7
Obstetrics	1	23	1,378	3,045	36.3%	8.3	2.2
Psychiatric	3	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	253	660	11.3%	1.8	2.6
Cardiac Intensive Unit	1	12	299	789	18.0%	2.2	2.6
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)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	337	2,410	36.7%	6.6	7.2
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	184	3	187.8	Surgical Personnel	57	80	157.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	118	93	234.3
Medical & Dental Residents	20	0	20.0	Respiratory Therapists	4	3	7.8
Dental Hygienists	0	0	0.0	Occupational Therapists	25	15	42.3
Registered Nurses	750	519	1,398.8	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	25	21	45.3
Licensed Practical Nurses	21	63	89.0	Physical Therapy Assistants/Aides	12	15	26.8
Ancillary Nursing Personnel	283	628	793.1	Recreational Therapists	4	3	7.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	10	15.8
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	180	259	495.7
Health Info Mgmt-Administrators/Technicians	12	5	18.3	All Other Personnel	615	598	1,096.9
Pharmacy Personnel	109	47	164.2				
Clinical Laboratory Personnel	68	33	113.5				
				Total	2,514	2,437	4,989.5

145 Aspirus Wausau Hospital

Wausau, WI 54401

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$992,635,519	52.1%	48.2%	1.08	51.9%	1.00	48.7%	1.07	50.2%	1.04
Medical Assistance	\$232,407,859	12.2%	14.2%	0.86	13.6%	0.90	13.0%	0.94	12.2%	1.00
Commercial	\$551,259,398	28.9%	32.4%	0.89	28.8%	1.00	32.4%	0.89	30.8%	0.94
All Other	\$129,799,168	6.8%	5.2%	1.30	5.7%	1.19	5.9%	1.15	6.8%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$759,063,756	39.8%	37.1%	1.07	38.3%	1.04	38.0%	1.05	38.3%	1.04
Medical Assistance	\$202,591,195	10.6%	11.2%	0.95	10.8%	0.99	10.4%	1.02	10.3%	1.03
Commercial	\$206,778,025	10.8%	14.9%	0.73	10.2%	1.07	15.8%	0.69	11.1%	0.98
Charity Care	\$9,338,004	0.5%	0.7%	0.67	0.5%	1.02	0.8%	0.61	0.6%	0.82
Bad Debt	\$6,526,305	0.3%	0.8%	0.40	0.7%	0.51	0.8%	0.44	0.2%	1.63
All Other	\$76,042,550	4.0%	3.1%	1.27	3.7%	1.07	3.4%	1.18	3.5%	1.15
Total Deductions	\$1,260,339,835	66.1%	67.9%	0.97	64.1%	1.03	69.2%	0.96	63.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.0%	6.4%	0.62	3.3%	1.21	7.4%	0.54	5.3%	0.75
Net Gains/Losses as % of Net Income		8.8%	11.1%	0.80	43.0%	0.20	7.6%	1.17	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$209,761,157	33.4%	41.6%	0.80	38.8%	0.86	40.0%	0.84	35.9%	0.93
Supplies & Services	\$382,776,751	61.0%	52.7%	1.16	56.2%	1.08	54.9%	1.11	58.9%	1.04
Capital Component	\$34,840,242	5.6%	5.7%	0.97	4.9%	1.13	5.1%	1.09	5.2%	1.07
Fiscal Statistics										
Operating Margin (%)		6.7%	6.4%	1.05	1.4%	4.69	5.8%	1.15	7.9%	0.85
Total Hospital Net Income (%)		7.3%	7.1%	1.03	2.5%	2.94	6.3%	1.17	3.9%	1.89
Return on Equity (%)		12.0%	3.1%	3.92	0.6%	21.62	4.7%	2.58	4.0%	2.96
Current Ratio		3.0	2.9	1.05	1.0	2.90	5.7	0.53	3.0	1.00
Days in Net Patient Accounts Receivable		63.8	85.9	0.74	174.2	0.37	57.7	1.11	62.8	1.02
Average Payment Period		27.9	125.5	0.22	378.0	0.07	46.2	0.60	37.2	0.75
Equity Financing (%)		48.3%	57.8%	0.84	34.7%	1.39	72.7%	0.66	63.2%	0.76
Long-Term Debt to Equity Ratio		0.8	0.4	1.96	1.1	0.68	0.2	3.90	0.4	1.93
Times Interest Earned		11.3	12.0	0.94	5.7	1.99	12.2	0.93	7.7	1.46
Total Asset Turnover		1.6	0.4	3.82	0.2	7.38	0.7	2.21	1.1	1.49
Average Age of Plant (Years)		12.1	19.6	0.62	39.8	0.30	13.4	0.90	11.6	1.04
Increase (Decrease) Total Net Patient Revenue		0.0%	3.9%	0.01	3.0%	0.01	3.5%	0.01	6.5%	0.01
Outpatient Gross Revenue (% of Total GPR)		59.6%	67.6%	0.88	73.4%	0.81	62.1%	0.96	59.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$18,462	\$19,469	0.95	\$16,243	1.14	\$22,156	0.83	\$19,004	0.97
Inpatient Net Revenue per Day		\$3,271	\$3,859	0.85	\$3,215	1.02	\$4,083	0.80	\$3,386	0.97
Outpatient Net Revenue per Visit		\$1,809	\$875	2.07	\$1,234	1.47	\$987	1.83	\$1,603	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,906,101,945	Cash & Cash Equivalents	\$3,452,752	Current Liabilities	\$46,036,661
Less Deductions	\$1,260,339,835	Net Patient Receivables	\$112,857,025	Long-Term Debt	\$152,994,323
Net Patient Revenue	\$645,762,110	Other Receivables	\$0	Other Liabilities	\$14,090,521
Plus Other Revenue	\$26,693,282			Subtotal	\$213,121,505
Total Revenue	\$672,455,391	Land, Buildings & Equipment (Net)	\$262,203,716		
Less Expenses	\$627,378,150	Other Assets	\$33,681,606	Unrestricted Fund Balance	\$199,073,595
Non-Operating Gains/Losses	\$4,355,215			Restricted Fund Balance	\$0
Net Income	\$49,432,456	Total Assets	\$412,195,099	Total Liabilities & Fund Balance	\$412,195,100

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 2023	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.8%	61.5%	0.73	76.0%	0.59	75.8%	0.59	57.2%	0.78
Obstetrics	46.6%	41.1%	1.13	50.2%	0.51	51.5%	0.90	51.2%	0.91
Pediatrics	0.0%	67.0%	N/A	92.5%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	49.0%	61.6%	0.80	76.0%	0.64	70.4%	0.70	57.4%	0.85
Average Census (Patients)									
Adult Medical-Surgical	40.8	24.9	1.64	84.6	0.48	100.5	0.41	52.0	0.78
Obstetrics	25.6	5.0	5.12	19.6	1.31	13.4	1.92	28.2	0.91
Pediatrics	0.0	1.7	N/A	9.0	N/A	4.8	N/A	0.0	N/A
Total Hospital	107.8	44.9	2.40	130.7	0.83	190.9	0.56	126.3	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.5	0.96	5.4	0.81	4.8	0.91	4.5	0.98
Obstetrics	2.6	2.4	1.07	2.6	1.00	2.5	1.04	2.8	0.94
Pediatrics	0.0	3.8	N/A	3.4	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.5	4.9	0.92	6.0	0.74	5.2	0.86	5.3	0.85
Surgical Operations									
Inpatient	2,102	989	2.13	2,630	0.80	3,644	0.58	2,721	0.77
Outpatient	6,461	4,208	1.54	5,126	1.26	11,922	0.54	4,682	1.38
Inpatient as % of All Surgeries	24.5%	19.0%	1.29	33.9%	0.72	23.4%	1.05	36.8%	0.67
Outpatient Visits									
Non-Emergency Visits	130,389	131,799	0.99	218,170	0.60	419,931	0.31	111,833	1.17
Emergency Visits	39,532	16,822	2.35	34,394	1.15	42,605	0.93	38,720	1.02
Full-Time Equivalents (FTEs)									
Administrators	25.0	17.5	1.43	42.7	0.59	59.1	0.42	26.0	0.96
Nurses, Licensed	517.6	232.9	2.22	550.7	0.94	886.0	0.58	472.6	1.10
Ancillary Nursing Personnel	135.2	42.6	3.17	120.2	1.13	175.9	0.77	137.2	0.99
All Other Personnel	1,349.8	453.0	2.98	947.6	1.42	1,728.4	0.78	1,382.5	0.98
Total FTEs	2,027.5	746.0	2.72	1,661.2	1.22	2,849.5	0.71	2,018.3	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.5	12.3	0.77	14.4	0.66	11.2	0.85	9.4	1.01
Nurses, Licensed	196.8	163.8	1.20	185.1	1.06	167.8	1.17	170.6	1.15
Ancillary Nursing Personnel	51.4	30.0	1.71	40.4	1.27	33.3	1.54	49.5	1.04
All Other Personnel	513.1	318.6	1.61	318.5	1.61	327.4	1.57	498.9	1.03
Total FTEs	770.7	524.6	1.47	558.3	1.38	539.8	1.43	728.4	1.06

Total Hospital:
 Beds Set Up & Staffed 220
 Discharges 8,818
 Inpatient Days 39,365

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

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

Newborn Nursery:
 Bassinets 37
 Total Births 3,372
 Newborn Days 5,904

150 Aurora West Allis Medical Center
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	91	3,395	14,884	44.8%	40.8	4.4
Orthopedic	1	35	1,253	6,050	47.4%	16.6	4.8
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	3,606	9,358	46.6%	25.6	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	377	2,770	47.4%	7.6	7.3
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	331	6,303	75.1%	17.3	19.0
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	25	0	25.0	Surgical Personnel	45	17	53.9
Physicians & Dentists	102	22	111.4	Radiological Services Personnel	57	32	75.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	2	13.0
Dental Hygienists	0	0	0.0	Occupational Therapists	9	13	15.7
Registered Nurses	364	167	446.1	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	7	2	7.6	Physical Therapists	18	16	25.2
Licensed Practical Nurses	11	5	13.6	Physical Therapy Assistants/Aides	7	14	9.9
Ancillary Nursing Personnel	89	121	135.2	Recreational Therapists	0	2	0.6
Physician Assistants	9	2	10.5	Dietitians & Nutritionists	4	3	5.8
Nurse Practitioners	24	6	27.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	8	2	8.7	Social Workers	6	9	10.8
Clinical Nurse Specialists	10	5	13.8	All Other Health Professionals	104	47	119.4
Health Info Mgmt-Administrators/Technicians	18	2	19.4	All Other Personnel	372	127	427.7
Pharmacy Personnel	36	18	42.6				
Clinical Laboratory Personnel	280	108	332.4				
				Total	1,681	765	2,027.5

150 Aurora West Allis Medical Center

West Allis, WI 53227

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$525,579,159	43.3%	48.2%	0.90	47.5%	0.91	48.7%	0.89	43.2%	1.00
Medical Assistance	\$232,828,499	19.2%	14.2%	1.35	20.6%	0.93	13.0%	1.48	19.0%	1.01
Commercial	\$416,476,585	34.3%	32.4%	1.06	29.1%	1.18	32.4%	1.06	34.8%	0.99
All Other	\$39,349,371	3.2%	5.2%	0.62	2.7%	1.18	5.9%	0.55	3.1%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$445,413,669	36.7%	37.1%	0.99	38.0%	0.97	38.0%	0.97	36.7%	1.00
Medical Assistance	\$189,669,179	15.6%	11.2%	1.40	16.0%	0.98	10.4%	1.50	15.3%	1.02
Commercial	\$218,301,993	18.0%	14.9%	1.21	14.2%	1.26	15.8%	1.14	17.9%	1.00
Charity Care	\$14,395,833	1.2%	0.7%	1.62	1.0%	1.25	0.8%	1.47	1.0%	1.19
Bad Debt	\$10,821,921	0.9%	0.8%	1.05	0.8%	1.17	0.8%	1.15	0.8%	1.08
All Other	\$16,035,026	1.3%	3.1%	0.42	1.4%	0.93	3.4%	0.39	1.6%	0.85
Total Deductions	\$894,637,621	73.7%	67.9%	1.09	71.4%	1.03	69.2%	1.06	73.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.0%	6.4%	0.47	9.2%	0.33	7.4%	0.41	2.4%	1.24
Net Gains/Losses as % of Net Income		0.2%	11.1%	0.02	N/A	N/A	7.6%	0.03	0.1%	3.28
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$107,773,463	41.8%	41.6%	1.01	33.3%	1.26	40.0%	1.04	42.1%	0.99
Supplies & Services	\$136,635,159	53.0%	52.7%	1.01	61.4%	0.86	54.9%	0.97	52.8%	1.00
Capital Component	\$13,387,223	5.2%	5.7%	0.90	5.3%	0.99	5.1%	1.02	5.1%	1.02
Fiscal Statistics										
Operating Margin (%)		21.8%	6.4%	3.42	9.2%	2.37	5.8%	3.74	14.3%	1.52
Total Hospital Net Income (%)		21.8%	7.1%	3.07	5.8%	3.77	6.3%	3.48	14.3%	1.53
Return on Equity (%)		6.0%	3.1%	1.98	4.0%	1.50	4.7%	1.30	3.8%	1.61
Current Ratio		58.1	2.9	20.24	13.4	4.33	5.7	10.23	53.7	1.08
Days in Net Patient Accounts Receivable		59.5	85.9	0.69	55.9	1.07	57.7	1.03	54.5	1.09
Average Payment Period		28.0	125.5	0.22	25.4	1.10	46.2	0.61	28.9	0.97
Equity Financing (%)		98.4%	57.8%	1.70	88.1%	1.12	72.7%	1.35	95.6%	1.03
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		37.4	12.0	3.11	9.8	3.83	12.2	3.05	22.9	1.64
Total Asset Turnover		0.3	0.4	0.65	0.7	0.38	0.7	0.38	0.3	1.05
Average Age of Plant (Years)		17.3	19.6	0.88	13.4	1.28	13.4	1.29	16.9	1.02
Increase (Decrease) Total Net Patient Revenue		8.3%	3.9%	2.11	2.3%	3.61	3.5%	2.40	-1.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.6%	67.6%	0.94	56.1%	1.13	62.1%	1.02	60.4%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,105		\$19,469	0.83	\$27,430	0.59	\$22,156	0.73	\$15,644	1.03
Inpatient Net Revenue per Day	\$4,065		\$3,859	1.05	\$4,579	0.89	\$4,083	1.00	\$3,428	1.19
Outpatient Net Revenue per Visit	\$1,109		\$875	1.27	\$907	1.22	\$987	1.12	\$1,108	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,214,233,612	Cash & Cash Equivalents	\$1,041,135,940	Current Liabilities	\$18,952,257
Less Deductions	\$894,637,621	Net Patient Receivables	\$52,116,375	Long-Term Debt	\$0
Net Patient Revenue	\$319,595,991	Other Receivables	\$512,646	Other Liabilities	\$665,545
Plus Other Revenue	\$9,920,409			Subtotal	\$19,617,802
Total Revenue	\$329,516,402	Land, Buildings & Equipment (Net)	\$86,393,996	Unrestricted Fund Balance	\$1,169,671,278
Less Expenses	\$257,795,845	Other Assets	\$9,130,123	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$147,683			Total Liabilities & Fund Balance	\$1,189,289,080
Net Income	\$71,868,240	Total Assets	\$1,189,289,080		

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.2%	61.5%	1.05	63.8%	1.01	54.8%	1.17	72.3%	0.89
Obstetrics	38.2%	41.1%	0.93	44.7%	0.10	34.5%	1.10	30.0%	1.27
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	61.0%	61.6%	0.99	63.4%	0.96	59.6%	1.02	64.6%	0.94
Average Census (Patients)									
Adult Medical-Surgical	21.8	24.9	0.88	22.9	0.95	15.8	1.38	24.6	0.89
Obstetrics	4.6	5.0	0.91	5.1	0.90	2.9	1.56	3.6	1.27
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	42.7	44.9	0.95	42.7	1.00	29.6	1.44	45.2	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.5	0.89	4.3	0.94	4.2	0.98	3.7	1.09
Obstetrics	2.2	2.4	0.90	2.3	0.94	2.3	0.94	2.1	1.02
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.80	4.5	0.86	4.4	0.88	3.9	0.99
Surgical Operations									
Inpatient	574	989	0.58	1,038	0.55	409	1.40	742	0.77
Outpatient	2,860	4,208	0.68	4,019	0.71	2,735	1.05	2,502	1.14
Inpatient as % of All Surgeries	16.7%	19.0%	0.88	20.5%	0.81	13.0%	1.28	22.9%	0.73
Outpatient Visits									
Non-Emergency Visits	79,508	131,799	0.60	117,094	0.68	92,528	0.86	70,563	1.13
Emergency Visits	17,171	16,822	1.02	18,746	0.92	17,976	0.96	15,910	1.08
Full-Time Equivalents (FTEs)									
Administrators	29.7	17.5	1.70	14.2	2.10	12.7	2.34	30.1	0.99
Nurses, Licensed	157.0	232.9	0.67	188.0	0.84	137.2	1.14	150.6	1.04
Ancillary Nursing Personnel	21.1	42.6	0.49	37.4	0.56	29.9	0.71	21.6	0.98
All Other Personnel	279.0	453.0	0.62	333.2	0.84	239.1	1.17	284.2	0.98
Total FTEs	486.8	746.0	0.65	572.8	0.85	418.9	1.16	486.4	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.5	12.3	1.99	10.1	2.42	10.9	2.25	27.0	0.91
Nurses, Licensed	129.6	163.8	0.79	134.3	0.97	117.7	1.10	135.2	0.96
Ancillary Nursing Personnel	17.4	30.0	0.58	26.7	0.65	25.6	0.68	19.3	0.90
All Other Personnel	230.3	318.6	0.72	238.0	0.97	205.0	1.12	255.0	0.90
Total FTEs	401.9	524.6	0.77	409.2	0.98	359.2	1.12	436.5	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	70	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	21
Discharges	4,039	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	740
Inpatient Days	15,592			Inpatient Days	0	Newborn Days	1,466

151 Froedtert West Bend Hospital
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,967	7,973	64.2%	21.8	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	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	766	1,671	38.2%	4.6	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	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	197	1,285	58.7%	3.5	6.5
Step-Down (Special Care)	1	18	1,109	4,663	71.0%	12.8	4.2
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	28	3	29.7	Surgical Personnel	9	4	11.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	29	41.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	8	8.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.7
Registered Nurses	83	120	155.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	2	2.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	8	31	21.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	2.9
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	3.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	39	52	69.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	54	84.9
Pharmacy Personnel	18	11	21.4				
Clinical Laboratory Personnel	17	8	21.5				
				Total	296	334	486.8

151 Froedtert West Bend Hospital

West Bend, WI 53095

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$264,653,493	56.1%	48.2%	1.16	53.0%	1.06	51.3%	1.09	53.1%	1.06
Medical Assistance	\$43,729,471	9.3%	14.2%	0.65	11.4%	0.82	15.3%	0.61	9.0%	1.03
Commercial	\$152,646,456	32.4%	32.4%	1.00	32.8%	0.99	29.5%	1.10	35.4%	0.92
All Other	\$10,534,948	2.2%	5.2%	0.43	2.8%	0.80	3.8%	0.59	2.6%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$218,756,419	46.4%	37.1%	1.25	43.5%	1.07	39.7%	1.17	43.1%	1.08
Medical Assistance	\$37,257,013	7.9%	11.2%	0.71	9.4%	0.84	12.1%	0.65	7.5%	1.06
Commercial	\$77,564,437	16.4%	14.9%	1.10	15.9%	1.04	13.1%	1.25	17.0%	0.97
Charity Care	\$1,364,222	0.3%	0.7%	0.40	0.8%	0.35	0.8%	0.35	0.4%	0.66
Bad Debt	\$5,816,553	1.2%	0.8%	1.46	0.9%	1.38	1.2%	1.04	0.9%	1.35
All Other	\$6,887,456	1.5%	3.1%	0.47	1.8%	0.83	2.2%	0.65	1.6%	0.93
Total Deductions	\$347,646,100	73.7%	67.9%	1.09	72.2%	1.02	69.2%	1.07	70.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.4%	6.4%	0.99		4.3%	1.48	3.8%	1.66	6.9%	0.92
Net Gains/Losses as % of Net Income	157.6%	11.1%	14.24		N/A	N/A	15.2%	10.34	276.7%	0.57
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$58,253,960	47.2%	41.6%	1.14	38.8%	1.22	40.1%	1.18	48.4%	0.98
Supplies & Services	\$58,757,882	47.6%	52.7%	0.90	53.3%	0.89	54.4%	0.88	45.6%	1.04
Capital Component	\$6,343,975	5.1%	5.7%	0.90	7.9%	0.65	5.5%	0.94	5.9%	0.87
Fiscal Statistics										
Operating Margin (%)	6.8%	6.4%	1.07		9.2%	0.74	5.0%	1.36	10.9%	0.62
Total Hospital Net Income (%)	-14.5%	7.1%	N/A		8.1%	N/A	5.8%	N/A	-7.4%	1.95
Return on Equity (%)	-18.4%	3.1%	N/A		4.9%	N/A	2.3%	N/A	-10.5%	1.76
Current Ratio	2.7	2.9	0.94		12.4	0.22	2.8	0.96	1.5	1.85
Days in Net Patient Accounts Receivable	45.5	85.9	0.53		50.4	0.90	86.5	0.53	48.6	0.94
Average Payment Period	18.1	125.5	0.14		31.3	0.58	128.9	0.14	35.3	0.51
Equity Financing (%)	93.1%	57.8%	1.61		85.9%	1.08	62.5%	1.49	84.8%	1.10
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned	-7.7	12.0	N/A		8.8	N/A	12.9	N/A	-2.4	3.14
Total Asset Turnover	1.6	0.4	3.65		0.6	2.56	0.4	3.95	1.7	0.92
Average Age of Plant (Years)	19.0	19.6	0.97		11.9	1.59	21.5	0.88	19.3	0.98
Increase (Decrease) Total Net Patient Revenue	-3.6%	3.9%	N/A		0.8%	N/A	0.2%	N/A	5.9%	N/A
Outpatient Gross Revenue (% of Total GPR)	64.0%	67.6%	0.95		68.7%	0.93	74.2%	0.86	59.5%	1.08
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,511	\$19,469	0.64		\$14,690	0.85	\$12,524	1.00	\$14,072	0.89
Inpatient Net Revenue per Day	\$3,173	\$3,859	0.82		\$3,206	0.99	\$2,770	1.15	\$3,616	0.88
Outpatient Net Revenue per Visit	\$819	\$875	0.94		\$746	1.10	\$766	1.07	\$835	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$471,564,368	Cash & Cash Equivalents	-\$67,028	Current Liabilities	\$5,878,000
Less Deductions	\$347,646,100	Net Patient Receivables	\$15,446,760	Long-Term Debt	\$0
Net Patient Revenue	\$123,918,268	Other Receivables	\$66,941	Other Liabilities	\$0
Plus Other Revenue	\$8,420,327			Subtotal	\$5,878,000
Total Revenue	\$132,338,594	Land, Buildings & Equipment (Net)	\$69,017,519	Unrestricted Fund Balance	\$79,006,000
Less Expenses	\$123,355,817	Other Assets	\$419,808	Restricted Fund Balance	\$166,000
Non-Operating Gains/Losses	-\$24,586,777			Total Liabilities & Fund Balance	\$84,884,000
Net Income	-\$15,604,000	Total Assets	\$84,884,000		

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

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

308 Marshfield Medical Center-Weston
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	1,063	5,852	114.5%	16.0	5.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	432	880	120.5%	2.4	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	1	6	690	3,872	176.8%	10.6	5.6
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	12	1,663	7,191	164.2%	19.7	4.3
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
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	0	0	0.0	Surgical Personnel	15	3	16.8
Physicians & Dentists	42	36	46.5	Radiological Services Personnel	34	2	35.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	16	7	17.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.0
Registered Nurses	207	88	242.9	Occupational Therapy Assistants/Aides	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	8	5.4
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	21	36	31.2	Recreational Therapists	0	0	0.0
Physician Assistants	12	3	12.8	Dietitians & Nutritionists	2	5	3.7
Nurse Practitioners	11	2	11.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	4	11.5	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	115	52	133.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	89	16	89.6
Pharmacy Personnel	17	8	19.4				
Clinical Laboratory Personnel	16	3	16.7				
				Total	641	284	732.5

308 Marshfield Medical Center-Weston

Weston, WI 54476

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$351,064,954	59.6%	48.2%	1.24	51.9%	1.15	44.9%	1.33	58.2%	1.02
Medical Assistance	\$63,274,717	10.7%	14.2%	0.76	13.6%	0.79	18.0%	0.60	10.7%	1.00
Commercial	\$149,632,500	25.4%	32.4%	0.78	28.8%	0.88	32.5%	0.78	26.3%	0.97
All Other	\$25,542,020	4.3%	5.2%	0.83	5.7%	0.76	4.6%	0.95	4.8%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$284,607,506	48.3%	37.1%	1.30	38.3%	1.26	35.8%	1.35	43.4%	1.11
Medical Assistance	\$56,723,246	9.6%	11.2%	0.86	10.8%	0.89	14.0%	0.69	9.7%	0.99
Commercial	\$62,791,683	10.7%	14.9%	0.71	10.2%	1.05	13.9%	0.77	8.9%	1.19
Charity Care	\$1,644,223	0.3%	0.7%	0.38	0.5%	0.58	0.5%	0.52	0.5%	0.58
Bad Debt	\$7,138,786	1.2%	0.8%	1.43	0.7%	1.81	0.8%	1.46	1.1%	1.15
All Other	\$18,803,807	3.2%	3.1%	1.02	3.7%	0.86	2.9%	1.11	3.6%	0.89
Total Deductions	\$431,709,251	73.2%	67.9%	1.08	64.1%	1.14	67.9%	1.08	67.1%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%	6.4%	0.08		3.3%	0.15	6.1%	0.08	0.4%	1.26
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		43.0%	N/A	10.0%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$78,243,613	52.3%	41.6%	1.26	38.8%	1.35	43.9%	1.19	48.3%	1.08
Supplies & Services	\$64,835,210	43.3%	52.7%	0.82	56.2%	0.77	49.1%	0.88	47.8%	0.91
Capital Component	\$6,567,487	4.4%	5.7%	0.76	4.9%	0.89	6.9%	0.63	3.9%	1.12
Fiscal Statistics										
Operating Margin (%)		5.7%	6.4%	0.89	1.4%	3.95	7.1%	0.80	18.0%	0.31
Total Hospital Net Income (%)		5.7%	7.1%	0.80	2.5%	2.28	7.8%	0.72	18.0%	0.31
Return on Equity (%)		0.3%	3.1%	0.10	0.6%	0.56	2.1%	0.15	1.1%	0.29
Current Ratio		0.9	2.9	0.31	1.0	0.86	2.2	0.40	1.5	0.59
Days in Net Patient Accounts Receivable		626.0	85.9	7.28	174.2	3.59	119.9	5.22	665.0	0.94
Average Payment Period		1,721.0	125.5	13.71	378.0	4.55	229.7	7.49	1,024.0	1.68
Equity Financing (%)		31.3%	57.8%	0.54	34.7%	0.90	53.3%	0.59	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	1.1	1.14	0.5	2.65	1.2	1.09
Times Interest Earned		0.0	12.0	N/A	5.7	N/A	9.1	N/A	28,663.8	N/A
Total Asset Turnover		0.1	0.4	0.13	0.2	0.25	0.3	0.21	0.1	0.92
Average Age of Plant (Years)		158.9	19.6	8.12	39.8	3.99	25.3	6.29	161.4	0.98
Increase (Decrease) Total Net Patient Revenue		-13.1%	3.9%	N/A	3.0%	N/A	4.1%	N/A	-3.8%	3.42
Outpatient Gross Revenue (% of Total GPR)		74.5%	67.6%	1.10	73.4%	1.01	71.5%	1.04	73.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,133	\$19,469	0.52		\$16,243	0.62	\$18,306	0.55	\$11,486	0.88
Inpatient Net Revenue per Day	\$2,378	\$3,859	0.62		\$3,215	0.74	\$3,976	0.60	\$2,573	0.92
Outpatient Net Revenue per Visit	\$1,031	\$875	1.18		\$1,234	0.84	\$752	1.37	\$1,076	0.96

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

152 Gundersen Tri-County Hospital and Clinics
 18601 Lincoln Street
 Whitehall, WI 54773
 715-538-4361

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

County: Trempealeau
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	10.2%	61.5%	0.17	47.2%	0.21	13.7%	0.74	18.0%	0.56
Obstetrics	0.0%	41.1%	N/A	53.6%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	32.3%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	13.7%	61.6%	0.22	51.9%	0.26	19.0%	0.72	25.9%	0.53
Average Census (Patients)									
Adult Medical-Surgical	1.8	24.9	0.07	17.2	0.11	1.7	1.08	2.7	0.68
Obstetrics	0.0	5.0	N/A	4.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.6	N/A	0.3	N/A	0.0	N/A
Total Hospital	2.5	44.9	0.05	28.6	0.09	2.5	0.99	3.9	0.63
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	3.7	1.02	3.5	1.07	5.4	0.69
Obstetrics	0.0	2.4	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.4	N/A	3.2	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.94	4.2	1.08	4.4	1.03	7.6	0.60
Surgical Operations									
Inpatient	0	989	N/A	840	N/A	63	N/A	0	N/A
Outpatient	179	4,208	0.04	3,492	0.05	1,640	0.11	147	1.22
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	19.4%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	28,500	131,799	0.22	137,645	0.21	15,186	1.88	41,242	0.69
Emergency Visits	3,772	16,822	0.22	15,585	0.24	3,910	0.96	4,290	0.88
Full-Time Equivalents (FTEs)									
Administrators	0.0	17.5	N/A	13.0	N/A	1.9	N/A	0.0	N/A
Nurses, Licensed	33.5	232.9	0.14	152.9	0.22	31.3	1.07	33.7	0.99
Ancillary Nursing Personnel	21.6	42.6	0.51	23.1	0.93	6.3	3.43	24.6	0.88
All Other Personnel	112.1	453.0	0.25	424.9	0.26	60.7	1.85	84.7	1.32
Total FTEs	167.1	746.0	0.22	613.9	0.27	100.2	1.67	143.1	1.17
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	12.3	N/A	7.6	N/A	12.8	N/A	0.0	N/A
Nurses, Licensed	235.5	163.8	1.44	89.3	2.64	213.7	1.10	206.1	1.14
Ancillary Nursing Personnel	152.1	30.0	5.07	13.5	11.24	43.1	3.53	150.4	1.01
All Other Personnel	789.2	318.6	2.48	248.3	3.18	414.9	1.90	517.3	1.53
Total FTEs	1,176.8	524.6	2.24	358.8	3.28	684.6	1.72	873.8	1.35

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	197	Preferred Provider Organization (PPO)	Yes	Discharges	100	Total Births	0
Inpatient Days	897			Inpatient Days	2,202	Newborn Days	0

152 Gundersen Tri-County Hospital and Clinics
Whitehall, WI 54773

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	179	667	10.2%	1.8	3.7
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	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	15	230	0.0%	0.6	15.3
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	2	0.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	2	6.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.8
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	1.7
Registered Nurses	20	23	29.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	3.1
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	16	7	21.6	Recreational Therapists	1	2	2.4
Physician Assistants	3	1	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	10	12.2
Health Info Mgmt-Administrators/Technicians	4	1	4.7	All Other Personnel	47	24	58.5
Pharmacy Personnel	1	3	2.3				
Clinical Laboratory Personnel	1	7	6.2				
				Total	121	92	167.1

152 Gundersen Tri-County Hospital and Clinics

Whitehall, WI 54773

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,550,918	51.4%	48.2%	1.07	47.0%	1.10	44.4%	1.16	49.2%	1.05
Medical Assistance	\$6,920,100	14.5%	14.2%	1.02	10.2%	1.42	14.1%	1.02	14.2%	1.02
Commercial	\$13,815,895	28.9%	32.4%	0.89	34.4%	0.84	37.2%	0.78	30.1%	0.96
All Other	\$2,440,285	5.1%	5.2%	0.98	8.4%	0.61	4.3%	1.20	6.5%	0.78
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,024,873	16.8%	37.1%	0.45	34.0%	0.49	25.2%	0.67	18.3%	0.92
Medical Assistance	\$4,788,264	10.0%	11.2%	0.90	8.1%	1.23	10.0%	1.00	9.5%	1.06
Commercial	\$5,330,370	11.2%	14.9%	0.75	15.7%	0.71	12.1%	0.93	11.8%	0.94
Charity Care	\$748,228	1.6%	0.7%	2.15	1.1%	1.45	0.3%	4.68	1.4%	1.16
Bad Debt	\$226,776	0.5%	0.8%	0.56	0.9%	0.53	0.8%	0.57	1.0%	0.48
All Other	\$599,063	1.3%	3.1%	0.40	6.3%	0.20	3.5%	0.36	2.0%	0.62
Total Deductions	\$19,717,574	41.3%	67.9%	0.61	66.1%	0.63	51.9%	0.80	44.0%	0.94
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.4%	6.4%	0.84	22.5%	0.24	3.9%	1.36	4.4%	1.21	
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A	110.0%	N/A	5.4%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,581,528	48.5%	41.6%	1.17	54.1%	0.90	47.1%	1.03	57.4%	0.84
Supplies & Services	\$12,486,214	38.8%	52.7%	0.74	41.9%	0.93	43.9%	0.88	39.6%	0.98
Capital Component	\$4,089,542	12.7%	5.7%	2.21	4.0%	3.19	9.0%	1.42	3.0%	4.25
Fiscal Statistics										
Operating Margin (%)	-8.6%	6.4%	N/A	-0.2%	42.44	7.7%	N/A	-6.6%	1.31	
Total Hospital Net Income (%)	-6.6%	7.1%	N/A	2.0%	N/A	8.1%	N/A	-6.0%	1.10	
Return on Equity (%)	-3.1%	3.1%	N/A	1.6%	N/A	8.5%	N/A	-2.5%	1.24	
Current Ratio	1.9	2.9	0.67	31.1	0.06	2.4	0.79	6.5	0.29	
Days in Net Patient Accounts Receivable	72.0	85.9	0.84	60.3	1.19	60.0	1.20	63.2	1.14	
Average Payment Period	85.3	125.5	0.68	10.3	8.29	45.4	1.88	36.0	2.37	
Equity Financing (%)	27.8%	57.8%	0.48	87.7%	0.32	37.9%	0.73	31.7%	0.88	
Long-Term Debt to Equity Ratio	2.2	0.4	5.69	0.1	39.94	1.0	2.17	2.0	1.10	
Times Interest Earned	-79.6	12.0	N/A	12.7	N/A	7.3	N/A	-46.0	1.73	
Total Asset Turnover	0.5	0.4	1.06	0.8	0.57	1.0	0.43	0.4	1.12	
Average Age of Plant (Years)	1.2	19.6	0.06	10.0	0.12	5.6	0.21	20.7	0.06	
Increase (Decrease) Total Net Patient Revenue	14.2%	3.9%	3.60	-2.2%	N/A	7.6%	1.88	4.0%	3.58	
Outpatient Gross Revenue (% of Total GPR)	82.7%	67.6%	1.22	82.8%	1.00	83.4%	0.99	83.9%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,211	\$19,469	1.14	\$19,060	1.17	\$20,257	1.10	\$20,214	1.10	
Inpatient Net Revenue per Day	\$2,106	\$3,859	0.55	\$4,078	0.52	\$3,306	0.64	\$2,053	1.03	
Outpatient Net Revenue per Visit	\$664	\$875	0.76	\$880	0.75	\$992	0.67	\$427	1.55	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$47,727,198	Cash & Cash Equivalents	\$8,113,730	Current Liabilities	\$6,578,618
Less Deductions	\$19,717,574	Net Patient Receivables	\$5,522,315	Long-Term Debt	\$40,561,241
Net Patient Revenue	\$28,009,624	Other Receivables	\$1,626,506	Other Liabilities	\$88,580
Plus Other Revenue	\$1,590,141			Subtotal	\$47,228,439
Total Revenue	\$29,599,764	Land, Buildings & Equipment (Net)	\$47,143,956	Unrestricted Fund Balance	\$18,188,732
Less Expenses	\$32,157,284	Other Assets	\$3,010,664	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$560,043			Total Liabilities & Fund Balance	\$65,417,171
Net Income	-\$1,997,477	Total Assets	\$65,417,171		

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	13.3%	61.5%	0.22	60.2%	0.22	13.7%	0.97	6.4%	2.08
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	13.9%	61.6%	0.23	57.4%	0.24	19.0%	0.73	6.6%	2.12
Average Census (Patients)									
Adult Medical-Surgical	1.6	24.9	0.06	23.5	0.07	1.7	0.94	1.6	1.00
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.3	N/A	0.0	N/A
Total Hospital	1.7	44.9	0.04	34.4	0.05	2.5	0.67	1.6	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.5	0.84	4.0	0.95	3.5	1.10	3.4	1.11
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.79	4.2	0.91	4.4	0.86	3.5	1.11
Surgical Operations									
Inpatient	0	989	N/A	966	N/A	63	N/A	0	N/A
Outpatient	109	4,208	0.03	5,983	0.02	1,640	0.07	83	1.31
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	13.9%	N/A	3.7%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	13,900	131,799	0.11	87,094	0.16	15,186	0.92	14,362	0.97
Emergency Visits	4,300	16,822	0.26	15,140	0.28	3,910	1.10	4,198	1.02
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	11.2	0.09	1.9	0.53	1.0	1.00
Nurses, Licensed	13.7	232.9	0.06	165.8	0.08	31.3	0.44	20.7	0.66
Ancillary Nursing Personnel	0.0	42.6	N/A	14.8	N/A	6.3	N/A	1.0	0.00
All Other Personnel	41.5	453.0	0.09	252.7	0.16	60.7	0.68	39.6	1.05
Total FTEs	56.2	746.0	0.08	444.5	0.13	100.2	0.56	62.3	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.3	12.3	0.84	9.5	1.09	12.8	0.80	10.2	1.01
Nurses, Licensed	141.1	163.8	0.86	140.0	1.01	213.7	0.66	212.1	0.67
Ancillary Nursing Personnel	0.0	30.0	N/A	12.5	N/A	43.1	N/A	10.2	0.00
All Other Personnel	427.5	318.6	1.34	213.4	2.00	414.9	1.03	405.8	1.05
Total FTEs	579.0	524.6	1.10	375.4	1.54	684.6	0.85	638.4	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	12	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	159	Preferred Provider Organization (PPO)	Yes	Discharges	69	Total Births	0
Inpatient Days	608			Inpatient Days	903	Newborn Days	0

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	152	581	13.3%	1.6	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	7	27	0.0%	0.1	3.9
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	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	2	5.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	11	6	13.2	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	1	0.5	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	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	11	6	13.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	9	13.6
Pharmacy Personnel	0	1	0.1				
Clinical Laboratory Personnel	6	0	6.0				
				Total	47	26	56.2

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$17,591,277	53.1%	48.2%	1.10	49.9%	1.07	44.4%	1.20	51.4%	1.03
Medical Assistance	\$5,131,805	15.5%	14.2%	1.09	11.2%	1.38	14.1%	1.10	15.5%	1.00
Commercial	\$9,568,470	28.9%	32.4%	0.89	35.7%	0.81	37.2%	0.78	30.4%	0.95
All Other	\$824,604	2.5%	5.2%	0.48	3.1%	0.79	4.3%	0.58	2.7%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,084,731	30.5%	37.1%	0.82	36.8%	0.83	25.2%	1.21	29.3%	1.04
Medical Assistance	\$4,043,984	12.2%	11.2%	1.09	8.8%	1.39	10.0%	1.22	13.2%	0.93
Commercial	\$3,679,095	11.1%	14.9%	0.74	16.3%	0.68	12.1%	0.92	10.6%	1.05
Charity Care	\$223,148	0.7%	0.7%	0.92	0.8%	0.87	0.3%	2.01	0.8%	0.88
Bad Debt	\$753,652	2.3%	0.8%	2.69	0.7%	3.07	0.8%	2.73	3.0%	0.77
All Other	\$317,062	1.0%	3.1%	0.31	1.8%	0.54	3.5%	0.28	0.9%	1.01
Total Deductions	\$19,101,672	57.7%	67.9%	0.85	65.2%	0.88	51.9%	1.11	57.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%	6.4%	0.05		2.4%	0.12	3.9%	0.08	4.9%	0.06
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		16.2%	N/A	5.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,604,268	65.8%	41.6%	1.58	38.2%	1.72	47.1%	1.40	63.5%	1.04
Supplies & Services	\$3,890,366	29.7%	52.7%	0.56	56.2%	0.53	43.9%	0.68	32.1%	0.93
Capital Component	\$585,746	4.5%	5.7%	0.78	5.6%	0.79	9.0%	0.50	4.4%	1.02
Fiscal Statistics										
Operating Margin (%)		6.9%	6.4%	1.09	11.1%	0.63	7.7%	0.90	2.4%	2.91
Total Hospital Net Income (%)		6.9%	7.1%	0.98	13.0%	0.54	8.1%	0.85	2.4%	2.91
Return on Equity (%)		11.3%	3.1%	3.71	9.2%	1.23	8.5%	1.33	4.3%	2.63
Current Ratio		169.8	2.9	59.11	27.3	6.21	2.4	70.33	-17.7	N/A
Days in Net Patient Accounts Receivable		49.1	85.9	0.57	50.2	0.98	60.0	0.82	51.1	0.96
Average Payment Period		0.8	125.5	0.01	13.9	0.06	45.4	0.02	-6.2	N/A
Equity Financing (%)		100.1%	57.8%	1.73	94.3%	1.06	37.9%	2.64	103.4%	0.97
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	1.0	N/A	0.0	0.90
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	7.3	N/A	0.0	N/A
Total Asset Turnover		1.6	0.4	3.82	0.7	2.34	1.0	1.56	1.8	0.91
Average Age of Plant (Years)		7.5	19.6	0.38	8.8	0.85	5.6	1.33	6.1	1.22
Increase (Decrease) Total Net Patient Revenue		8.8%	3.9%	2.22	5.6%	1.56	7.6%	1.16	0.7%	13.06
Outpatient Gross Revenue (% of Total GPR)		82.8%	67.6%	1.23	71.7%	1.16	83.4%	0.99	83.4%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,287	\$19,469	0.53		\$13,116	0.78	\$20,257	0.51	\$8,674	1.19
Inpatient Net Revenue per Day	\$1,515	\$3,859	0.39		\$3,156	0.48	\$3,306	0.46	\$1,426	1.06
Outpatient Net Revenue per Visit	\$680	\$875	0.78		\$911	0.75	\$992	0.69	\$626	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$33,116,154	Cash & Cash Equivalents	\$2,886,610	Current Liabilities	\$29,254
Less Deductions	\$19,101,672	Net Patient Receivables	\$1,884,340	Long-Term Debt	-\$37,873
Net Patient Revenue	\$14,014,482	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$41,708			Subtotal	-\$8,619
Total Revenue	\$14,056,190	Land, Buildings & Equipment (Net)	\$3,634,147	Unrestricted Fund Balance	\$8,609,856
Less Expenses	\$13,080,380	Other Assets	\$196,138	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$8,601,235	Total Liabilities & Fund Balance	\$8,601,237
Net Income	\$975,810				

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 2023	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.9%	61.5%	0.75	56.9%	0.81	62.5%	0.74	48.5%	0.95
Obstetrics	26.8%	41.1%	0.65	33.7%	0.09	35.5%	0.75	26.4%	1.02
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	43.4%	61.6%	0.70	51.1%	0.85	61.3%	0.71	45.9%	0.95
Average Census (Patients)									
Adult Medical-Surgical	19.3	24.9	0.77	14.9	1.30	27.9	0.69	20.4	0.95
Obstetrics	2.9	5.0	0.59	3.0	0.97	4.2	0.70	2.9	1.02
Pediatrics	0.0	1.7	N/A	2.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	27.4	44.9	0.61	28.6	0.96	54.3	0.50	28.9	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.5	0.97	4.7	0.95	4.4	1.00	5.0	0.88
Obstetrics	2.0	2.4	0.82	2.4	0.84	2.4	0.82	2.0	0.97
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.1	0.97	4.7	0.86	4.6	0.87
Surgical Operations									
Inpatient	631	989	0.64	1,050	0.60	1,120	0.56	619	1.02
Outpatient	5,314	4,208	1.26	4,075	1.30	5,321	1.00	4,960	1.07
Inpatient as % of All Surgeries	10.6%	19.0%	0.56	20.5%	0.52	17.4%	0.61	11.1%	0.96
Outpatient Visits									
Non-Emergency Visits	62,251	131,799	0.47	89,194	0.70	201,183	0.31	67,933	0.92
Emergency Visits	19,310	16,822	1.15	12,167	1.59	23,507	0.82	16,236	1.19
Full-Time Equivalents (FTEs)									
Administrators	18.1	17.5	1.03	21.2	0.85	18.1	1.00	25.0	0.72
Nurses, Licensed	114.4	232.9	0.49	219.5	0.52	312.2	0.37	188.0	0.61
Ancillary Nursing Personnel	11.2	42.6	0.26	62.9	0.18	44.9	0.25	16.9	0.66
All Other Personnel	196.5	453.0	0.43	424.5	0.46	592.5	0.33	245.9	0.80
Total FTEs	340.2	746.0	0.46	728.1	0.47	967.7	0.35	475.8	0.71
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.9	12.3	0.97	16.3	0.73	9.7	1.22	16.2	0.74
Nurses, Licensed	75.6	163.8	0.46	168.3	0.45	167.7	0.45	122.1	0.62
Ancillary Nursing Personnel	7.4	30.0	0.25	48.2	0.15	24.1	0.31	11.0	0.67
All Other Personnel	129.9	318.6	0.41	325.5	0.40	318.3	0.41	159.7	0.81
Total FTEs	224.8	524.6	0.43	558.3	0.40	519.9	0.43	309.1	0.73

Total Hospital:
 Beds Set Up & Staffed 63
 Discharges 2,475
 Inpatient Days 9,985

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 503
 Newborn Days 812

155 Aspirus Riverview Hospital and Clinics, Inc
 Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	42	1,596	7,044	45.9%	19.3	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	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	11	542	1,075	26.8%	2.9	2.0
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	338	1,866	51.1%	5.1	5.5
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	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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	18	1	18.1	Surgical Personnel	3	4	6.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	14	12.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	7	9.4
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	4.5
Registered Nurses	17	108	114.4	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	6	8.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	4	4.4
Ancillary Nursing Personnel	0	20	11.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	1.1
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	25	37.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	59	38	85.7
Pharmacy Personnel	7	2	9.2				
Clinical Laboratory Personnel	7	3	10.3				
				Total	141	242	340.2

155 Aspirus Riverview Hospital and Clinics, Inc

Wisconsin Rapids, WI 54495

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$221,075,827	49.6%	48.2%	1.03	51.9%	0.96	44.9%	1.10	48.0%	1.03
Medical Assistance	\$66,034,718	14.8%	14.2%	1.04	13.6%	1.09	18.0%	0.82	15.4%	0.96
Commercial	\$135,208,236	30.3%	32.4%	0.94	28.8%	1.05	32.5%	0.93	31.2%	0.97
All Other	\$23,715,962	5.3%	5.2%	1.02	5.7%	0.93	4.6%	1.17	5.4%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$164,911,463	37.0%	37.1%	1.00	38.3%	0.97	35.8%	1.03	35.5%	1.04
Medical Assistance	\$52,808,451	11.8%	11.2%	1.06	10.8%	1.10	14.0%	0.84	11.8%	1.00
Commercial	\$41,379,867	9.3%	14.9%	0.62	10.2%	0.91	13.9%	0.67	8.4%	1.10
Charity Care	\$2,307,872	0.5%	0.7%	0.71	0.5%	1.08	0.5%	0.97	0.7%	0.71
Bad Debt	\$2,908,087	0.7%	0.8%	0.77	0.7%	0.98	0.8%	0.78	0.1%	5.44
All Other	\$16,611,209	3.7%	3.1%	1.19	3.7%	1.00	2.9%	1.29	4.0%	0.92
Total Deductions	\$280,926,949	63.0%	67.9%	0.93	64.1%	0.98	67.9%	0.93	60.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	6.4%	0.24	3.3%	0.47	6.1%	0.26	3.0%	0.52
Net Gains/Losses as % of Net Income		17.7%	11.1%	1.60	43.0%	0.41	10.0%	1.77	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,157,929	42.2%	41.6%	1.01	38.8%	1.09	43.9%	0.96	43.6%	0.97
Supplies & Services	\$72,326,754	51.6%	52.7%	0.98	56.2%	0.92	49.1%	1.05	48.8%	1.06
Capital Component	\$8,699,932	6.2%	5.7%	1.08	4.9%	1.26	6.9%	0.90	7.5%	0.82
Fiscal Statistics										
Operating Margin (%)		16.4%	6.4%	2.58	1.4%	11.48	7.1%	2.31	16.9%	0.97
Total Hospital Net Income (%)		19.3%	7.1%	2.71	2.5%	7.76	7.8%	2.46	11.7%	1.65
Return on Equity (%)		19.4%	3.1%	6.35	0.6%	35.02	2.1%	9.24	10.7%	1.81
Current Ratio		-3.8	2.9	N/A	1.0	N/A	2.2	N/A	9.8	N/A
Days in Net Patient Accounts Receivable		47.2	85.9	0.55	174.2	0.27	119.9	0.39	45.4	1.04
Average Payment Period		-18.4	125.5	N/A	378.0	N/A	229.7	N/A	8.5	N/A
Equity Financing (%)		75.9%	57.8%	1.31	34.7%	2.19	53.3%	1.42	70.2%	1.08
Long-Term Debt to Equity Ratio		0.3	0.4	0.86	1.1	0.30	0.5	0.69	0.4	0.89
Times Interest Earned		19.8	12.0	1.64	5.7	3.48	9.1	2.18	9.8	2.03
Total Asset Turnover		1.0	0.4	2.28	0.2	4.41	0.3	3.65	1.0	1.00
Average Age of Plant (Years)		18.8	19.6	0.96	39.8	0.47	25.3	0.74	13.5	1.40
Increase (Decrease) Total Net Patient Revenue		0.6%	3.9%	0.14	3.0%	0.19	4.1%	0.14	8.4%	0.07
Outpatient Gross Revenue (% of Total GPR)		81.9%	67.6%	1.21	73.4%	1.12	71.5%	1.15	81.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,598		\$19,469	0.54	\$16,243	0.65	\$18,306	0.58	\$12,187	0.87
Inpatient Net Revenue per Day	\$2,627		\$3,859	0.68	\$3,215	0.82	\$3,976	0.66	\$2,635	1.00
Outpatient Net Revenue per Visit	\$1,738		\$875	1.99	\$1,234	1.41	\$752	2.31	\$1,626	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$446,034,742	Cash & Cash Equivalents	\$255,101	Current Liabilities	-\$6,728,993
Less Deductions	\$280,926,949	Net Patient Receivables	\$21,361,315	Long-Term Debt	\$44,102,982
Net Patient Revenue	\$165,107,793	Other Receivables	\$199,487	Other Liabilities	\$4,174,532
Plus Other Revenue	\$2,609,908			Subtotal	\$41,548,521
Total Revenue	\$167,717,701	Land, Buildings & Equipment (Net)	\$71,503,949	Unrestricted Fund Balance	\$130,708,936
Less Expenses	\$140,184,615	Other Assets	\$78,937,607	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,925,262			Total Liabilities & Fund Balance	\$172,257,457
Net Income	\$33,458,348	Total Assets	\$172,257,459		

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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	65.9%	61.5%	1.07	56.9%	1.16	19.5%	3.38	28.6%	2.30	
Obstetrics	0.0%	41.1%	N/A	33.7%	N/A	12.6%	N/A	0.0%	N/A	
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	70.7%	61.6%	1.15	51.1%	1.39	19.6%	3.60	33.8%	2.10	
Average Census (Patients)										
Adult Medical-Surgical	7.9	24.9	0.32	14.9	0.53	2.6	3.06	9.2	0.86	
Obstetrics	0.0	5.0	N/A	3.0	N/A	0.5	N/A	0.0	N/A	
Pediatrics	0.0	1.7	N/A	2.6	N/A	0.0	N/A	0.0	N/A	
Total Hospital	12.0	44.9	0.27	28.6	0.42	2.9	4.17	14.2	0.85	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.6	4.5	1.01	4.7	0.99	3.6	1.26	4.5	1.01	
Obstetrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	0.0	N/A	
Pediatrics	0.0	3.8	N/A	4.1	N/A	0.0	N/A	0.0	N/A	
Total Hospital	4.7	4.9	0.98	4.1	1.14	3.2	1.47	5.3	0.89	
Surgical Operations										
Inpatient	25	989	0.03	1,050	0.02	169	0.15	72	0.35	
Outpatient	513	4,208	0.12	4,075	0.13	1,744	0.29	660	0.78	
Inpatient as % of All Surgeries	4.6%	19.0%	0.24	20.5%	0.23	8.9%	0.53	9.8%	0.47	
Outpatient Visits										
Non-Emergency Visits	32,629	131,799	0.25	89,194	0.37	28,500	1.14	23,305	1.40	
Emergency Visits	4,824	16,822	0.29	12,167	0.40	5,439	0.89	5,997	0.80	
Full-Time Equivalents (FTEs)										
Administrators	8.7	17.5	0.50	21.2	0.41	5.9	1.48	6.0	1.45	
Nurses, Licensed	47.0	232.9	0.20	219.5	0.21	39.4	1.19	60.6	0.78	
Ancillary Nursing Personnel	5.6	42.6	0.13	62.9	0.09	6.0	0.94	7.7	0.73	
All Other Personnel	81.9	453.0	0.18	424.5	0.19	78.1	1.05	88.1	0.93	
Total FTEs	143.3	746.0	0.19	728.1	0.20	129.4	1.11	162.3	0.88	
FTEs per 100 Patient Census (Adjusted)										
Administrators	24.7	12.3	2.01	16.3	1.52	29.9	0.83	17.6	1.41	
Nurses, Licensed	133.8	163.8	0.82	168.3	0.80	199.9	0.67	177.3	0.75	
Ancillary Nursing Personnel	16.0	30.0	0.53	48.2	0.33	30.4	0.53	22.5	0.71	
All Other Personnel	233.0	318.6	0.73	325.5	0.72	396.6	0.59	257.6	0.90	
Total FTEs	407.5	524.6	0.78	558.3	0.73	656.8	0.62	474.9	0.86	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance		Average Beds Used	0	Bassinets	0
Discharges	925	Organization (HMO)	Yes	Discharges	0	Total Births	0
Inpatient Days	4,390	Preferred Provider		Inpatient Days	0	Newborn Days	0
		Organization (PPO)	Yes				

156 Howard Young Medical Center
Woodruff, WI 54568

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	629	2,887	65.9%	7.9	4.6
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	2	5	297	1,503	82.4%	4.1	5.1
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	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	11	8.7	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	4	7.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	5.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	4.1
Registered Nurses	27	33	46.0	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	4.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	1	1	1.6
Ancillary Nursing Personnel	4	2	5.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	1	4.5
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	4	5.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	27	12	31.5
Pharmacy Personnel	6	7	8.3				
Clinical Laboratory Personnel	6	3	7.1				
				Total	98	91	143.3

156 Howard Young Medical Center
Woodruff, WI 54568

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$44,855,607	55.9%	48.2%	1.16	51.9%	1.08	47.8%	1.17	56.9%	0.98
Medical Assistance	\$12,778,230	15.9%	14.2%	1.12	13.6%	1.17	12.9%	1.24	15.9%	1.00
Commercial	\$18,263,476	22.8%	32.4%	0.70	28.8%	0.79	35.2%	0.65	21.6%	1.05
All Other	\$4,276,748	5.3%	5.2%	1.02	5.7%	0.93	4.2%	1.27	5.6%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$32,916,243	41.1%	37.1%	1.11	38.3%	1.07	28.9%	1.42	39.5%	1.04
Medical Assistance	\$10,550,717	13.2%	11.2%	1.18	10.8%	1.22	8.0%	1.64	12.3%	1.07
Commercial	\$6,175,082	7.7%	14.9%	0.52	10.2%	0.76	13.7%	0.56	6.9%	1.12
Charity Care	\$517,977	0.6%	0.7%	0.89	0.5%	1.34	0.6%	1.14	1.0%	0.63
Bad Debt	\$92,005	0.1%	0.8%	0.14	0.7%	0.17	0.8%	0.14	1.1%	0.11
All Other	\$3,402,324	4.2%	3.1%	1.36	3.7%	1.14	5.2%	0.81	3.8%	1.11
Total Deductions	\$53,654,348	66.9%	67.9%	0.99	64.1%	1.04	57.3%	1.17	64.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.4%	6.4%	0.85	3.3%	1.65	2.9%	1.84	19.6%	0.28
Net Gains/Losses as % of Net Income		N/A	11.1%	N/A	43.0%	N/A	7.9%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,548,296	47.6%	41.6%	1.14	38.8%	1.22	41.9%	1.13	46.5%	1.02
Supplies & Services	\$16,236,154	44.0%	52.7%	0.84	56.2%	0.78	51.7%	0.85	45.4%	0.97
Capital Component	\$3,115,000	8.4%	5.7%	1.47	4.9%	1.72	6.4%	1.32	8.1%	1.05
Fiscal Statistics										
Operating Margin (%)		-31.6%	6.4%	N/A	1.4%	N/A	12.9%	N/A	-20.4%	1.55
Total Hospital Net Income (%)		-20.0%	7.1%	N/A	2.5%	N/A	13.9%	N/A	-11.3%	1.77
Return on Equity (%)		-7.3%	3.1%	N/A	0.6%	N/A	1.2%	N/A	-5.1%	1.43
Current Ratio		2.6	2.9	0.91	1.0	2.51	1.0	2.64	1.8	1.45
Days in Net Patient Accounts Receivable		57.4	85.9	0.67	174.2	0.33	442.3	0.13	54.5	1.05
Average Payment Period		23.0	125.5	0.18	378.0	0.06	1183.6	0.02	35.9	0.64
Equity Financing (%)		75.8%	57.8%	1.31	34.7%	2.18	33.2%	2.28	73.8%	1.03
Long-Term Debt to Equity Ratio		0.3	0.4	0.71	1.1	0.24	1.2	0.24	0.3	0.95
Times Interest Earned		-10.5	12.0	N/A	5.7	N/A	46.5	N/A	-10.5	1.00
Total Asset Turnover		0.3	0.4	0.78	0.2	1.50	0.1	3.97	0.4	0.80
Average Age of Plant (Years)		1.9	19.6	0.10	39.8	0.05	99.6	0.02	0.9	2.08
Increase (Decrease) Total Net Patient Revenue		-4.2%	3.9%	N/A	3.0%	N/A	20.1%	N/A	-2.8%	1.50
Outpatient Gross Revenue (% of Total GPR)		65.8%	67.6%	0.97	73.4%	0.90	85.5%	0.77	58.5%	1.12
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,213	\$19,469	0.42	\$16,243	0.51	\$16,973	0.48	\$11,094	0.74
Inpatient Net Revenue per Day		\$1,731	\$3,859	0.45	\$3,215	0.54	\$3,576	0.48	\$2,086	0.83
Outpatient Net Revenue per Visit		\$508	\$875	0.58	\$1,234	0.41	\$948	0.54	\$605	0.84

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$80,174,060	Cash & Cash Equivalents	\$24,444	Current Liabilities	\$2,172,713
Less Deductions	\$53,654,348	Net Patient Receivables	\$4,172,190	Long-Term Debt	\$17,704,323
Net Patient Revenue	\$26,519,712	Other Receivables	\$360,864	Other Liabilities	\$581,286
Plus Other Revenue	\$1,518,758			Subtotal	\$20,458,322
Total Revenue	\$28,038,472	Land, Buildings & Equipment (Net)	\$22,956,237	Unrestricted Fund Balance	\$64,028,264
Less Expenses	\$36,899,450	Other Assets	\$56,972,850	Restricted Fund Balance	\$55,804,678
Non-Operating Gains/Losses	\$2,711,801			Total Liabilities & Fund Balance	\$84,486,586
Net Income	-\$6,149,177	Total Assets	\$84,486,585		