
Guide to Wisconsin Hospitals

Fiscal Year 2021

October 2022

The ***Guide to Wisconsin Hospitals, Fiscal Year 2021***, presents information on hospital finances, services, utilization and staffing. The data for this report was taken from the FY 2020 and FY 2021 Hospital Fiscal Surveys and the FY 2020 and FY 2021 Annual Survey of Hospitals. Under State law (Chapter 153, Wisconsin Statutes), WHA Information Center is responsible for collecting and disseminating Wisconsin hospital and freestanding ambulatory surgery center data.

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

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INTRODUCTION

The ***Guide to Wisconsin Hospitals, Fiscal Year 2021***, presents selected descriptive financial, services, utilization, and staffing data about individual Wisconsin hospitals. It also provides summary and trend information for selected aggregate data.

The report is based on data submitted to the WHA Information Center on the Fiscal Year (FY) 2020 Hospital Fiscal Survey, the Fiscal Year (FY) 2021 Hospital Fiscal Survey, the FY 2020 Annual Survey of Hospitals and the FY 2021 Annual Survey of Hospitals by general medical-surgical (GMS) hospitals, long-term acute care hospitals (LTAC), psychiatric (psych) hospitals, state-operated mental health (state) institutes, and rehabilitation (rehab) hospitals. Data from Veterans Affairs hospitals are collected on a voluntary basis but are not included in this report, nor are data from hospitals that submitted partial-year data.

Types of Hospitals

General medical-surgical (GMS) hospitals (131 in FY 2021) provide diagnostic and therapeutic services to patients for a variety of medical and surgical conditions.

Critical Access Hospitals (CAHs) (58 in FY 2021) are GMS facilities that provide 24-hour emergency care, inpatient, outpatient, and swing-bed services. Many also provide obstetric services. Under the Wisconsin Rural Hospital Flexibility Program – a Medicare program – hospitals located in rural counties, or rural areas of urban counties, may be certified as CAHs if they meet eligibility conditions. Rural CAH applicants must be 35 miles from another hospital; if closer, they must be declared a “necessary provider of health care services” according to state plan criteria. They are limited to 25 acute-care beds. Length of stay for acute-care patients is limited to an annual 96-hour average per patient. If further inpatient care is needed, patients are generally transferred to contractually established referral hospitals. CAHs provide first-line emergency and community-integrated health care. Hospitals certified as CAHs are noted as such in Section VII (Individual Hospital Tables), and in Appendix 5 (Hospital Index).

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

- Long-Term Acute Care (LTAC) hospitals (4 in FY 2021) focus on patients who, on average, stay more than 25 days. They specialize in treating patients who may have more than one serious condition, but who may improve with time and care, and return home.
- Psychiatric hospitals (12 in FY 2021) provide diagnostic and therapeutic services to patients with mental or emotional disorders.
- State-operated mental health institutes (2 in FY 2021) provide comprehensive and intensive diagnostic, therapeutic, and support services to patients with unusually complex or difficult mental, emotional, or developmental disorders.

- Rehabilitation hospitals (3 in FY 2021) provide a comprehensive array of restoration services for the physically disabled and all support services necessary to help them attain their maximum level of functioning.
- Veterans Affairs hospitals provide diagnostic and therapeutic services to armed forces veterans only. Because they are exempt from state data collection mandates, these facilities are not included in this report.

Control of Hospitals

Different types of organizations own and control the policies and operations of Wisconsin hospitals. Of the 152 non-federal hospitals that provided full-year data to the FY 2021 Annual Survey of Hospitals, 129 are nongovernmental, not-for-profit entities, owned either by a religious organization (34) or by some other not-for-profit corporation (95). Three hospitals are state-operated and seven are county-operated. Thirteen hospitals (six GMS, four LTAC, two rehabilitation, and one psychiatric) are investor-owned, for-profit facilities.

Location of Hospitals

Sixty-three of the state's 72 counties have at least one GMS hospital. Thirty-six counties have two or more GMS hospitals. Milwaukee County has the most, with 12. Waukesha County has five GMS hospitals. Brown County, Dane County, Eau Claire County, Rock County, St. Croix County, and Winnebago County have four GMS hospitals each.

LTAC hospitals are located in three counties, psychiatric hospitals are located in six counties, rehabilitation hospitals are located in three counties, and state hospitals are found in two counties.

Data Sources

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

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

The financial, utilization and staffing figures in this report are based on each hospital's fiscal year. Fiscal years vary from hospital to hospital, according to individual accounting practices. The most common fiscal year is a calendar fiscal year beginning January 1 and ending December 31. Eighty-six of the 152 reporting hospitals (57 percent) had a fiscal year ending December 31, 2021.

All data used in this report are based on each hospital's 2021 fiscal year. Only hospitals that reported a full fiscal year's data are included.

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

Fiscal Year Ending Date, Wisconsin Hospitals, FY 2021

Fiscal Year End	Number of Hospitals
03/31/2021	2
06/30/2021	44
07/31/2021	3
09/30/2021	16
12/31/2021	86
6/30/2021	1

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Volume Groups and Analysis Areas

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

SUMMARY DATA: FISCAL YEAR 2021

- One hundred and fifty-two hospitals submitted full-year data to the WHA Information Center for FY 2021. Of this total, 131 were general medical-surgical (GMS) hospitals, four were long-term acute care (LTAC) hospitals, twelve were psychiatric (psych) hospitals, three were rehabilitation (rehab) hospitals. Three were state-owned (state) hospitals.
- Of the 152 hospitals that submitted full-year data, 139 were not-for-profit. Thirteen hospitals (six GMS, four LTAC, and two rehab) were for-profit facilities owned by partnerships or corporations.
- Of the 139 not-for-profit hospitals, three were state-operated hospitals, seven were county-operated hospitals, 34 were religious hospitals, and 95 were other not-for-profit hospitals.
- In FY 2021, there were 58 Critical Access Hospitals (CAHs).
- WHA surveyed 18 of the state's largest health care systems, which represent 107 hospitals. Each system provides crucial nonhospital services that are not reported in the hospital-only fiscal survey. According to WHA, hospitals within the 18 systems had an average operating margin of 10.5%, but the systems as a whole had operating margins averaging only 4.5%.
- The overall average occupancy rate for Wisconsin hospitals was 61 percent in FY 2021. GMS hospitals had an average occupancy rate of 61 percent, LTAC hospitals, 64 percent, psychiatric hospitals, 75 percent, state hospitals, 52 percent, and rehabilitation hospitals, 85 percent.
- On average, there were 7,596 patients hospitalized on any given day: 6,754 at GMS hospitals, 106 at LTAC hospitals, 402 at psychiatric hospitals, 252 at state hospitals, and 82 at rehabilitation hospitals.
- There were 520,297 hospital discharges in FY 2021: 488,803 from GMS hospitals, 1,095 from LTAC hospitals, 23,817 from psychiatric hospitals, 4,278 from state hospitals, and 2,304 from the rehabilitation hospitals.
- There were 2,772,602 inpatient days reported by Wisconsin hospitals, of which 2,465,229 were for GMS hospitals, 38,643 were for LTAC hospitals, 146,719 were for psychiatric hospitals, 92,044 were for the state hospitals, and 29,967 were for the rehabilitation hospitals.
- Outpatient visits totaled 21,605,236 at the 142 Wisconsin hospitals that provided outpatient services. GMS hospitals had 21,130,840 outpatient visits, LTAC hospitals had 5,384, psychiatric hospitals had 453,069, and the rehabilitation hospitals had 15,943.
- Medicare accounted for 46.2 percent of total gross patient revenue (billed charges), Medicaid for 14.8 percent, and other public sources for 1.8 percent. Commercial insurance accounted for 33.9 percent of total gross patient revenue, and self-pay/other accounted for 3.3 percent.
- Total hospital revenue was \$27,660.6 million, \$26,689.8 million at GMS hospitals and \$970.9 million at specialty hospitals.

- Wisconsin hospitals collected 35 percent of total gross patient revenue (billed charges). GMS hospitals collected 34 percent of patient charges, LTAC hospitals collected 27 percent, psychiatric hospitals collected 54 percent, the state hospitals collected 94 percent, and the rehabilitation hospitals collected 56 percent.
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2021 was \$3,396; the average length of stay was 5.4 days. Net revenue received per inpatient day (and average length of stay) was \$3,656 for GMS hospitals (5.1 days), \$2,221 for LTAC hospitals (35.3 days), \$1,228 for psychiatric hospitals (6.2 days), \$699 for the state hospitals (21.5 days), and \$2,108 for the rehabilitation hospitals (13.0 days).
- The average net revenue (charges minus deductions, before expenses) received per outpatient visit in a Wisconsin hospital in FY 2021 was \$780. GMS hospitals received \$781, the LTAC hospitals received \$94, psychiatric hospitals received \$742, and rehabilitation hospitals received \$166.
- Salaries and fringe benefits represented 42.9 percent of total expenses for Wisconsin hospitals. For GMS hospitals, salaries and fringe benefits represented 42.4 percent of total expenses, for LTAC hospitals 47.2 percent, for psychiatric hospitals 48.3 percent, for state hospitals 75.6 percent, and for rehabilitation hospitals 57.5 percent.
- The net-income percentage across all Wisconsin hospitals was 13.8 percent in FY 2021. The rehabilitation hospitals had the highest net income percentage (31.7 percent) followed by the GMS hospitals (14.1 percent), LTAC hospitals (8.1 percent), psychiatric hospitals (6.4 percent), state hospitals (-14.1) percent.
- Wisconsin hospitals reported net income of \$3.98 billion in FY 2021. GMS hospitals reported net income of \$3.93 billion, and specialty hospitals together reported net income of \$43.9 million.
- Twenty-one hospitals lost money in FY 2021, compared to thirty-two in FY 2020.
- There were 12,382 beds set up and staffed in FY 2021 at the 152 reporting hospitals. Of these, 11,100 were at GMS hospitals, 165 were at LTAC hospitals, 537 were at psychiatric hospitals, 483 were at the state hospitals, and 97 were at the rehabilitation hospitals.
- State hospitals averaged the highest ratio of full-time equivalent (FTE) personnel per patient (5.7). The GMS hospitals were next (5.5), followed by the LTAC hospitals (4.1), psychiatric hospitals (3.1), rehabilitation hospitals (3.1), and Statewide, for all hospitals, the average was 5.2 FTEs per patient.
- GMS hospitals employed 166 full-time licensed nurses per 100 patients. LTAC hospitals employed 91 per 100 patients, rehabilitation hospitals employed 87, psychiatric hospitals employed 67, state hospitals employed 65.

SECTION I. Financial Information

The following financial terms appear in this report:

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

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

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

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

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

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

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

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

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

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

Health Systems

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

Below is a summary of revenue and expenses for 18 Wisconsin health systems comprising 107 hospitals. The operating margin for these 19 systems was 4.5% in 2021. The total margin was 10.8%.

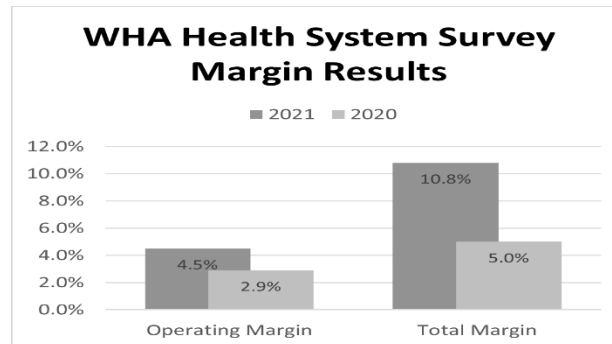


Table 1a	Total System Operations	Fiscal Survey Data on System Hospitals Only
Operating Revenue	\$33,882,060,171	\$24,831,075,625
Operating Expense	\$32,357,886,486	\$22,215,716,881
Operating Margin	\$1,524,173,685	\$2,615,358,741
Operating Margin %	4.5%	10.5%
Nonoperating Income & Investments	\$2,456,063,687	\$1,159,857,219
Nonoperating Expenses	\$49,029,388	\$141,828,610
Total Revenue	\$36,338,123,858	\$25,990,932,844
Total Expenses	\$32,406,915,874	\$22,357,545,491
Total Margin	\$3,931,207,984	\$3,633,387,353
Total Margin %	10.8%	14.0%

Table 1b	Number of Systems Providing
Non-Hospital Services	
Physician Clinics	14
Lab	13
Pharmacy	11
Home Health	9
Hospice	9
Dialysis	5
Assisted Living	4
Nursing Home	3
Other services noted:	
Durable medical equipment, behavioral health, rehabilitation, social services, health plans, etc.	

Source: FY 2021 Health System Survey, WHA Information Center, LLC.

Hospitals

In FY 2021, Wisconsin hospitals generated \$27.7 billion in total revenue (see Table 2). After expenses and non-operating gains and losses, hospitals were left with total net income of \$4.0 billion.

Table 2. Summary Financial Data (in millions), Wisconsin Hospitals, FY 2021			
	All Hospitals	GMS	Specialty
Gross Patient Revenue	\$74,331.9	\$72,884.6	\$1,447.2
Net Patient Revenue	\$25,687.8	\$24,961.8	\$726.0
Total Revenue	\$27,660.6	\$26,689.8	\$970.9
Expenses	\$24,842.4	\$23,912.4	\$930.0
Nonoperating Gains/Losses	\$1,156.8	\$1,153.8	\$3.0
Net Income	\$3,975.1	\$3,931.2	\$43.9
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.			

Between fiscal years 1993 and 2021, total gross patient revenue (charges) at Wisconsin hospitals increased from \$6.8 billion to \$74.3 billion. Net patient revenue increased from \$5.0 billion to \$25.7 billion, and expenses increased from \$5.2 billion to \$24.8 billion. Net income increased from \$241.7 million to \$4.0 billion. In FY 1993, hospitals collected 74 percent of their charges. In FY 2021, they collected 35 percent.

During the same period, total gross patient revenue at GMS hospitals increased from \$5.3 billion to \$72.9 billion. Net patient revenue rose from \$3.9 billion to \$25.0 billion. Net income increased from \$217.4 million to \$3.9 billion.

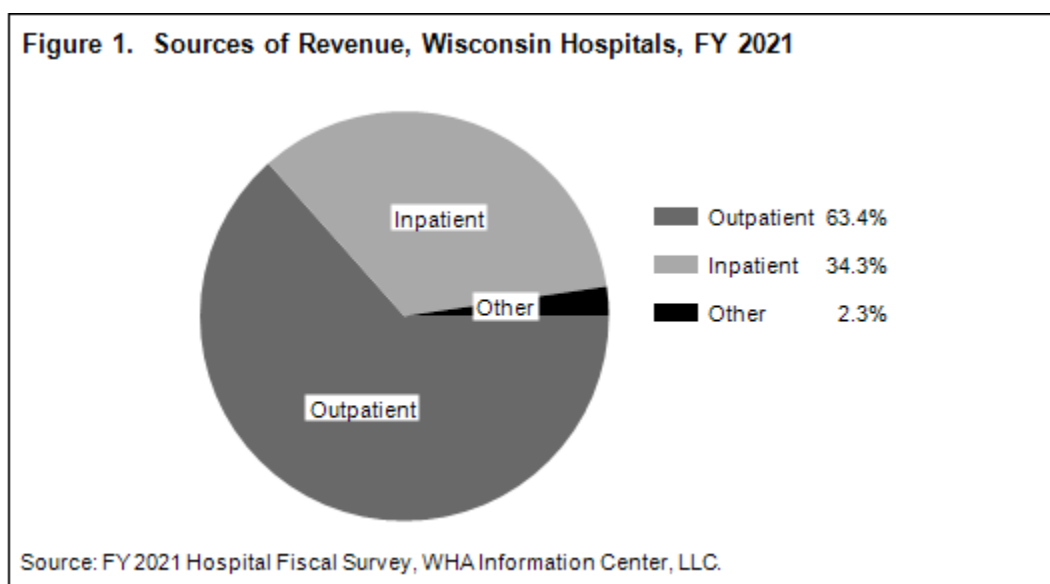
Net income at specialty hospitals went from \$24.3 million in 1993 to \$43.9 million in 2021. The number of specialty hospitals was 22 in 1993 and 21 in 2021.

Outpatient Revenue Continues to Increase as a Proportion of All Revenue

Hospital revenue comes from several sources:

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

The movement of patient care from an inpatient to an outpatient setting continued in FY 2021. From 1993 to 2021, inpatient revenue as a proportion of total gross patient and other revenue at GMS hospitals decreased from 66.8 percent to 34.3 percent. This corresponds to an increase in outpatient gross revenue as a proportion of total gross patient and other revenue, from 30.3 percent to 63.4 percent (see Figure 1).



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

The GMS hospitals with the highest percentages of gross outpatient revenue as a proportion of total gross patient and other revenue were: St. Mary's Hospital of Superior with 95.2 percent, Bellin Health Oconto Hospital with 95.1 percent, Marshfield Medical Center – Ladysmith with 94.5 percent, Gundersen Boscobel Area Hospital and Clinics with 92.7 percent, Aspirus Plover Hospital with 92.0 percent.

In FY 2021, Wisconsin hospitals reported \$2.6 billion in other (non-patient) revenue. State hospitals relied most on other revenue, with 61.3 percent of hospital revenue from this source, compared with 12.1 percent at psychiatric hospitals, 2.3 percent at GMS

hospitals, 1.1 percent at the LTAC hospitals, and 0.7 percent at the rehabilitation hospitals (see Table 3).

Table 3. Revenue Sources as a Percent of Total Gross Patient and Other Revenue, Wisconsin Hospitals, FY 2021				
Type	Hospitals	Inpatient Revenue (%)	Outpatient Revenue (%)	Other Revenue (%)
GMS	131	34.3	63.4	2.3
LTAC	4	98.6	0.4	1.1
PSYCH	12	41.2	46.7	12.1
REHAB	3	90.7	8.6	0.7
STATE	2	37.7	1.0	61.3
TOTAL	152	34.7	62.7	2.6
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.				

Public Payment Sources as a Percentage of Gross Patient Revenue

In FY 2021, Medicare and commercial insurance were the major sources of payment for all Wisconsin hospitals combined, with Medicare constituting 46.2 percent of gross patient revenue and commercial insurance 33.9 percent (see Table 4). Government payer sources combined (Medicare, Medical Assistance and other public programs), however, accounted for a higher proportion of gross patient revenue (62.8 percent) than did private sources (33.9 percent). Medicare gross patient revenue as a proportion of total gross patient revenue for each type of hospital ranged from a high of 62.3 percent at rehabilitation hospitals to a low of 9.3 at Psychiatric hospitals.

Medical Assistance gross patient revenue as a proportion of total gross patient revenue was highest at the Psychiatric hospital at 41.4 percent. State, LTAC, and Rehabilitation hospitals reported 19.6 percent, 17.5 percent, and 12.1 percent of total gross patient revenue, respectively. The GMS hospitals reported the percentage of Medical Assistance gross revenue at 14.4 percent.

Revenue from commercial insurance as a proportion of total gross patient revenue was highest for the psychiatric hospitals (44.3 percent) and lowest at state hospitals (12.8 percent).

Table 4. Payment Sources as a Percent of Total Gross Patient Revenue, Wisconsin Hospitals, FY 2021						
Type	Hospitals	Public Source (%)			Private Source(%)	
		Medicare	Medical Assistance	Other Public	Commercial	Self/Other
GMS	131	46.6	14.4	1.7	33.9	3.4
LTAC	4	52.2	17.5	0.1	30.2	0.0
PSYCH	12	9.3	41.4	2.9	44.3	2.0
REHAB	3	62.3	12.1	0.3	25.0	0.4
STATE	2	25.7	19.6	41.9	12.8	0.0
TOTAL	152	46.2	14.8	1.8	33.9	3.3
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.						

Percent of Charges Collected by Hospitals

Overall, Wisconsin hospitals collected 34.6 cents for each dollar they charged in FY 2021 (see Table 5), less than the proportion they received in 2020 (35.7 cents). GMS hospitals received 34 percent of their charges. The state-operated mental health institutes, rehabilitation hospitals, psychiatric hospitals, and the LTAC hospitals received 92 percent, 56 percent, 54 percent, and 27 percent of their charges, respectively.

The GMS hospital with the highest percentage of gross patient revenue collected was Children's Hospital of Wisconsin - Fox Valley, Neenah, at 68.9 percent. Aurora Sinai Medical Center, Milwaukee, collected the lowest percentage of gross patient revenue at 23.8 percent.

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

Deductions from revenue for all Wisconsin hospitals in FY 2021 totaled \$48.6 billion (see Table 6). Deductions from revenue have increased dramatically for GMS hospitals since FY 1993, from 27 percent of gross billings (or \$1.8 billion) in FY 1993 to 66 percent of billed charges (or \$47.9 billion) in FY 2021.

For all Wisconsin hospitals, contractual adjustments constituted 96.3 percent of unpaid charges in 2021, slightly higher than the 95.6 percent in FY 2020 (see Tables 6 and 7A). The largest adjustment (\$25.9 billion, or 53 percent of total deductions) came from

Medicare, followed by \$11.1 billion (23 percent) from commercial sources and \$8.3 billion (17 percent) from Medical Assistance.

For all Wisconsin hospitals, the highest percentage of gross revenue collected by payer source for FY 2021 was from commercial payers, with 55.9 percent collected (see Table 7B). The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 24.4 percent collected.

At GMS hospitals, the highest percentage of gross revenue collected by payer source for FY 2021 was from commercial payers, with 55.9 percent collected. The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 23.2 percent collected.

At specialty hospitals, the highest percentage of gross revenue collected by payer source for FY 2021 was from other public sources, which include County Relief, county programs under 51.42 & 51.437, Wisconsin Statutes, and all other public programs, with 89.6 percent collected.

Table 5. Percent of Total Gross Patient Revenue Actually Collected, Wisconsin Hospitals, FY 2021

Type	Hospitals	Gross Patient Revenue (in millions)	Deductions from Revenue (in millions)	Net Patient Revenue (in millions)	Percentage of Gross Patient Revenue Collected
GMS	131	\$72,884.6	\$47,922.8	\$24,961.8	34.2
LTAC	4	\$317.8	\$232.6	\$85.3	26.8
PSYCH	12	\$943.2	\$434.0	\$509.2	54.0
REHAB	3	\$115.9	\$50.6	\$65.4	56.4
STATE	2	\$70.3	\$4.1	\$66.2	94.2
TOTAL	152	\$74,331.9	\$48,644.1	\$25,687.8	34.6

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 6. Summary of Hospital Revenue (in millions), Wisconsin, FY 2021			
	All Hospitals	GMS	Specialty
Gross Patient Revenue (Patient Charges)	\$74,331.9	\$72,884.6	\$1,447.2
Contractual Adjustments:			
Medicare	\$25,885.3	\$25,667.2	\$218.1
Medical Assistance	\$8,308.2	\$8,068.9	\$239.3
Other Public Sources	\$900.1	\$894.1	\$6.0
Commercial Sources	\$11,116.1	\$10,886.9	\$229.2
Other Contractual Adjustments	\$566.0	\$565.5	\$0.5
Charity Care	\$536.6	\$520.0	\$16.6
Bad Debt	\$751.1	\$742.4	\$8.7
Other Noncontractual Deductions	\$580.7	\$577.9	\$2.9
Total Deductions	\$48,644.1	\$47,922.8	\$721.2
Net Patient Revenue	\$25,687.8	\$24,961.8	\$726.0
Other Revenue	\$1,972.9	\$1,728.0	\$244.9
Total Revenue	\$27,660.6	\$26,689.8	\$970.9
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.			

At GMS hospitals, from FY 1993 to FY 2021, Medicare adjustments, as a proportion of all unpaid charges, decreased from 60.0 percent to 53.2 percent, the proportion of Medical Assistance adjustments increased from 15.7 percent to 17.1 and adjustments from other public sources decreased from 2.0 percent to 1.9 percent. From FY 1993 to FY 2021, charity care at GMS hospitals dropped from 4.6 to 1.1 percent of all unpaid charges, although the dollar value of billed charges for charity care increased dramatically to \$520.0 million.

At GMS hospitals, from FY 1993 to FY 2021, adjustments from commercial sources, as a proportion of all unpaid charges, increased from 16.5 percent to 22.7 percent.

Table 7A. Deductions from Revenue as a Percent of Total Deductions from Revenue, Wisconsin Hospitals, FY 2021

	All Hospitals (%)	GMS (%)	Specialty (%)
Contractual Adjustments:			
Medicare	53.2	53.6	30.2
Medical Assistance	17.1	16.8	33.2
Other Public Sources	1.9	1.9	0.8
Commercial Sources	22.9	22.7	31.8
Other Contractual Adjustments	1.2	1.2	0.1
Charity Care	1.1	1.1	2.3
Bad Debt	1.5	1.5	1.2
Other Noncontractual Deductions	0.1	1.2	0.4

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 7B. Percentage of Gross Revenue Collected by Payer Source, Wisconsin Hospitals, FY 2021

	All Hospitals (%)	GMS (%)	Specialty (%)
Revenue Collected:			
Medicare	24.6	24.5	36.7
Medical Assistance	24.4	23.2	49.5
Other Public Sources	31.1	28.4	89.6
Commercial Sources	55.9	55.9	58.5

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Average Net Revenue per Inpatient Day

In FY 2021, the average net revenue received (charges minus deductions, before expenses) per inpatient day in a Wisconsin hospital was \$3,396 with an average length of stay of 5.4 days (see Table 8A). Among all hospital types, GMS hospitals reported the highest average net revenue per inpatient day at \$3,656 but kept inpatients for fewer days (an average 5.1 days) than psychiatric (6.2 days), rehabilitation (13.0 days), state hospitals (21.5 days) or LTAC (35.3 days). GMS hospitals had the highest average net revenue per outpatient visit, at \$781.

In FY 2021, the average inpatient net revenue received per inpatient stay for all hospitals was \$18,280. GMS hospitals received an average of \$18,658. Average inpatient net revenue for the specialty hospitals ranged from \$7,565 per hospitalization for the psychiatric hospitals to \$78,364 per hospitalization for LTAC hospitals.

Table 8A. Net Revenue per Inpatient Stay, per Inpatient Day, Length of Stay, and per Outpatient Visit (Including Swing-Bed Stays), Wisconsin Hospitals, FY 2021				
Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
GMS	\$18,658	\$3,656	5.1	\$781
LTAC	\$78,364	\$2,221	35.3	\$94
PSYCH	\$7,565	\$1,228	6.2	\$742
REHAB	\$27,422	\$2,108	13.0	\$166
STATE	\$15,039	\$699	21.5	N/A
TOTAL	\$18,280	\$3,396	5.4	\$780
Note: Excludes data on newborns.				
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.				

Table 8B. Net Revenue per Inpatient Stay, per Inpatient Day, Length of Stay, and per Outpatient Visit (Excluding Swing-Bed Stays), Wisconsin Hospitals, FY 2021				
Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
GMS	\$18,808	\$3,729	5.0	\$781
LTAC	\$78,364	\$2,221	35.3	\$94
PSYCH	\$7,565	\$1,228	6.2	\$742
REHAB	\$27,422	\$2,108	13.0	\$166
STATE	\$15,039	\$699	21.5	N/A
TOTAL	\$18,418	\$3,456	5.3	\$780
Note: Excludes data on newborns.				
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.				

The two GMS hospitals with the highest net revenue per patient were OakLeaf Surgical Hospital, Altoona, (\$59,620) and Children's Wisconsin-Milwaukee Hospital (\$48,893).

Fifty-one GMS hospitals had net revenue per patient greater than \$16,000. They were:

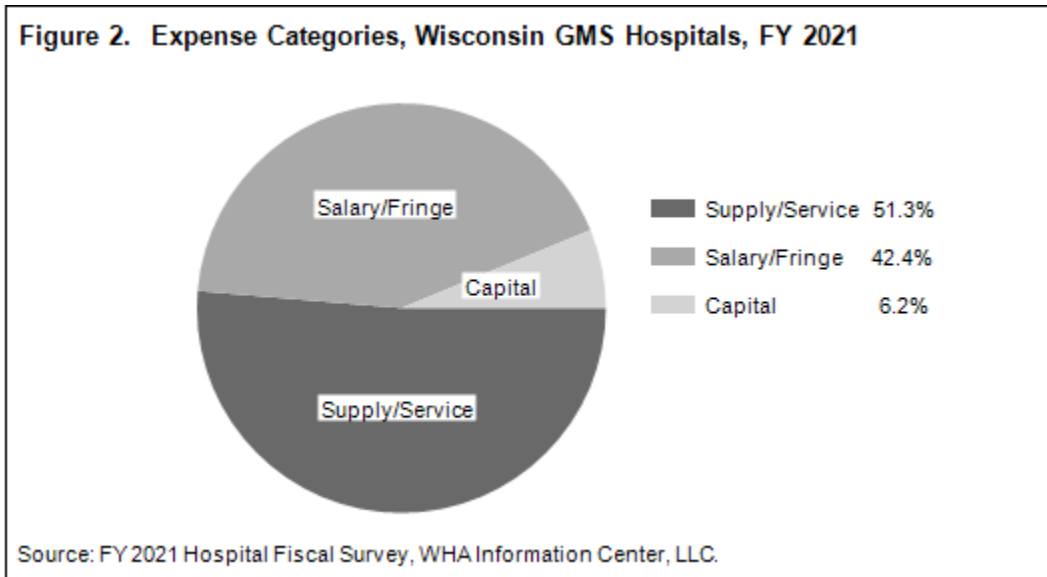
Hospital	City	Net revenue per patient
• OakLeaf Surgical Hospital	Altoona	\$59,620
• Children's Wisconsin-Milwaukee Hospital	Milwaukee	\$48,893
• Bellin Health Oconto Hospital	Oconto	\$39,813
• Children's Wisconsin-Fox Valley Hospital	Neenah	\$35,777
• UW Hospital and Clinics Authority	Madison	\$34,802
• Aurora St Luke's Medical Center	Milwaukee	\$33,209
• Mayo Clinic Health System - Sparta	Sparta	\$32,513
• SSM Health Ripon Community Hospital	Ripon	\$31,751
• Froedtert Hospital	Milwaukee	\$30,429
• Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer	\$28,035
• Mayo Clinic Health System - Oakridge in Osseo	Osseo	\$25,440
• AdventHealth Durand	Durand	\$24,933
• Midwest Orthopedic Specialty Hospital	Franklin	\$23,034
• Orthopaedic Hospital of Wisconsin	Glendale	\$22,508
• Gundersen St. Joseph's Hospital and Clinics	Hillsboro	\$21,482
• Mayo Clinic Health System - Eau Claire	Eau Claire	\$21,232
• SSM Health Waupun Memorial Hospital	Waupun	\$20,902
• Marshfield Medical Center	Marshfield	\$20,865
• Mercy Health Hospital and Trauma Center - Janesville	Janesville	\$20,683

Hospital	City	Net revenue per patient
• Crossing Rivers Health	Prairie du Chien	\$20,669
• Gundersen Boscobel Area Hospital and Clinics	Boscobel	\$20,586
• Hayward Area Memorial Hospital	Hayward	\$20,387
• Aurora BayCare Medical Center in Green Bay	Green Bay	\$20,088
• Froedtert South	Kenosha	\$19,337
• Mile Bluff Medical Center	Mauston	\$19,284
• St Mary's Hospital of Superior	Superior	\$19,057
• Memorial Hospital of Lafayette Co.	Darlington	\$18,985
• Prairie Ridge Health	Columbus	\$18,937
• Ascension Columbia St. Mary's Hospital Milwaukee	Milwaukee	\$18,598
• Gundersen Lutheran Medical Center	La Crosse	\$18,400
• Black River Memorial Hospital	Black River Falls	\$18,256
• St Vincent Hospital	Green Bay	\$18,205
• Mayo Clinic Health System - Northland in Barron	Barron	\$18,173
• SSM Health Monroe Hospital	Monroe	\$18,145
• Aspirus Wausau Hospital	Wausau	\$17,880
• Mayo Clinic Health System - Red Cedar in Menomonie	Menomonie	\$17,758
• Gundersen Tri-County Hospital and Clinics	Whitehall	\$17,366
• Mayo Clinic Health System - La Crosse	La Crosse	\$17,280
• Southwest Health	Platteville	\$17,238
• Aurora Medical Center in Summit	Summit	\$17,163
• St Clare Memorial Hospital	Oconto Falls	\$17,025
• Aurora Medical Center in Grafton	Grafton	\$16,992
• Upland Hills Health Inc	Dodgeville	\$16,826
• ProHealth Waukesha Memorial Hospital	Waukesha	\$16,623
• Sacred Heart Hospital	Eau Claire	\$16,609
• Tomah Health	Tomah	\$16,501
• Ascension SE Wisconsin - Elmbrook Campus	Brookfield	\$16,468
• Bellin Hospital	Green Bay	\$16,401
• Beloit Health System	Beloit	\$16,132
• Vernon Memorial Healthcare	Viroqua	\$16,082

Salaries and Fringe Benefits as a Proportion of Hospital Expenses

Hospital expenses fall into three major categories:

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



As a proportion of total expenses, overall salaries and fringe benefits for Wisconsin GMS hospitals have decreased over time, from 52.4 percent in FY 1993 to 42.4 percent in FY 2021. The supplies and services proportion has increased from 36.8 percent to 51.3 percent (see Table 9).

The GMS hospitals had the largest supplies and services component of hospital expenses (51.3 percent). Psychiatric hospitals had the next largest supplies and services component (48.9 percent).

Table 9. Percent of Expenses Allocated to Each Component, Wisconsin Hospitals, FY 2021

Type	Hospitals	Salary / Fringe Benefits (%)	Supplies / Services (%)	Capital (%)
GMS	131	42.4	51.3	6.2
LTAC	4	47.2	44.5	8.3
PSYCH	12	48.3	48.9	2.9
REHAB	3	57.5	33.6	8.9
STATE	2	75.6	21.4	3.0
TOTAL	152	42.9	51.0	6.1

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 10. Revenue, Expense, Gain/Loss, Net Income (in millions), and Net Income Percentage, Wisconsin Hospitals, FY 2021

Type	Hospitals	Total Revenue	Total Expenses	Nonoperating Gains/Losses	Net Income	Net Income (%)
GMS	131	\$26,689.77	\$23,912.41	\$1,153.83	\$3,931.18	14.12
LTAC	4	\$88.74	\$81.48	-\$0.07	\$7.20	8.11
PSYCH	12	\$638.65	\$600.11	\$2.26	\$40.79	6.37
REHAB	3	\$66.12	\$45.39	\$0.33	\$21.06	31.69
STATE	2	\$177.35	\$202.99	\$0.50	-\$25.15	-14.14
TOTAL	152	\$27,660.64	\$24,842.39	\$1,156.84	\$3,975.08	13.79

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Net-Income Percentage for Wisconsin Hospitals

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

The six GMS hospitals with the highest net incomes were UW Hospital and Clinics Authority, Madison, at 429.1 million, Aurora St. Luke's Medical Center, Milwaukee, at \$222.6 million, Froedtert Hospital, Milwaukee, at 180.5 million, Aurora BayCare Medical

Center in Green Bay at \$175.4 million, St Vincent Hospital, Green Bay, at 155.8 million, and Aspirus Wausau Hospital at 136.3 million.

The GMS hospital with the highest net-income percentage was St Joseph's Hospital, Chippewa Falls. The next top five were Sacred Heart Hospital, Eau Claire, at 44.0 percent, Midwest Orthopedic Specialty Hospital, Franklin, at 41.8 percent, OakLeaf Surgical Hospital, Altoona, at 35.4 percent, and Aspirus Langlade Hospital, Antigo, at 34.0 percent.

Twenty-one Wisconsin hospitals reported net losses, totaling \$79.77 million, in FY 2021 (see Table 11). In FY 2020, thirty-one hospitals operated at a loss, with a combined loss of \$202.44 million.

Table 11. Hospitals that Lost Money (in millions), Wisconsin Hospitals, FY 2021		
Type	Hospitals	Net Income
GMS	15	-49.66
PSYCH	3	-4.01
REHAB	1	-0.95
STATE	2	-25.15
TOTAL	21	-79.77
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.		

Other Revenue and Non-Operating Gains

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

In FY 2021, Wisconsin hospitals reported \$2.0 billion in other (non-patient) revenue (1.7 billion for GMS hospitals). Wisconsin hospitals reported \$1.2 billion in non-operating gains (\$1.2 billion in gains for GMS hospitals).

Balance Sheet Information: Assets, Liabilities, and Fund Balances

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

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

Table 12. Assets, Liabilities, and Fund Balances (in millions), Wisconsin Hospitals, FY 2021				
	GMS	LTAC	PSYCH	REHAB
Hospitals	131	4	12	3
Assets (in millions)				
Cash & cash equivalents	\$10,149.01	\$0.87	\$97.81	\$4.67
Net patient accounts receivable	\$5,983.16	\$15.00	\$63.19	\$8.55
Other accounts receivable	\$1,962.06	\$0.00	\$4.01	-\$0.41
Land, buildings, and equipment (net)	\$20,082.28	\$6.19	\$187.40	\$2.56
Other assets	\$24,080.10	\$32.05	\$186.00	\$27.05
Total unrestricted assets	\$62,256.61	\$54.11	\$538.41	\$42.41
Liabilities (in millions)				
Current liabilities	\$5,613.14	\$8.67	\$73.97	\$7.14
Long-term debt	\$13,243.24	\$1.42	\$116.83	\$12.58
Other liabilities	\$3,122.24	\$30.09	\$42.14	\$7.65
Unrestricted fund balances	\$40,277.74	\$13.93	\$305.48	\$15.04
Total liabilities and unrestricted funds	\$62,256.35	\$54.11	\$538.41	\$42.41
NOTE: State-operated Mental Health Institutes (STATE) are not included.				
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.				

SECTION II. UTILIZATION AND STAFFING

Services Provided by GMS Hospitals

Most GMS hospitals provide basic medical-surgical services. For instance, 97 percent of GMS hospitals provided adult medical-surgical acute services in FY 2021; 97 percent operated an emergency department; 78 percent provided orthopedic services, and 73 percent provided pediatric services.

Some GMS hospitals also offer more specialized kinds of medical and surgical care that are not widely available. For example, five hospitals in FY 2021 offered bone-marrow transplant services, nine performed tissue transplants, four performed kidney transplants, and four performed heart/lung transplants. Four hospitals performed in-vitro fertilization services. Forty hospitals offered positron emission tomography (PET) scans. The hospitals providing specialized surgeries or relatively rare treatments such as these were generally located in large urban areas or served as regional referral centers.

GMS hospitals also provide most of the inpatient psychiatric and AODA care offered in the state. Two percent of GMS hospitals (3 hospitals) provided inpatient alcoholism and chemical dependency services in separate and distinct units, and 18 percent (24 hospitals) offered inpatient psychiatric care services in such units.

Ten of the twelve psychiatric hospitals provided inpatient alcohol and chemical dependency services in FY 2021.

In addition to the three rehabilitation hospitals in Wisconsin, 46 GMS hospitals had inpatient rehabilitation units, and 83 GMS hospitals offered outpatient rehabilitative services.

Hospital Occupancy Rates

A common measure of a hospital's inpatient capacity utilization is its occupancy rate, defined as the average proportion of occupied beds at the hospital. Bed counts are based on the number of beds set up and staffed on the last day of the hospital's fiscal year. The occupancy rate for all Wisconsin hospitals in FY 2021 was 61.3 percent (see Table 13), up from 55.4 percent in FY 2020.

Occupancy rates among GMS hospitals varied widely. While the overall occupancy rate for GMS hospitals in 2021 was 60.8 percent, fifteen hospitals had occupancy rates in excess of 70 percent. They were:

SSM Health St. Clare Hospital – Baraboo, (258 percent), Ascension St. Francis Hospital, Milwaukee, (126 percent), SSM Health St Mary's Hospital, Madison, (118 percent), Ascension SE Wisconsin - Elmbrook Campus, Brookfield, (109 percent),

Marshfield Medical Center-Weston, (108 percent), Marshfield Medical Center, Marshfield, (93 percent), Children's Wisconsin-Milwaukee Hospital, (90 percent), Froedtert Hospital, Milwaukee, (81 percent), UnityPoint Health - Meriter, Madison, (81 percent), Aurora St Luke's Medical Center, Milwaukee, (80 percent), UW Hospital and Clinics Authority, Madison, (78 percent), Children's Wisconsin-Fox Valley Hospital, Neenah, (78 percent), Ascension SE Wisconsin Hospital - Franklin Campus, (78 percent), Mayo Clinic Health System - Eau Claire, (73 percent), Aurora Medical Center in Kenosha, (73 percent).

At the other extreme, nine GMS hospitals had occupancy rates of less than 10 percent. They were:

St Clare Memorial Hospital, Oconto Falls, (8.1 percent), Burnett Medical Center, Grantsburg, (8 percent), Marshfield Medical Center - Ladysmith, (7.9 percent), Bellin Health Oconto Hospital, (7.9 percent), Memorial Hospital of Lafayette Co., Darlington, (6.9 percent), Mayo Clinic Health System - Sparta, (6.7 percent), Gundersen Moundview Hospital and Clinics, Friendship, (6.2 percent), ThedaCare Medical Center - Wild Rose, (5.1 percent), AdventHealth Durand, (4.8 percent).

Eighty-one of all GMS hospitals (62 percent) had occupancy rates of less than 50 percent during FY 2021. Thirty-two GMS hospitals (24 percent) had occupancy rates of less than 25 percent.

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

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

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

Table 13. Hospital Utilization, Wisconsin, FY 2021 (Excluding Swing-Bed Stays)							
Type	Hospitals	Beds Set Up & Staffed	Discharges	Inpatient Days	Occupancy Rate (%)	Average Census (patients)	Length of Stay (days)
GMS	131	11,100	488,803	2,465,229	60.8	6,754.1	5.0
LTAC	4	165	1,095	38,643	64.2	105.9	35.3
PSYCH	12	537	23,817	146,719	74.9	402.0	6.2
REHAB	3	97	2,304	29,967	84.6	82.1	13.0
STATE	2	483	4,278	92,044	52.2	252.2	21.5
TOTAL	152	12,382	520,297	2,772,602	61.3	7,596.2	5.3
Note: Excludes data on newborns.							
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.							

Hospitals Provide Many Outpatient Services

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

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

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

Table 14. Outpatient Visits, Wisconsin Hospitals, FY 2021		
Type	Hospitals	Outpatient Visits
GMS	131	21,130,840
LTAC	1	5,384
PSYCH	8	453,069
REHAB	2	15,943
TOTAL	142	21,605,236
Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.		

All GMS hospitals provided outpatient care on a nonemergency basis. Four GMS hospitals did not provide emergency outpatient care in FY 2021. GMS hospitals reported that most of their outpatient visits (89 percent) were for nonemergency care. No emergency outpatient visits were reported by ten of the twelve psychiatric hospitals, by either of the two state hospitals, the rehabilitation hospitals, or the LTAC hospitals.

One hundred twenty-six of the 131 reporting GMS hospitals offered outpatient surgical services in FY 2021. These hospitals performed 486,947 outpatient surgeries, or 80 percent of total GMS hospital surgeries. By comparison, these GMS hospitals performed 123,410 inpatient surgeries (20 percent of all GMS hospital surgeries) in FY 2021.

Average Staff-to-Patient Ratio

Wisconsin hospitals employed 113,269.5 full-time equivalent (FTE) personnel in FY 2021. This number includes both full and part-time personnel. Ninety-six percent of all hospital personnel worked for GMS hospitals in FY 2021, up from ninety-five percent in FY 2020.

The overall average number of hospital staff FTEs per patient was 5.32 (see Table 15).

Type	FTEs	FTEs per Patient
GMS	105,197.0	5.46
LTAC	433.6	4.08
PSYCH	2,671.9	3.11
REHAB	275.6	3.06
STATE	1,479.2	5.71
TOTAL	113,269.5	5.32
Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.		

The staff-to-patient ratio for personnel classifications varies by hospital type (see Table 16). For example, GMS hospitals had 166 licensed nurses per 100 patients, compared to 91 for LTAC hospitals, 87 for rehabilitation hospitals, 67 for the psychiatric hospitals, and 65 for the state-operated mental-health institutes.

Smaller GMS hospitals generally had a larger proportion of staff not involved in direct patient care, such as administrators and medical records personnel, since basic administrative and record-keeping functions must be performed regardless of patient volume.

Hospitals report that 95 percent of the 32,818 medical staff members granted admitting privileges in Wisconsin hospitals were board-certified (i.e., had passed an examination given by a medical specialty board and were certified by that board as specialists). See Section IV: Comparative Data, Tables 22-24, for more detail.

Table 16. FTEs per 100 Patients, by Occupational Categories, Wisconsin FY 2021					
	GMS	LTAC	PSYCH	REHAB	STATE
Administrators	13.0	17.9	11.8	25.6	19.3
Physicians	14.7	0.9	11.4	0.0	15.0
Residents	5.5	0.0	0.0	0.0	0.0
Licensed Nurses	165.8	90.7	66.6	87.1	64.6
Other Nursing Personnel	27.4	61.1	26.3	43.1	225.2
Medical Records	6.8	4.7	1.8	2.2	3.8
Pharmacy	16.1	17.4	3.1	2.7	5.0
Clinical Lab	17.4	0.0	0.0	0.0	2.0
Radiology	20.7	2.1	0.0	0.0	0.0
Therapeutic Services	25.8	63.5	8.6	48.1	21.9
Psychology/Social Work	5.0	1.9	49.6	2.2	32.7
Other	206.9	147.9	128.4	95.4	180.8
Total	546.4	408.1	311.5	306.5	571.0
Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.					

SECTION III. QUALITY OF SERVICES/PATIENT SAFETY

Quality Improvement Activities

Many hospitals participate in ongoing quality improvement, quality assurance and patient safety projects, programs and activities. A section of the FY 2021 Annual Survey of Hospitals asked hospitals to identify the amount of full-time equivalent positions that are dedicated to these functions.

Of the 152 hospitals reporting data, there were 486 FTEs dedicated to quality management & improvement; 122 FTEs to clinical safety; 1,228 FTEs to case management; 87 FTEs to accreditation; 187 FTEs to infection control, and 108 FTEs to risk management.

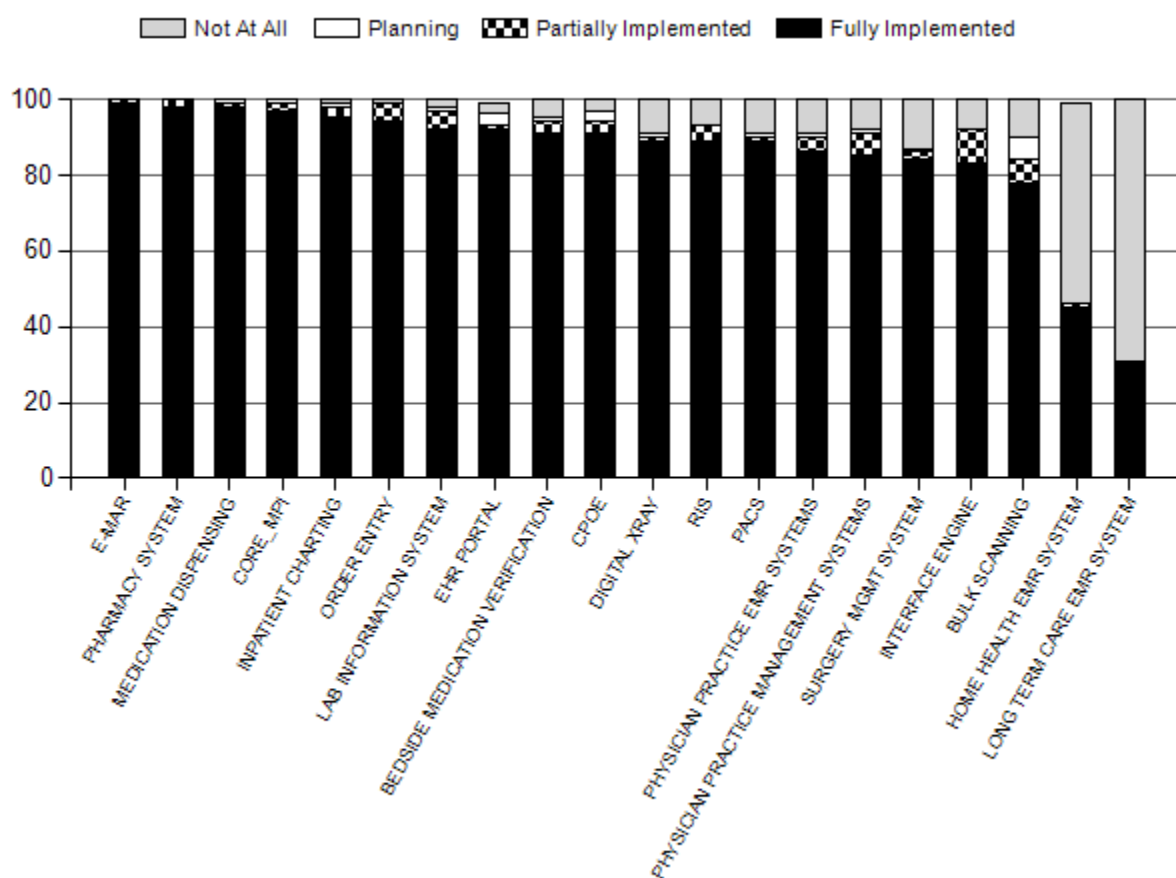
Patient Safety

The possibility of medication errors is a concern for all hospitals. The FY 2021 Annual Survey of Hospitals asked hospitals to provide information on pharmacy services.

One-hundred seven of the 152 reporting hospitals (70 percent) reported they provide 24-hour pharmacy services.

The FY 2021 Annual Survey of Hospitals asked hospitals to provide information on eHealth initiatives. Hospitals were requested to indicate whether various eHealth features were 'Fully Implemented,' 'Partially Implemented,' in 'Planning,' or 'Not at All.' 97% percent of Wisconsin hospitals reported that they had fully implemented a core master patient index and 92% had a fully implemented lab information system. See Figure 3.

Figure 3: Implementation status of eHealth Features, Wisconsin Hospitals, 2021



Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION IV. COMPARATIVE DATA

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

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

Volume group 1 includes hospitals with up to 2,700 adjusted discharges; volume group 2, from 2,701 to 5,000; volume group 3, from 5,001 to 8,000; volume group 4, from 8,001 to 11,000; volume group 5, from 11,001 to 15,000; volume group 6, from 15,001 to 25,000, and volume group 7, 25,001 or more. Refer to Appendix 1, Glossary of Terms, for a definition of volume groups and to Appendix 5 for the volume group assigned to each hospital.

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

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

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

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

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

Note: Definitions for terms used in the following tables are found in either the Glossary of Terms (Appendix 1), or the Instructions and Definitions sections of the FY 2021 Annual Survey of Hospitals survey instrument (Appendix 3).

Wisconsin Counties by Analysis Area

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

Table 17. GMS Hospitals Providing Selected Inpatient Service, by Volume Group, Wisconsin, FY 2021

	Total	Volume Group						
		1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
General Medical-Surgical:								
Adult Medical-Surgical, Acute	127	16	18	19	19	18	18	19
Orthopedics	102	9	10	17	18	14	16	18
Rehabilitation & Physical Medicine	56	6	5	8	9	8	7	13
Hospice	65	9	7	12	10	10	8	9
Acute Long-Term Care	4	1	0	0	1	0	1	1
Other Acute Care	23	3	2	1	3	3	5	6
Pediatrics	95	11	8	15	16	13	15	17
Obstetrics	88	0	5	15	15	18	18	17
Psychiatric	30	0	0	3	4	6	6	11
AODA	28	0	1	1	3	5	7	11
Intensive Care:								
Medical-Surgical ICU	76	2	4	11	13	14	16	16
Cardiac ICU	56	1	1	6	6	11	14	17
Pediatric ICU	19	1	2	3	2	1	4	6
Burn Care	5	0	1	0	0	0	0	4
Mixed ICU	63	2	4	8	10	13	16	10
Step-Down Care	48	0	2	3	8	11	13	11
Neonatal Intensive/Intermediate	30	1	0	0	0	5	8	16
Other ICU	12	0	0	0	2	3	1	6
Other Inpatient	8	0	1	0	1	2	1	3
Subacute Care	9	3	1	0	1	2	1	1
Newborn Nursery	88	2	5	14	14	18	18	17

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 18. GMS Hospitals Providing Selected Inpatient Service, by Analysis Area, Wisconsin, FY 2021

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
General Medical-Surgical:										
Adult Medical-Surgical, Acute	127	24	15	9	12	13	21	10	16	7
Orthopedics	102	20	14	11	12	12	14	6	9	4
Rehabilitation & Physical Medicine	56	12	8	2	7	8	7	5	3	4
Hospice	65	10	8	4	7	7	10	8	9	2
Acute Long-Term Care	4	1	1	2	0	0	0	0	0	0
Other Acute Care	23	5	6	4	3	1	3	0	1	0
Pediatrics	95	17	12	8	9	11	15	5	14	4
Obstetrics	88	19	13	6	8	11	13	6	10	2
Psychiatric	30	7	4	4	4	2	3	1	4	1
AODA	28	17	12	8	9	11	15	5	14	4
Intensive Care:										
Medical-Surgical ICU	76	17	13	9	8	10	7	1	8	3
Cardiac ICU	56	10	12	8	8	8	4	1	5	0
Pediatric ICU	19	5	0	1	5	1	2	1	4	0
Burn Care	5	2	0	1	0	0	0	0	2	0
Mixed ICU	63	10	14	5	9	9	5	2	7	2
Step-Down Care	48	9	10	4	5	6	5	0	8	1
Neonatal Intensive/Intermediate	30	3	8	6	3	3	2	2	3	0
Other ICU	12	2	2	4	2	1	0	0	1	0
Other Inpatient	8	1	1	1	0	3	0	0	1	1
Subacute Care	9	0	1	0	0	0	4	3	1	0
Newborn Nursery	88	19	13	6	8	10	13	5	10	4
Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.										

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2021, (Page 1 of 3)

	Hospital Type					
	Total	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	131	4	12	3	2
AIDS/ARC - Special Program	9	9	0	0	0	0
Alcoholism/Chemical Dependency	35	28	0	7	0	0
Ambulance/Transportation Services:						
Nonemergency Ground Transfer	10	10	0	0	0	0
Nonemergency Air Transfer	4	4	0	0	0	0
Arthritis Treatment Center	21	20	0	0	1	0
Assisted Living	8	8	0	0	0	0
Auxiliary	78	77	0	1	0	0
Bariatric Services	32	32	0	0	0	0
Birthing Room/LDRP	90	90	0	0	0	0
Cardiac Services:						
Angioplasty	43	43	0	0	0	0
Cardiac Catheter Laboratory	44	44	0	0	0	0
Cardiac Rehabilitation Program	113	112	0	0	1	0
Noninvasive Cardiac Assessment	110	109	1	0	0	0
Open-Heart Surgery	27	27	0	0	0	0
Case Management	137	121	4	7	3	2
Crisis Prevention	47	38	1	7	0	1
Complementary Medicine	55	53	0	2	0	0
Dialysis Services:						
Hemodialysis	36	35	1	0	0	0
Peritoneal Dialysis	41	38	3	0	0	0
Emergency/Urgent Care:						
Emergency Department	127	127	0	0	0	0
Trauma Center	109	109	0	0	0	0
Urgent Care Center	76	76	0	0	0	0
Ethics Committee	126	112	4	7	2	1
Extracorporeal Shock Wave						
Lithotripter (ESWL)	43	43	0	0	0	0
Fitness Center	55	51	1	3	0	0
Food Service:						
Meals on Wheels	20	19	0	1	0	0
Nutrition Programs	117	103	2	8	2	2
Genetic Counseling/Screening	26	26	0	0	0	0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2021, (Page 2 of 3)

	Hospital Type					
	Total	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	131	4	12	3	2
Geriatric Services:						
Adult Day Care Program	3	3	0	0	0	0
Alzheimer's Diagnosis/Assessment	26	24	0	1	0	1
Comprehensive Assessment	35	33	0	1	0	1
Emergency Response System	34	32	0	0	1	1
Acute Care Unit	33	33	0	0	0	0
Clinics	16	16	0	0	0	0
Respite Care	40	39	0	1	0	0
Retirement Housing	4	4	0	0	0	0
Senior Membership Program	13	13	0	0	0	0
Health Promotion:						
Community Health Promotion	127	118	2	5	2	0
Patient Education	139	127	2	5	3	2
Worksite Health Promotion	97	90	1	3	2	1
Home Health Service	19	19	0	0	0	0
Home Hospice Program	16	16	0	0	0	0
Mammography Services:						
Diagnostic Mammography	109	109	0	0	0	0
Mammography Screening	115	115	0	0	0	0
Occupational Health Services	79	78	0	0	1	0
Occupational/Physical & Rehabilitation:						
Audiology	59	58	0	0	1	0
Occupational Therapy	134	122	4	3	3	2
Physical Therapy	130	122	4	0	3	1
Recreational Therapy	51	41	1	5	2	2
Rehabilitation - Inpatient	117	113	2	0	2	0
Rehabilitation - Outpatient	116	113	1	0	2	0
Respiratory Therapy	130	124	4	0	2	0
Speech Pathology	122	114	4	0	3	1
Oncology Services	82	82	0	0	0	0
Outpatient Services:						
Within the Hospital	125	119	1	3	2	0
On Campus Freestanding Center	21	19	0	2	0	0
Off Campus Freestanding Center	42	40	0	2	0	0
Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.						

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2021, (Page 3 of 3)

	Hospital Type					
	Total	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	131	4	12	3	2
Pain Management Program	93	90	1	0	0	2
Patient Representative	115	104	1	8	0	2
Psychiatric Services:						
Child/Adolescent Services	40	30	0	9	0	1
Consultation-Liaison Services	59	49	0	7	2	1
Education Services	42	35	0	6	0	1
Emergency Services	52	42	0	9	1	0
Geriatric Services	50	37	0	10	1	2
Outpatient Services	56	47	0	8	0	1
Partial Hospitalization Program	25	15	0	9	0	1
Radiation Therapy	48	48	0	0	0	0
Radiology, Diagnostic:						
CT Scanner	128	127	1	0	0	0
Diagnostic Radioisotope Facility	90	90	0	0	0	0
Magnetic Resonance Imaging (MRI)	111	111	0	0	0	0
Positron Emission Tomography (PET)	44	44	0	0	0	0
SPECT	74	74	0	0	0	0
Ultrasound	117	116	1	0	0	0
Reproductive Health:						
Fertility Counseling	19	19	0	0	0	0
In Vitro Fertilization	4	4	0	0	0	0
Social Work Services	143	124	4	11	2	2
Sports Medicine Clinic/Services	83	82	0	0	1	0
Surgery, Ambulatory or Outpatient	128	128	0	0	0	0
Transplant Services:						
Bone Marrow Transplant	5	5	0	0	0	0
Heart/Lung Transplant	4	4	0	0	0	0
Kidney Transplant	4	4	0	0	0	0
Tissue Transplant	9	9	0	0	0	0
Women's Health Center/Services	76	76	0	0	0	0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2021, (Page 1 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
AIDS/ARC - Special Program	9	0	0	0	0	2	2	5
Alcoholism/Chemical Dependency	28	1	2	2	5	5	5	8
Ambulance/Transportation Services:								
Nonemergency Ground Transfer	10	1	2	2	1	1	2	1
Nonemergency Air Transfer	4	0	0	0	1	1	1	1
Arthritis Treatment Center	20	0	0	1	0	4	5	10
Assisted Living	8	1	2	2	2	0	1	0
Auxiliary	77	7	15	13	12	11	10	9
Bariatric Services	32	0	0	2	3	4	8	15
Birthing Room/LDRP	90	0	6	16	15	18	18	17
Cardiac Services:								
Angioplasty	43	0	0	1	4	9	12	17
Cardiac Catheter Laboratory	44	0	0	1	5	9	12	17
Cardiac Rehabilitation Program	112	13	15	17	15	17	17	18
Noninvasive Cardiac Assessment	109	11	12	16	16	17	18	19
Open-Heart Surgery	27	0	0	1	0	2	8	16
Case Management	121	11	20	17	18	17	19	19
Crisis Prevention	38	3	3	3	8	5	7	9
Complementary Medicine	53	0	6	9	9	8	10	11
Dialysis Services:								
Hemodialysis	35	0	1	2	7	4	11	10
Peritoneal Dialysis	38	0	1	0	5	7	12	13
Emergency/Urgent Care:								
Emergency Department	127	15	18	19	19	18	19	19
Trauma Center	109	11	15	15	16	16	18	18
Urgent Care Center	76	12	12	14	8	10	10	10
Ethics Committee	112	14	15	17	18	18	13	17
Extracorporeal Shock Wave								
Lithotripter (ESWL)	43	1	4	1	7	7	12	11
Fitness Center	51	2	10	7	9	7	7	9
Food Service:								
Meals on Wheels	19	1	3	4	4	1	3	3
Nutrition Programs	103	13	14	17	17	12	17	13
Genetic Counseling/Screening	26	0	1	0	2	4	5	14

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2021, (Page 2 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
Geriatric Services:								
Adult Day Care Program	3	1	0	1	0	0	1	0
Alzheimer's Diagnosis/Assessment	24	1	2	4	0	4	6	7
Comprehensive Assessment	33	1	2	8	1	6	7	8
Emergency Response System	32	3	1	9	6	5	5	3
Acute Care Unit	33	2	2	6	2	8	5	8
Clinics	16	1	2	5	0	1	3	4
Respite Care	39	8	9	9	7	1	2	3
Retirement Housing	4	0	1	1	2	0	0	0
Senior Membership Program	13	0	0	3	2	1	2	5
Health Promotion:								
Community Health Promotion	118	13	18	19	18	17	17	16
Patient Education	127	16	20	19	18	17	19	18
Worksite Health Promotion	90	10	11	18	14	13	12	12
Home Health Service	19	1	3	5	4	0	4	2
Home Hospice Program	16	0	2	5	3	0	4	2
Mammography Services:								
Diagnostic Mammography	109	13	16	15	15	17	16	17
Mammography Screening	115	15	18	16	17	17	15	17
Occupational Health Services	78	8	13	13	11	11	10	12
Occupational/Physical & Rehabilitation:								
Audiology	58	3	6	11	9	8	9	12
Occupational Therapy	122	13	19	19	18	18	18	17
Physical Therapy	122	14	19	18	18	18	18	17
Recreational Therapy	41	5	4	4	5	7	5	11
Rehabilitation - Inpatient	113	12	18	17	16	15	17	18
Rehabilitation - Outpatient	113	15	18	18	15	15	17	15
Respiratory Therapy	124	15	18	19	18	18	18	18
Speech Pathology	114	13	15	18	18	18	16	16
Oncology Services	82	4	9	10	11	15	14	19
Outpatient Services:								
Within the Hospital	119	16	20	17	15	17	15	19
On Campus Freestanding Center	19	1	1	0	4	3	4	6
Off Campus Freestanding Center	40	4	4	4	5	9	5	9

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2021, (Page 3 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
Pain Management Program	90	7	13	14	15	11	16	14
Patient Representative	104	11	14	16	15	16	15	17
Psychiatric Services:								
Child/Adolescent Services	30	3	3	3	3	5	5	8
Consultation-Liaison Services	49	3	2	4	6	12	9	13
Education Services	35	2	2	3	2	10	6	10
Emergency Services	42	4	1	2	5	10	9	11
Geriatric Services	37	3	1	6	3	7	6	11
Outpatient Services	47	5	5	5	7	7	8	10
Partial Hospitalization Program	15	1	0	1	1	3	3	6
Radiation Therapy	48	0	0	1	4	11	15	17
Radiology, Diagnostic:								
CT Scanner	127	16	18	19	19	18	18	19
Diagnostic Radioisotope Facility	90	4	10	9	12	18	19	18
Magnetic Resonance Imaging (MRI)	111	7	15	15	18	18	19	19
Positron Emission Tomography (PET)	44	1	2	5	4	7	9	16
SPECT	74	1	5	8	10	15	16	19
Ultrasound	116	9	17	18	17	17	19	19
Reproductive Health:								
Fertility Counseling	19	0	1	1	5	2	3	7
In Vitro Fertilization	4	0	1	0	0	0	0	3
Social Work Services	124	16	17	17	18	18	19	19
Sports Medicine Clinic/Services	82	7	12	14	11	13	14	11
Surgery, Ambulatory or Outpatient	128	15	20	19	18	18	19	19
Transplant Services:								
Bone Marrow Transplant	5	0	0	0	0	0	1	4
Heart/Lung Transplant	4	0	0	0	0	0	1	3
Kidney Transplant	4	0	0	0	0	0	1	3
Tissue Transplant	9	1	0	1	1	1	1	4
Women's Health Center/Services	76	5	9	10	8	14	15	15

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2021, (Page 1 of 3)

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
AIDS/ARC - Special Program	9	2	0	3	0	1	1	1	1	0
Alcoholism/Chemical Dependency	28	5	4	1	5	3	4	2	3	1
Ambulance/Transportation Services:										
Nonemergency Ground Transfer	10	2	0	0	2	1	1	1	2	1
Nonemergency Air Transfer	4	1	0	0	0	1	0	0	2	0
Arthritis Treatment Center	20	6	4	2	4	1	1	1	1	0
Assisted Living	8	3	0	0	0	0	1	1	2	1
Auxiliary	77	17	10	5	7	8	11	5	10	4
Bariatric Services	32	6	6	7	3	3	3	2	2	0
Birthing Room/LDRP	90	19	13	6	9	11	13	6	11	2
Cardiac Services:										
Angioplasty	43	6	10	7	4	7	3	2	4	0
Cardiac Catheter Laboratory	44	6	11	7	4	7	3	2	4	0
Cardiac Rehabilitation Program	112	23	14	7	12	11	19	9	13	4
Noninvasive Cardiac Assessment	109	22	15	9	13	12	17	6	11	4
Open-Heart Surgery	27	4	5	4	4	3	3	1	3	0
Case Management	121	21	15	12	12	13	19	8	15	6
Crisis Prevention	38	4	6	9	1	1	10	5	2	0
Complementary Medicine	53	12	9	6	1	9	5	4	6	1
Dialysis Services:										
Hemodialysis	35	5	7	5	4	3	5	2	4	0
Peritoneal Dialysis	38	4	9	6	5	4	6	2	2	0
Emergency/Urgent Care:										
Emergency Department	127	24	15	10	12	13	20	10	16	7
Trauma Center	109	19	15	10	9	12	19	9	11	5
Urgent Care Center	76	18	4	2	8	6	14	9	11	4
Ethics Committee	112	22	13	12	10	11	17	8	13	6
Extracorporeal Shock Wave										
Lithotripter (ESWL)	43	5	10	6	4	6	5	1	5	1
Fitness Center	51	12	6	3	6	7	7	4	4	2
Food Service:										
Meals on Wheels	19	8	0	0	2	0	1	3	5	0
Nutrition Programs	103	22	12	6	13	12	16	6	11	5
Genetic Counseling/Screening	26	4	4	6	4	2	3	2	1	0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2021, (Page 2 of 3)

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
Geriatric Services:										
Adult Day Care Program	3	1	0	0	1	0	0	0	0	1
Alzheimer's Diagnosis/Assessment	24	6	1	3	1	1	5	4	3	0
Comprehensive Assessment	33	6	7	6	1	2	4	5	2	0
Emergency Response System	32	11	3	1	3	4	6	1	2	1
Acute Care Unit	33	6	6	6	4	3	5	0	2	1
Clinics	16	4	2	1	1	2	2	1	2	1
Respite Care	39	9	0	0	4	0	11	8	2	5
Retirement Housing	4	1	0	0	0	0	0	0	2	1
Senior Membership Program	13	4	2	4	1	1	1	0	0	0
Health Promotion:										
Community Health Promotion	118	23	13	10	12	12	19	9	14	6
Patient Education	127	24	13	12	13	12	20	10	16	7
Worksite Health Promotion	90	20	11	7	10	9	11	6	11	5
Home Health Service	19	7	0	0	1	4	2	2	0	3
Home Hospice Program	16	4	0	0	1	2	2	6	0	1
Mammography Services:										
Diagnostic Mammography	109	21	13	9	11	11	18	7	12	7
Mammography Screening	115	23	12	9	10	11	20	8	15	7
Occupational Health Services	78	19	7	6	2	8	15	8	10	3
Occupational/Physical & Rehabilitation:										
Audiology	58	15	9	7	3	4	8	6	5	1
Occupational Therapy	122	24	15	11	10	11	19	10	15	7
Physical Therapy	122	23	15	11	11	11	19	10	15	7
Recreational Therapy	41	11	4	7	0	2	5	5	4	3
Rehabilitation - Inpatient	113	22	14	11	12	9	17	10	12	6
Rehabilitation - Outpatient	113	22	14	11	10	7	17	10	15	7
Respiratory Therapy	124	24	15	10	11	12	20	10	16	6
Speech Pathology	114	20	15	10	10	11	19	10	14	5
Oncology Services	82	13	7	9	10	10	14	4	10	5
Outpatient Services:										
Within the Hospital	119	20	13	11	12	12	20	9	16	6
On Campus Freestanding Center	19	1	3	8	1	2	3	0	1	0
Off Campus Freestanding Center	40	8	7	7	3	3	8	2	1	1

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2021, (Page 3 of 3)

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
Pain Management Program	90	17	10	9	9	9	14	7	11	4
Patient Representative	104	15	13	10	10	11	20	9	13	3
Psychiatric Services:										
Child/Adolescent Services	30	5	1	1	2	2	7	6	4	2
Consultation-Liaison Services	49	8	10	6	4	2	9	5	4	1
Education Services	35	7	6	1	6	2	7	3	2	1
Emergency Services	42	9	7	6	4	3	7	1	4	1
Geriatric Services	37	9	4	4	4	1	6	4	4	1
Outpatient Services	47	9	4	5	6	2	9	6	4	2
Partial Hospitalization Program	15	3	3	2	2	1	1	1	1	1
Radiation Therapy	48	6	8	6	5	8	4	2	8	1
Radiology, Diagnostic:										
CT Scanner	127	22	15	11	12	13	21	10	16	7
Diagnostic Radioisotope Facility	90	16	14	10	10	12	8	4	12	4
Magnetic Resonance Imaging (MRI)	111	20	15	11	12	13	17	5	15	3
Positron Emission Tomography (PET)	44	6	9	5	4	5	7	3	5	0
SPECT	74	14	15	8	9	9	6	3	9	1
Ultrasound	116	22	14	11	12	13	15	7	16	6
Reproductive Health:										
Fertility Counseling	19	5	0	2	0	1	5	3	3	0
In Vitro Fertilization	4	0	0	2	0	0	0	2	0	0
Social Work Services	124	24	15	12	11	12	18	10	16	6
Sports Medicine Clinic/Services	82	18	9	8	9	8	12	7	8	3
Surgery, Ambulatory or Outpatient	128	24	15	12	12	12	21	9	16	7
Transplant Services:										
Bone Marrow Transplant	5	1	0	3	0	0	0	0	1	0
Heart/Lung Transplant	4	1	0	3	0	0	0	0	0	0
Kidney Transplant	4	1	0	3	0	0	0	0	0	0
Tissue Transplant	9	2	0	2	1	0	2	0	2	0
Women's Health Center/Services	76	16	11	7	9	7	13	5	7	1

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2021, (Page 1 of 2)

	Total		Volume Group 1		Volume Group 2		Volume Group 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	31,496	30,051	2,060	1,951	1,817	1,755	1,541	1,498
Medical Specialty:								
General & Family Practice	3,446	3,331	457	444	188	184	243	235
Internal Medicine (General)	2,823	2,689	114	108	117	117	154	149
Internal Medicine Subspecialties	5,570	5,453	230	228	302	272	195	191
Pediatrics	972	930	61	56	34	34	18	16
Pediatric Subspecialties	1,315	1,283	72	71	28	26	14	14
Surgical Specialties:								
General Surgery	991	955	76	75	67	65	72	69
Obstetrics/Gynecology	1,144	1,051	37	34	38	35	39	38
All Other Surgical Specialties	3,914	3,664	182	167	252	241	130	127
Other Specialty:								
Anesthesiology	1,777	1,689	55	49	57	57	73	71
Emergency Medicine	2,117	1,915	171	156	169	164	145	134
Pathology	980	977	46	45	48	48	60	60
Radiology	4,228	4,103	382	373	429	427	337	334
All Other Specialties	1,448	1,299	135	115	61	58	40	40

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2021, (Page 2 of 2)

	Volume Group 4		Volume Group 5		Volume Group 6		Volume Group 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	4,939	4,666	4,084	3,935	5,277	5,063	11,778	11,183
Medical Specialty:								
General & Family Practice	680	658	336	317	332	328	1210	1165
Internal Medicine (General)	455	422	468	448	501	475	1014	970
Internal Medicine Subspecialties	692	673	746	738	964	952	2441	2399
Pediatrics	98	92	107	103	202	194	452	435
Pediatric Subspecialties	135	133	126	120	348	345	592	574
Surgical Specialties:								
General Surgery	137	132	118	115	167	164	354	335
Obstetrics/Gynecology	145	127	171	159	226	210	488	448
All Other Surgical Specialties	524	480	528	505	681	643	1617	1501
Other Specialty:								
Anesthesiology	218	205	251	239	382	367	741	701
Emergency Medicine	494	448	234	214	356	301	548	498
Pathology	180	179	131	131	150	150	365	364
Radiology	841	819	616	601	617	592	1006	957
All Other Specialties	221	195	174	168	211	207	606	516

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2021, (Page 1 of 2)

	Total		Analysis Area 1		Analysis Area 2A		Analysis Area 2B		Analysis Area 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	31,496	30,051	5,479	5,122	5,519	5,303	6,779	6,433	3,061	3,012
Medical Specialty:										
General & Family Practice	3,446	3,331	817	790	322	308	244	214	383	380
Internal Medicine (General)	2,823	2,689	312	293	539	503	715	675	308	305
Internal Medicine Subspecialties	5,570	5,453	944	897	1088	1076	1540	1507	497	496
Pediatrics	972	930	205	201	125	123	199	180	127	124
Pediatric Subspecialties	1,315	1,283	304	296	223	221	417	409	177	171
Surgical Specialties:										
General Surgery	991	955	192	183	133	130	165	153	110	110
Obstetrics/Gynecology	1,144	1,051	202	185	201	181	270	245	138	138
All Other Surgical Specialties	3,914	3,664	612	564	637	598	880	816	535	522
Other Specialty:										
Anesthesiology	1,777	1,689	217	202	451	429	618	589	157	153
Emergency Medicine	2,117	1,915	326	270	352	324	215	196	121	115
Pathology	980	977	183	182	248	248	263	263	37	37
Radiology	4,228	4,103	580	555	845	809	831	802	321	315
All Other Specialties	1,448	1,299	420	353	261	259	189	167	79	75

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2021, (Page 2 of 2)

	Analysis Area 4		Analysis Area 5A		Analysis Area 5B		Analysis Area 6		Analysis Area 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	2,661	2,531	3,019	2,940	1,306	1,265	3,197	2,984	475	461
Medical Specialty:										
General & Family Practice	277	274	308	301	249	245	760	734	86	85
Internal Medicine (General)	274	258	354	347	103	103	189	177	29	28
Internal Medicine Subspecialties	443	436	386	380	220	218	360	353	92	90
Pediatrics	106	101	66	64	42	41	96	90	6	6
Pediatric Subspecialties	74	68	33	33	23	23	62	60	2	2
Surgical Specialties:										
General Surgery	78	74	104	101	65	62	127	125	17	17
Obstetrics/Gynecology	114	99	110	105	30	28	72	65	7	5
All Other Surgical Specialties	493	452	322	311	149	143	238	212	48	46
Other Specialty:										
Anesthesiology	107	104	73	70	47	46	81	72	26	24
Emergency Medicine	250	237	424	395	149	136	215	181	65	61
Pathology	60	60	75	75	30	30	68	66	16	16
Radiology	280	272	558	555	118	117	648	631	47	47
All Other Specialties	74	65	170	169	51	44	183	146	21	21

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 24. Specialty Hospital Medical Staff by Selected Specialty,
Wisconsin Hospitals, FY 2021**

	LTAC		PSYCH		REHAB		STATE	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	620	540	248	193	413	413	41	41
Medical Specialty:								
General & Family Practice	7	5	24	10	1	1	2	2
Internal Medicine (General)	114	99	3	2	18	18	3	3
Internal Medicine Subspecialties	183	171	0	0	60	60	1	1
Pediatrics	0	0	0	0	0	0	1	1
Pediatric Subspecialties	0	0	0	0	0	0	0	0
Surgical Specialties:								
General Surgery	18	18	0	0	17	17	0	0
Obstetrics/Gynecology	0	0	0	0	0	0	0	0
All Other Surgical Specialties	12	10	0	0	8	8	0	0
Other Specialty:								
Anesthesiology	0	0	0	0	2	2	0	0
Emergency Medicine	77	75	1	1	0	0	1	1
Pathology	2	2	0	0	1	1	0	0
Radiology	56	46	0	0	91	91	0	0
All Other Specialties	150	113	5	5	204	204	2	2

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION V. HOW TO READ THE TABLES

Statewide Averages and Comparison Group Tables

Tables 26 through 29 in Section V provide statewide averages for utilization and financial measures at GMS, and psychiatric hospitals. The measures listed are the same as those used on the individual hospital tables (Section VII). This allows comparison of individual hospital statistics to statewide averages. For GMS hospitals, the summary tables provide data for FY 2020 and FY 2021. For psychiatric hospitals the tables contain FY 2021 data. Refer to Appendix 1 for the definition of the measures used in these tables.

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

Individual Hospital Tables

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

Each hospital table contains three pages of information. The first two pages list facility utilization and staffing information that has been drawn primarily from each hospital's completed FY 2021 Annual Survey of Hospitals. The third page contains financial data extracted from each hospital's FY 2021 Hospital Fiscal Survey.

Special Note on the Hospital Tables

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

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

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

Table 25. Hospitals not Included in the Guide to Wisconsin Hospitals, Fiscal Year 2021

Action	Hospital Name	City	FY 2021 Hospital Fiscal Survey	2021 Annual Survey of Hospitals
Facility Exclusion	Veterans Affairs Medical Center	Tomah	Did not report	Did not report
Facility Exclusion	Clement J. Zablocki VA Medical Center	Milwaukee	Did not report	Did not report
Facility Exclusion	William. S. Middleton VA Hospital	Madison	Did not report	Did not report

First Page of the Hospital Tables

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

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

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

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

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

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

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

Second Page of the Hospital Tables

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

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

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

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

Personnel on Hospital Payroll as of September 30, 2021: The bottom half of the second page lists the number of all full- and part-time hourly and salaried personnel on a hospital's payroll as of September 30, 2021. It excludes nursing home personnel and employees who do not provide direct hospital services.

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

Third Page of the Hospital Tables

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

- Gross revenue as a percent of total gross patient revenue

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

Summary Data from Financial Statements: The section at the bottom of the third page provides summary income statement (revenue and expenses) and balance sheet information (assets, liabilities, and fund balances) for each hospital's 2021 fiscal year. The income statement provides an overview of a hospital's financial status and the extent to which the facility is funded by sources other than patient revenue (income from unrestricted gifts, donation endowments, and investments).

Special Financial Information for Combination Facilities

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

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

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

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

Differences in Tables by Type of Hospital

General Medical-Surgical Hospital Tables: The columns of data on the first and third pages of individual hospital tables for GMS hospitals compare a hospital's statistics to data for selected comparison groups. The numbers that appear in these columns indicate both the absolute figures and the ratios of the individual hospital's statistics to the averages for each comparison group. In addition, each hospital's data are compared to its FY 2020 data in terms of absolute amounts and a ratio.

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

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

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

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

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

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

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

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

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

**PSYCHIATRIC HOSPITALS
TABLES 28-29**

Table 26. GMS Hospital Averages for Selected Utilization Statistics Wisconsin, FY 2021 & 2020			
	2021	2020	Ratio
Occupancy Rate (%)			
Adult Medical-Surgical	57.9	52.4	1.10
Obstetrical	36.8	36.2	1.02
Pediatrics	59.6	53.2	1.12
Total Hospital	58.7	53.9	1.09
Average Census (Patients)			
Adult Medical-Surgical	26.8	25.5	1.05
Obstetrical	4.8	4.7	1.02
Pediatrics	1.5	1.1	1.36
Total Hospital	49.8	47.4	1.05
Average Length of Stay (Days)			
Adult Medical-Surgical	4.6	4.3	1.07
Obstetrical	2.4	2.4	1.00
Pediatrics	3.8	3.5	1.09
Total Hospital	4.9	4.7	1.04
Surgical Operations:			
Inpatient	1,037	1,280	0.81
Outpatient	3,865	4,115	0.94
Inpatient as % of All Surgeries	21.2	23.7	0.89
Outpatient Visits			
Non-Emergency Visits	145,246	127,898	1.14
Emergency Visits	16,058	15,799	1.02
Full Time Equivalents (FTEs)			
Administrators	19.0	20.3	0.94
Nurses, Licensed	247.5	255.1	0.97
Ancillary Nursing Personnel	40.3	42.6	0.95
All Other Personnel	496.2	501.2	0.99
Total FTEs	803.0	819.2	0.98
FTEs Per 100 Patient Census (Adjusted)			
Administrators	13.0	15.7	0.83
Nurses, Licensed	168.4	197.1	0.85
Ancillary Nursing Personnel	27.4	33.0	0.83
All Other Personnel	337.6	387.2	0.87
Total FTEs	546.4	633.0	0.86
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2020, WHA Information Center, LLC.			

**Table 27. GMS Hospital Averages for Selected Utilization Statistics
Wisconsin, FY 2021 & 2020**

	2021	2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue			
Medicare	46.6	46.6	1.00
Medical Assistance	14.4	13.8	1.04
Commercial	33.9	34.5	0.98
All Other	5.1	5.1	1.00
Deductions as % of Total Gross Patient Revenue			
Medicare	35.2	35.0	1.01
Medical Assistance	11.1	10.4	1.07
Commercial	14.9	14.5	1.03
Charity Care	0.7	1.0	0.70
Bad Debt	1.0	1.2	0.83
All Other	2.8	2.6	1.08
Total Deductions	65.8	64.6	1.02
Other Revenue and Net Gains or Losses			
Other Revenue as % of Total Revenue	6.5	8.4	0.77
Net Gains/Losses as % of Net Income	29.4	13.8	2.13
Expenses as % of Total Expenses			
Salary/Fringe Benefits	42.4	43.5	0.97
Supplies and Services	51.3	49.9	1.03
Capital Component	6.2	6.6	0.94
Fiscal Statistics			
Operating Margin (%)	10.4	7.5	1.39
Total Hospital Net Income (%)	14.1	8.6	1.64
Return on Equity (%)	6.3	4.1	1.54
Current Ratio	4.1	3.9	1.05
Days in Net Patient Accounts Receivable	87.5	71.5	1.22
Average Payment Period	89.9	90.1	1.00
Equity Financing (%)	64.7	63.6	1.02
Long-Term Debt to Equity Ratio	0.3	0.3	1.00
Times Interest Earned	21.0	12.2	1.72
Total Asset Turnover	0.4	0.5	0.80
Average Age of Plant (Years)	17.1	14.1	1.21
Increase (Decrease) Total Net Patient Revenue (%)	12.7	-2.2	-5.77
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	64.9	63.0	1.03
Patient Statistics - excludes newborns, includes swing-bed stays			
Inpatient Net Revenue Per Discharge	\$18,658	\$17,652	1.06
Inpatient Net Revenue Per Day	\$3,656	\$3,704	0.99
Outpatient Net Revenue Per Visit	\$781	\$780	1.00
Patient Statistics - excludes newborns and swing-bed stays			
Inpatient Net Revenue Per Discharge	\$18,808	\$17,785	1.06
Inpatient Net Revenue Per Day	\$3,729	\$3,778	0.99
Outpatient Net Revenue Per Visit	\$781	\$780	1.00
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2020, WHA Information Center, LLC.			

Table 28. Averages for Selected Utilization Statistics at Psychiatric Hospitals Wisconsin, FY 2021	
	PSYCH
Occupancy Rate (%)	
Psychiatric	77.1
Alcoholism/Chemical Dependency	68.7
Total Hospital	75.6
Average Census (Patients)	
Psychiatric	29.4
Alcoholism/Chemical Dependency	4.5
Total Hospital	33.8
Average Length of Stay (Days)	
Psychiatric	6.6
Alcoholism/Chemical Dependency	3.8
Total Hospital	6.2
Outpatient Visits	
Non-Emergency Visits	55,302
Emergency Visits	1,331
Full Time Equivalents (FTEs)	
Administrators	8.5
Nurses, Licensed	47.8
Psychologists	8.3
Social Workers	27.2
All Other Personnel	130.9
Total FTEs	222.7
FTEs Per 100 Patient Census (Adjusted)	
Administrators	11.8
Nurses, Licensed	66.9
Psychologists	11.7
Social Workers	38.0
All Other Personnel	183.1
Total FTEs	311.5
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.	

**Table 29. Averages for Selected Utilization Statistics at Psychiatric Hospitals
Wisconsin Hospitals, FY 2021**

	PSYCH
Gross Revenue as % of Total Gross Patient Revenue	
Medicare	9.3
Medical Assistance	41.4
Commercial	44.3
All Other	5.0
Deductions as % of Total Gross Patient Revenue	
Medicare	5.9
Medical Assistance	19.7
Commercial	17.0
Charity Care	1.7
Bad Debt	0.8
All Other	0.9
Total Deductions	46.0
Other Revenue and Net Gains or Losses	
Other Revenue as % of Total Revenue	20.3
Net Gains/Losses as % of Net Income	5.5
Expenses as % of Total Expenses	
Salary/Fringe Benefits	48.3
Supplies and Services	48.9
Capital Component	2.9
Fiscal Statistics	
Operating Margin (%)	6.0
Total Hospital Net Income (%)	6.4
Return on Equity (%)	7.6
Current Ratio	2.7
Days in Net Patient Accounts Receivable	45.3
Average Payment Period	46.1
Equity Financing (%)	56.7
Long-Term Debt to Equity Ratio	0.4
Times Interest Earned	30.5
Total Asset Turnover	1.2
Average Age of Plant (Years)	11.1
Increase (Decrease) Total Net Patient Revenue (%)	9.8
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	53.1
Patient Statistics - excludes newborns, includes swing-bed stays	
Inpatient Net Revenue Per Discharge	\$7,565
Inpatient Net Revenue Per Day	\$1,228
Outpatient Net Revenue Per Visit	\$742
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.	

GROUP AVERAGES FOR SELECTED MEASURES OF UTILIZATION

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

GROUP AVERAGES FOR SELECTED MEASURES OF FINANCE

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

Table 30. GMS Hospital Averages for Selected Utilization Statistics, by Volume Group, Wisconsin, FY 2021							
	Volume Group						
	1	2	3	4	5	6	7
Occupancy Rate (%)							
Adult Medical-Surgical	14.2	19.3	36.8	42.2	54.3	58.1	72.0
Obstetrical	0.0	21.6	23.3	19.9	31.5	31.4	46.8
Pediatrics	62.6	0.0	0.0	0.0	0.0	77.0	51.3
Total Hospital	18.3	20.9	42.9	42.0	55.3	55.7	68.8
Average Census (Patients)							
Adult Medical-Surgical	2.1	3.3	7.2	12.3	18.1	31.3	108.1
Obstetrical	0.0	0.9	0.9	1.4	3.1	4.8	14.4
Pediatrics	0.2	0.0	0.0	0.0	0.0	4.0	5.0
Total Hospital	2.8	4.2	10.9	19.1	37.4	61.6	209.1
Average Length of Stay (Days)							
Adult Medical-Surgical	3.6	3.6	3.5	3.8	4.1	4.4	5.0
Obstetrical	0.0	2.2	2.1	2.1	2.3	2.4	2.6
Pediatrics	2.6	0.0	1.8	2.0	0.0	3.5	4.1
Total Hospital	4.3	3.1	3.8	4.0	4.4	4.6	5.3
Surgical Operations:							
Inpatient	54	202	234	334	612	1,302	3,842
Outpatient	1,655	1,213	1,718	2,451	2,709	5,418	11,153
Inpatient as % of All Surgeries	3.2	14.3	12.0	12.0	18.4	19.4	25.6
Outpatient Visits							
Non-Emergency Visits	27,310	37,326	77,301	76,359	120,713	219,131	450,554
Emergency Visits	3,184	4,868	9,586	11,733	16,865	24,739	40,709
Full Time Equivalents (FTEs)							
Administrators	1.7	5.6	11.2	12.6	17.0	20.7	63.3
Nurses, Licensed	37.1	48.0	81.2	121.7	164.3	342.9	921.1
Ancillary Nursing Personnel	6.4	5.7	13.2	21.5	24.6	54.5	153.6
All Other Personnel	71.3	98.5	206.7	244.0	297.6	656.1	1,865.1
Total FTEs	116.6	157.8	312.3	399.8	503.6	1,074.1	3,003.0
FTEs Per 100 Patient Census (Adjusted)							
Administrators	11.4	26.2	20.5	14.8	14.0	10.1	11.7
Nurses, Licensed	246.5	225.1	148.3	143.7	134.7	168.5	170.7
Ancillary Nursing Personnel	42.3	26.6	24.2	25.4	20.2	26.8	28.5
All Other Personnel	473.5	461.9	377.6	288.0	244.0	322.3	345.6
Total FTEs	773.8	739.8	570.6	471.8	412.8	527.7	556.5
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.							

Table 31. GMS Hospital Averages for Selected Utilization Statistics, by Analysis Area, Wisconsin, FY 2021									
	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Occupancy Rate (%)									
Adult Medical-Surgical	58.2	61.6	68.4	50.0	57.7	49.7	44.6	58.8	25.1
Obstetrical	41.0	32.8	42.5	28.9	33.1	28.0	52.1	39.4	24.3
Pediatrics	55.7	0.0	78.9	23.2	12.8	0.0	30.0	69.2	0.0
Total Hospital	62.3	56.8	68.1	50.4	51.8	50.3	48.8	61.6	28.2
Average Census (Patients)									
Adult Medical-Surgical	25.0	34.1	106.2	23.2	25.0	11.9	17.0	17.6	5.0
Obstetrical	4.5	5.4	17.1	4.6	3.9	2.0	4.5	3.2	1.1
Pediatrics	2.2	0.0	7.5	0.3	0.3	0.0	0.6	2.9	0.0
Total Hospital	53.8	64.9	158.1	37.4	44.3	18.8	28.6	35.6	6.5
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.3	5.5	4.2	4.2	4.2	4.1	4.4	3.6
Obstetrical	2.5	2.3	2.6	2.3	2.3	2.2	3.2	2.2	2.3
Pediatrics	4.5	0.0	3.5	2.6	2.4	0.0	2.5	4.3	0.0
Total Hospital	4.5	4.5	6.0	4.4	4.4	4.4	4.9	4.7	3.9
Surgical Operations:									
Inpatient	947	1,167	2,696	1,060	879	390	828	1,116	70
Outpatient	3,798	4,137	4,901	5,859	5,410	2,637	2,810	3,513	1,013
Inpatient as % of All Surgeries	20.0	22.0	35.5	15.3	14.0	12.9	22.8	24.1	6.4
Outpatient Visits									
Non-Emergency Visits	172,458	170,630	244,552	100,098	191,881	85,077	141,645	131,878	40,762
Emergency Visits	16,037	21,970	36,633	15,000	17,038	8,132	14,182	11,093	6,148
Full Time Equivalents (FTEs)									
Administrators	20.3	22.0	50.6	14.2	15.5	10.7	11.3	20.4	2.8
Nurses, Licensed	270.6	286.1	682.1	181.5	286.5	127.1	150.4	172.5	61.3
Ancillary Nursing Personnel	38.3	52.9	143.1	13.1	43.7	20.5	22.0	24.7	8.9
All Other Personnel	620.2	515.7	1,134.1	298.4	497.2	291.6	396.9	457.0	146.9
Total FTEs	949.5	876.8	2,009.8	507.2	842.9	450.0	580.7	674.6	219.9
FTEs Per 100 Patient Census (Adjusted)									
Administrators	12.6	11.5	14.7	11.3	8.7	14.3	8.5	17.1	5.7
Nurses, Licensed	168.2	148.8	198.5	144.6	160.8	169.5	113.4	144.1	125.8
Ancillary Nursing Personnel	23.8	27.5	41.6	10.4	24.5	27.3	16.6	20.6	18.3
All Other Personnel	385.4	268.3	330.0	237.6	279.1	388.8	299.2	381.6	301.1
Total FTEs	590.0	456.1	584.8	403.9	473.2	599.9	437.7	563.4	450.8
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.									

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2021 (Page 1 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	46.0	47.7	47.0	49.5	49.9	43.4	46.9
Medical Assistance	12.0	12.6	13.0	13.2	15.6	18.4	13.3
Commercial	37.7	35.5	36.1	33.6	30.3	33.8	34.1
All Other	4.2	4.2	3.8	3.7	4.2	4.3	5.7
Deductions as % of Total Gross Patient Revenue							
Medicare	24.4	27.4	32.5	35.9	36.9	33.7	36.2
Medical Assistance	8.3	8.8	9.9	10.4	11.4	14.1	10.3
Commercial	11.4	12.2	14.1	13.9	11.8	13.7	16.2
Charity Care	0.7	0.7	0.7	0.8	0.9	0.7	0.7
Bad Debt	1.4	1.3	1.5	1.3	1.2	1.3	0.8
All Other	2.2	2.4	1.8	2.3	2.5	2.7	3.0
Total Deductions	48.5	52.8	60.4	64.5	64.7	66.0	67.3
Other Revenue and Net Gains or Losses							
Other Revenue as % of Total Revenue	5.2	4.2	7.5	7.3	4.5	6.7	6.7
Net Gains/Losses as % of Net Income	16.4	27.5	42.4	21.5	43.7	20.9	30.5
Expenses as % of Total Expenses							
Salary/Fringe Benefits	49.0	46.9	50.4	44.5	38.8	43.3	41.3
Supplies and Services	44.0	45.9	42.2	48.6	54.3	49.2	53.3
Capital Component	7.0	7.1	7.5	6.9	6.9	7.4	5.4

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2021 (Page 2 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Fiscal Statistics							
Operating Margin (%)	12.2	14.1	8.9	13.9	9.6	12.2	9.3
Total Hospital Net Income (%)	14.2	18.4	14.5	17.0	15.9	15.0	12.9
Return on Equity (%)	21.6	1.6	11.3	13.1	11.2	3.8	8.9
Current Ratio	2.1	2.8	5.3	4.4	3.9	4.0	4.8
Days in Net Patient Accounts Receivable	53.3	469.6	49.1	43.9	51.2	139.1	61.8
Average Payment Period	54.9	503.0	43.7	61.1	62.2	140.8	62.8
Equity Financing (%)	43.0	50.7	76.8	78.9	78.3	62.1	69.5
Long-Term Debt to Equity Ratio	0.7	0.7	0.2	0.1	0.1	0.4	0.2
Times Interest Earned	13.9	28.6	19.8	25.9	21.6	15.1	24.3
Total Asset Turnover	1.5	0.1	0.7	0.7	0.7	0.2	0.7
Average Age of Plant (Years)	8.5	72.9	10.5	10.3	10.5	23.5	13.3
Increase (Decrease) Total Net Patient Revenue (%)	15.6	13.5	11.8	14.2	8.7	18.6	11.2
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	82.0	80.3	79.7	76.7	69.3	69.2	59.3
Patient Statistics - excludes newborns, includes swing-bed stays							
Inpatient Net Revenue Per Discharge	\$21,986	\$17,504	\$14,182	\$12,297	\$13,373	\$18,023	\$21,058
Inpatient Net Revenue Per Day	\$3,295	\$4,490	\$3,541	\$2,830	\$3,024	\$3,813	\$3,785
Outpatient Net Revenue Per Visit	\$696	\$784	\$602	\$806	\$626	\$729	\$881
Patient Statistics - excludes newborns and swing-bed stays							
Inpatient Net Revenue Per Discharge	\$29,212	\$19,274	\$14,582	\$12,600	\$13,431	\$18,023	\$21,058
Inpatient Net Revenue Per Day	\$6,866	\$6,294	\$3,828	\$3,028	\$3,056	\$3,813	\$3,785
Outpatient Net Revenue Per Visit	\$696	\$784	\$602	\$806	\$626	\$729	\$881

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2021 (Page 1 of 2)									
	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Gross Revenue as % of Total Gross Patient Revenue									
Medicare	42.1	51.5	44.6	48.5	47.1	50.7	45.7	51.2	50.8
Medical Assistance	12.0	11.3	21.6	11.1	12.3	12.0	10.5	13.3	16.7
Commercial	37.4	34.7	30.1	37.0	36.3	32.9	35.7	29.9	26.9
All Other	8.4	2.5	3.7	3.4	4.2	4.5	8.1	5.7	5.6
Deductions as % of Total Gross Patient Revenue									
Medicare	31.8	41.5	35.8	34.4	35.4	33.4	32.9	36.0	27.0
Medical Assistance	9.3	9.1	16.4	8.5	9.8	8.6	8.2	10.1	11.1
Commercial	19.0	16.0	14.1	14.3	16.0	10.0	16.1	9.2	5.5
Charity Care	0.5	0.9	0.9	0.6	0.7	0.6	0.4	0.8	0.7
Bad Debt	1.0	1.0	0.9	1.4	1.1	1.1	0.9	0.8	1.5
All Other	4.5	1.2	1.3	2.5	2.9	2.7	5.9	3.5	2.7
Total Deductions	66.2	69.8	69.4	61.6	65.9	56.4	64.5	60.4	48.5
Other Revenue and Net Gains or Losses									
Other Revenue as % of Total Revenue	6.8	5.3	5.3	2.9	6.1	5.6	19.4	4.2	3.4
Net Gains/Losses as % of Net Income	49.6	13.2	N/A	25.8	31.1	37.6	94.5	32.5	46.4
Expenses as % of Total Expenses									
Salary/Fringe Benefits	44.5	38.6	34.5	39.7	42.5	50.5	55.8	42.4	52.8
Supplies and Services	48.9	53.1	59.5	53.8	50.9	44.3	39.5	52.7	40.1
Capital Component	6.6	8.4	6.0	6.5	6.6	5.1	4.7	4.9	7.1
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.									

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2021 (Page 2 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Fiscal Statistics									
Operating Margin (%)	8.0	13.6	11.2	14.3	15.9	9.6	0.2	9.6	12.3
Total Hospital Net Income (%)	14.8	15.4	10.9	18.3	21.5	14.5	4.3	13.6	20.8
Return on Equity (%)	10.2	9.8	7.1	17.0	15.0	2.4	3.3	3.3	2.3
Current Ratio	2.7	7.4	6.9	9.1	3.7	2.7	21.9	2.8	3.1
Days in Net Patient Accounts Receivable	50.7	51.6	56.9	53.2	56.7	250.3	56.7	167.5	372.2
Average Payment Period	78.2	51.5	51.3	32.2	76.1	256.1	17.0	165.5	407.2
Equity Financing (%)	59.6	80.1	83.8	109.2	75.3	51.4	87.4	50.9	51.8
Long-Term Debt to Equity Ratio	0.3	0.1	0.1	-0.1	0.2	0.7	0.1	0.7	0.7
Times Interest Earned	18.0	14.8	14.2	32.4	32.4	45.6	10.7	48.7	56.7
Total Asset Turnover	0.6	0.6	0.7	0.9	0.7	0.2	0.7	0.2	0.1
Average Age of Plant (Years)	12.6	11.1	11.7	7.7	10.6	51.5	9.0	33.5	55.6
Increase (Decrease) Total Net Patient Revenue (%)	11.3	7.7	11.5	13.9	10.0	13.4	15.9	25.1	17.4
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	61.9	65.6	52.8	70.3	74.4	75.1	80.2	70.5	86.8
Patient Statistics - excludes newborns, includes swing-bed stays									
Inpatient Net Revenue Per Discharge	\$18,949	\$14,982	\$25,873	\$13,612	\$15,148	\$16,496	\$17,806	\$16,540	\$14,908
Inpatient Net Revenue Per Day	\$3,664	\$3,228	\$4,216	\$3,085	\$3,286	\$3,511	\$3,646	\$3,511	\$3,393
Outpatient Net Revenue Per Visit	\$753	\$697	\$852	\$815	\$699	\$874	\$806	\$799	\$924
Patient Statistics - excludes newborns and swing-bed stays									
Inpatient Net Revenue Per Discharge	\$19,048	\$14,982	\$25,873	\$13,716	\$15,250	\$17,171	\$18,526	\$16,641	\$15,950
Inpatient Net Revenue Per Day	\$3,702	\$3,228	\$4,216	\$3,149	\$3,348	\$3,936	\$4,098	\$3,561	\$4,126
Outpatient Net Revenue Per Visit	\$753	\$697	\$852	\$815	\$699	\$874	\$806	\$799	\$924
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.									

SECTION VII. INDIVIDUAL HOSPITAL TABLES

GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS

LONG-TERM ACUTE CARE (LTAC) HOSPITALS

PSYCHIATRIC HOSPITALS

REHABILITATION HOSPITALS

STATE-OPERATED MENTAL HEALTH INSTITUTES

INDIVIDUAL HOSPITAL TABLES

GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS

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

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

Total Hospital:

Beds Set Up & Staffed 13
Discharges 219
Inpatient Days 618

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

198 OakLeaf Surgical Hospital
Altoona, WI 54720

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	219	618	13.0%	1.7	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	16	6	20.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	9	7.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	35	93	95.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	10	7.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	2	4.0	All Other Personnel	70	38	88.7
Pharmacy Personnel	6	4	7.8				
Clinical Laboratory Personnel	1	7	3.0				
				Total	142	172	242.5

198 OakLeaf Surgical Hospital

Altoona, WI 54720

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 22
 Discharges 1,075
 Inpatient Days 4,560

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
 Discharges 73
 Inpatient Days 606

Newborn Nursery:

Bassinet 0
 Total Births 83
 Newborn Days 120

001 Amery Regional Medical Center
Amery, WI 54001

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	728	2,818	40.6%	7.7	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	81	160	0.0%	0.4	2.0
Psychiatric	1	3	266	1,582	144.5%	4.3	5.9
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	1	7.8	Surgical Personnel	1	2	2.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	3	10.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.2
Registered Nurses	13	77	70.1	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	3	7.0
Licensed Practical Nurses	0	1	1.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	1	16	11.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	2	5.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	13	25.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	59	36	81.0
Pharmacy Personnel	4	6	8.4				
Clinical Laboratory Personnel	5	4	7.7				
				Total	154	179	280.3

001 Amery Regional Medical Center

Amery, WI 54001

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 24
 Discharges 1,289
 Inpatient Days 3,722

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 7
 Discharges 14
 Inpatient Days 67

Newborn Nursery:

Bassinets 5
 Total Births 229
 Newborn Days 434

002 Aspirus Langlade Hospital
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	754	2,950	50.5%	8.1	3.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	238	434	19.8%	1.2	1.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	70	338	46.3%	0.9	4.8
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	32	2	33.3	Surgical Personnel	2	2	3.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	5	14.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	4.2
Registered Nurses	58	49	83.2	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	3	1.6
Ancillary Nursing Personnel	5	21	13.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	0.8
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	30	46.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	54	85.1
Pharmacy Personnel	5	5	7.6				
Clinical Laboratory Personnel	13	3	14.2				
				Total	247	202	354.4

002 Aspirus Langlade Hospital

Antigo, WI 54409

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 164
 Discharges 7,756
 Inpatient Days 35,468

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:

Bassinet 25
 Total Births 1,184
 Newborn Days 1,920

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	60	3,065	13,810	63.1%	37.8	4.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	125	330	10.0%	0.9	2.6
Obstetrics	1	22	1,202	2,765	34.4%	7.6	2.3
Psychiatric	1	28	1,968	7,971	78.0%	21.8	4.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	30	1,213	7,917	72.3%	21.7	6.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	183	2,675	48.9%	7.3	14.6
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	6	31.6	Surgical Personnel	35	16	42.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	25	37	37.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	5	12.3
Dental Hygienists	0	0	0.0	Occupational Therapists	3	17	7.9
Registered Nurses	258	218	354.8	Occupational Therapy Assistants/Aides	3	5	3.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	23	11	27.1
Licensed Practical Nurses	2	1	2.5	Physical Therapy Assistants/Aides	2	1	2.0
Ancillary Nursing Personnel	1	7	3.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	112	147	161.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	24	17	31.1
Pharmacy Personnel	25	11	29.6				
Clinical Laboratory Personnel	39	10	43.6				
				Total	603	521	806.7

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

Appleton, WI 54915			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$336,300,954	50.0%	46.6%	1.07	48.5%	1.03	46.9%	1.07	50.3%	0.99	
Medical Assistance	\$82,442,166	12.3%	14.4%	0.85	11.1%	1.10	13.3%	0.92	11.7%	1.05	
Commercial	\$225,323,585	33.5%	33.9%	0.99	37.0%	0.91	34.1%	0.98	33.3%	1.01	
All Other	\$28,460,060	4.2%	5.1%	0.83	3.4%	1.24	5.7%	0.74	4.7%	0.89	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$234,219,715	34.8%	35.2%	0.99	34.4%	1.01	36.2%	0.96	35.4%	0.98	
Medical Assistance	\$49,531,449	7.4%	11.1%	0.67	8.5%	0.87	10.3%	0.71	6.8%	1.08	
Commercial	\$80,219,768	11.9%	14.9%	0.80	14.3%	0.83	16.2%	0.74	11.5%	1.04	
Charity Care	\$6,439,535	1.0%	0.7%	1.34	0.6%	1.49	0.7%	1.37	1.2%	0.80	
Bad Debt	\$7,863,502	1.2%	1.0%	1.15	1.4%	0.84	0.8%	1.41	1.1%	1.03	
All Other	\$22,989,536	3.4%	2.8%	1.22	2.5%	1.38	3.0%	1.12	3.8%	0.89	
Total Deductions	\$401,263,505	59.7%	65.8%	0.91	61.6%	0.97	67.3%	0.89	59.9%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.6%	6.5%	0.09	2.9%	0.19	6.7%	0.08	2.0%	0.29	
Net Gains/Losses as % of Net Income		10.4%	29.4%	0.35	25.8%	0.40	30.5%	0.34	0.1%	149.22	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$75,325,111	32.2%	42.4%	0.76	39.7%	0.81	41.3%	0.78	34.0%	0.95	
Supplies & Services	\$146,339,696	62.5%	51.3%	1.22	53.8%	1.16	53.3%	1.17	59.4%	1.05	
Capital Component	\$12,524,467	5.3%	6.2%	0.86	6.5%	0.82	5.4%	0.98	6.6%	0.81	
Fiscal Statistics											
Operating Margin (%)		14.1%	10.4%	1.36	14.3%	0.99	9.3%	1.52	12.2%	1.16	
Total Hospital Net Income (%)		15.5%	14.1%	1.10	18.3%	0.85	12.9%	1.21	12.2%	1.27	
Return on Equity (%)		20.1%	6.3%	3.19	17.0%	1.19	8.9%	2.27	15.2%	1.32	
Current Ratio		1.6	4.1	0.38	9.1	0.17	4.8	0.33	1.2	1.34	
Days in Net Patient Accounts Receivable		51.1	87.5	0.58	53.2	0.96	61.8	0.83	46.9	1.09	
Average Payment Period		65.8	89.9	0.73	32.2	2.04	62.8	1.05	61.4	1.07	
Equity Financing (%)		65.1%	64.7%	1.01	109.2%	0.60	69.5%	0.94	68.0%	0.96	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	24.3	N/A	2,844.8	N/A	
Total Asset Turnover		1.3	0.4	2.98	0.9	1.44	0.7	1.92	1.2	1.02	
Average Age of Plant (Years)		8.8	17.1	0.51	7.7	1.15	13.3	0.66	6.6	1.33	
Increase (Decrease) Total Net Patient Revenue		14.2%	12.7%	1.11	13.9%	1.02	11.2%	1.26	4.6%	3.11	
Outpatient Gross Revenue (% of Total GPR)		66.0%	64.9%	1.02	70.3%	0.94	59.3%	1.11	64.8%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$14,175		\$18,658	0.76	\$13,612	1.04	\$21,058	0.67	\$12,006	1.18	
Inpatient Net Revenue per Day	\$3,103		\$3,656	0.85	\$3,085	1.01	\$3,785	0.82	\$3,038	1.02	
Outpatient Net Revenue per Visit	\$523		\$781	0.67	\$815	0.64	\$881	0.59	\$546	0.96	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$672,526,765		Cash & Cash Equivalents		\$4,843		Current Liabilities		\$40,318,505		
Less Deductions	\$401,263,505		Net Patient Receivables		\$38,002,456		Long-Term Debt		\$0		
Net Patient Revenue	\$271,263,260		Other Receivables		\$616,525		Other Liabilities		\$34,356,880		
Plus Other Revenue	\$1,521,601						Subtotal		\$74,675,385		
Total Revenue	\$272,784,862		Land, Buildings & Equipment (Net)		\$143,136,680		Unrestricted Fund Balance		\$139,127,362		
Less Expenses	\$234,189,274		Other Assets		\$32,042,243		Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	\$4,460,197						Total Liabilities & Fund Balance		\$213,802,747		
Net Income	\$43,055,785		Total Assets		\$213,802,747						

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 156
 Discharges 7,605
 Inpatient Days 31,304

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:

Bassinet 18
 Total Births 857
 Newborn Days 1,489

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	111	6,321	25,984	64.1%	71.2	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	203	337	0.0%	0.9	1.7
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	876	1,736	20.7%	4.8	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	337	3,247	40.4%	8.9	9.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	48	0	48.0	Surgical Personnel	37	11	40.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	59	21	66.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	8	19.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	6	5.9
Registered Nurses	328	194	397.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	1	10.1
Licensed Practical Nurses	12	11	17.1	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	9	60	22.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	10	9	15.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	0	9.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	57	35	67.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	291	76	317.1
Pharmacy Personnel	27	8	30.7				
Clinical Laboratory Personnel	24	4	26.4				
				Total	943	449	1,096.1

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

Appleton, WI 54911			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$434,476,625	50.8%	46.6%	1.09	48.5%	1.05	46.9%	1.08	52.3%	0.97	
Medical Assistance	\$64,889,035	7.6%	14.4%	0.53	11.1%	0.68	13.3%	0.57	7.2%	1.05	
Commercial	\$342,349,395	40.0%	33.9%	1.18	37.0%	1.08	34.1%	1.17	39.1%	1.02	
All Other	\$13,482,734	1.6%	5.1%	0.31	3.4%	0.46	5.7%	0.27	1.4%	1.11	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$303,457,455	35.5%	35.2%	1.01	34.4%	1.03	36.2%	0.98	36.1%	0.98	
Medical Assistance	\$49,097,927	5.7%	11.1%	0.52	8.5%	0.68	10.3%	0.56	5.5%	1.05	
Commercial	\$145,091,016	17.0%	14.9%	1.14	14.3%	1.19	16.2%	1.05	16.1%	1.06	
Charity Care	\$4,089,701	0.5%	0.7%	0.67	0.6%	0.75	0.7%	0.68	0.4%	1.16	
Bad Debt	\$7,618,592	0.9%	1.0%	0.87	1.4%	0.64	0.8%	1.08	1.1%	0.78	
All Other	\$5,714,115	0.7%	2.8%	0.24	2.5%	0.27	3.0%	0.22	0.6%	1.15	
Total Deductions	\$515,068,806	60.2%	65.8%	0.92	61.6%	0.98	67.3%	0.90	59.7%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.9%	6.5%	0.44	2.9%	1.00	6.7%	0.43	4.7%	0.61	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	25.8%	N/A	30.5%	N/A	0.1%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$107,764,738	36.2%	42.4%	0.85	39.7%	0.91	41.3%	0.88	36.9%	0.98	
Supplies & Services	\$174,013,055	58.5%	51.3%	1.14	53.8%	1.09	53.3%	1.10	57.3%	1.02	
Capital Component	\$15,884,356	5.3%	6.2%	0.86	6.5%	0.82	5.4%	0.98	5.8%	0.92	
Fiscal Statistics											
Operating Margin (%)		15.0%	10.4%	1.44	14.3%	1.05	9.3%	1.61	17.8%	0.84	
Total Hospital Net Income (%)		15.0%	14.1%	1.06	18.3%	0.82	12.9%	1.17	17.8%	0.84	
Return on Equity (%)		18.8%	6.3%	2.98	17.0%	1.11	8.9%	2.12	26.0%	0.72	
Current Ratio		26.6	4.1	6.44	9.1	2.93	4.8	5.57	101.8	0.26	
Days in Net Patient Accounts Receivable		48.8	87.5	0.56	53.2	0.92	61.8	0.79	51.5	0.95	
Average Payment Period		8.8	89.9	0.10	32.2	0.27	62.8	0.14	1.8	5.00	
Equity Financing (%)		94.7%	64.7%	1.46	109.2%	0.87	69.5%	1.36	99.4%	0.95	
Long-Term Debt to Equity Ratio		0.0	0.3	0.09	-0.1	N/A	0.2	0.16	0.0	39.62	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	24.3	N/A	3,370.6	N/A	
Total Asset Turnover		1.3	0.4	2.93	0.9	1.42	0.7	1.89	1.5	0.86	
Average Age of Plant (Years)		7.6	17.1	0.45	7.7	0.99	13.3	0.57	8.3	0.92	
Increase (Decrease) Total Net Patient Revenue		13.0%	12.7%	1.02	13.9%	0.94	11.2%	1.16	-4.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)		70.0%	64.9%	1.08	70.3%	1.00	59.3%	1.18	68.3%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$12,684	\$18,658	0.68	\$13,612	0.93	\$21,058	0.60	\$11,830	1.07	
Inpatient Net Revenue per Day		\$3,081	\$3,656	0.84	\$3,085	1.00	\$3,785	0.81	\$2,955	1.04	
Outpatient Net Revenue per Visit		\$1,291	\$781	1.65	\$815	1.58	\$881	1.47	\$1,707	0.76	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$855,197,789		Cash & Cash Equivalents		\$129,917,391		Current Liabilities		\$6,825,269		
Less Deductions	\$515,068,806		Net Patient Receivables		\$45,434,092		Long-Term Debt		\$7,851,622		
Net Patient Revenue	\$340,128,983		Other Receivables		\$0		Other Liabilities		\$0		
Plus Other Revenue	\$10,030,250						Subtotal		\$14,676,891		
Total Revenue	\$350,159,235		Land, Buildings & Equipment (Net)		\$95,486,339		Unrestricted Fund Balance		\$263,929,173		
Less Expenses	\$297,662,149		Other Assets		\$7,768,242		Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	-\$2,899						Total Liabilities & Fund Balance		\$278,606,064		
Net Income	\$52,494,187		Total Assets		\$278,606,064						

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 35
 Discharges 2,016
 Inpatient Days 8,345

Contract with:

Health Maintenance
 Organization (HMO) No
 Preferred Provider
 Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 8
 Total Births 212
 Newborn Days 429

006 Memorial Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,531	4,921	67.4%	13.5	3.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	235	542	29.7%	1.5	2.3
Psychiatric	1	10	485	2,882	79.0%	7.9	5.9
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	9	1	9.2
Physicians & Dentists	9	6	13.2	Radiological Services Personnel	18	1	18.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	2	9.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.8
Registered Nurses	88	38	103.6	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	5	4	6.2
Ancillary Nursing Personnel	17	10	22.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.2	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	9	0	9.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	6	2	7.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	53	14	60.3
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	179	28	189.6
Pharmacy Personnel	7	0	7.0				
Clinical Laboratory Personnel	9	2	9.4				
				Total	463	117	512.1

006 Memorial Medical Center

Ashland, WI 54806

Ashland, WI 54806			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$122,287,863	50.9%	46.6%	1.09	50.8%	1.00	49.9%	1.02	47.7%	1.07	
Medical Assistance	\$41,944,946	17.5%	14.4%	1.21	16.7%	1.05	15.6%	1.12	19.1%	0.91	
Commercial	\$61,450,972	25.6%	33.9%	0.76	26.9%	0.95	30.3%	0.84	27.1%	0.95	
All Other	\$14,487,930	6.0%	5.1%	1.19	5.6%	1.08	4.2%	1.43	6.1%	0.99	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$69,075,905	28.8%	35.2%	0.82	27.0%	1.06	36.9%	0.78	27.0%	1.06	
Medical Assistance	\$26,728,669	11.1%	11.1%	1.01	11.1%	1.00	11.4%	0.98	11.7%	0.95	
Commercial	\$9,461,831	3.9%	14.9%	0.26	5.5%	0.72	11.8%	0.33	3.0%	1.31	
Charity Care	\$681,418	0.3%	0.7%	0.40	0.7%	0.42	0.9%	0.30	0.6%	0.50	
Bad Debt	\$3,200,336	1.3%	1.0%	1.31	1.5%	0.89	1.2%	1.13	1.9%	0.70	
All Other	\$8,483,694	3.5%	2.8%	1.26	2.7%	1.31	2.5%	1.43	3.3%	1.06	
Total Deductions	\$117,631,853	49.0%	65.8%	0.74	48.5%	1.01	64.7%	0.76	47.5%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.0%	6.5%	0.15	3.4%	0.28	4.5%	0.21	5.1%	0.19	
Net Gains/Losses as % of Net Income		65.7%	29.4%	2.24	46.4%	1.41	43.7%	1.50	18.1%	3.64	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$55,067,970	48.4%	42.4%	1.14	52.8%	0.92	38.8%	1.25	49.8%	0.97	
Supplies & Services	\$50,162,524	44.0%	51.3%	0.86	40.1%	1.10	54.3%	0.81	43.2%	1.02	
Capital Component	\$8,650,395	7.6%	6.2%	1.22	7.1%	1.07	6.9%	1.11	7.0%	1.08	
Fiscal Statistics											
Operating Margin (%)		8.0%	10.4%	0.77	12.3%	0.65	9.6%	0.83	8.4%	0.94	
Total Hospital Net Income (%)		20.1%	14.1%	1.43	20.8%	0.97	15.9%	1.27	10.1%	1.99	
Return on Equity (%)		12.4%	6.3%	1.96	2.3%	5.47	11.2%	1.11	5.6%	2.23	
Current Ratio		5.5	4.1	1.35	3.1	1.77	3.9	1.42	4.9	1.12	
Days in Net Patient Accounts Receivable		59.3	87.5	0.68	372.2	0.16	51.2	1.16	49.0	1.21	
Average Payment Period		70.2	89.9	0.78	407.2	0.17	62.2	1.13	76.3	0.92	
Equity Financing (%)		74.2%	64.7%	1.15	51.8%	1.43	78.3%	0.95	71.9%	1.03	
Long-Term Debt to Equity Ratio		0.2	0.3	0.61	0.7	0.29	0.1	2.02	0.2	1.22	
Times Interest Earned		92.4	21.0	4.39	56.7	1.63	21.6	4.28	173.7	0.53	
Total Asset Turnover		0.5	0.4	1.24	0.1	5.42	0.7	0.81	0.5	0.99	
Average Age of Plant (Years)		6.3	17.1	0.37	55.6	0.11	10.5	0.60	7.7	0.82	
Increase (Decrease) Total Net Patient Revenue		19.9%	12.7%	1.56	17.4%	1.14	8.7%	2.28	2.4%	8.36	
Outpatient Gross Revenue (% of Total GPR)		82.1%	64.9%	1.26	86.8%	0.95	69.3%	1.19	78.5%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$15,028		\$18,658	0.81	\$14,908	1.01	\$13,373	1.12	\$13,220	1.14	
Inpatient Net Revenue per Day	\$3,891		\$3,656	1.06	\$3,393	1.15	\$3,024	1.29	\$4,015	0.97	
Outpatient Net Revenue per Visit	\$1,079		\$781	1.38	\$924	1.17	\$626	1.72	\$879	1.23	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 535
 Inpatient Days 1,916

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 29
 Inpatient Days 501

Newborn Nursery:

Bassinet 4
 Total Births 226
 Newborn Days 358

007 Western Wisconsin Health
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	351	1,471	36.6%	4.0	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	222	445	30.5%	1.2	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	1	11.8	Surgical Personnel	3	2	4.4
Physicians & Dentists	15	7	19.7	Radiological Services Personnel	6	2	6.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	24	65	61.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	3	2.4	Physical Therapists	3	1	3.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	9	18	17.7	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.8	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	6	2	7.6	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	9	11.1
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	68	41	84.5
Pharmacy Personnel	2	1	2.7				
Clinical Laboratory Personnel	9	8	12.2				
				Total	210	178	300.7

007 Western Wisconsin Health

Baldwin, WI 54002

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 6
Discharges 1,594
Inpatient Days 5,655

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 149
Newborn Days 283

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	0	1,192	4,210	0.0%	11.5	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	175	368	0.0%	1.0	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	186	1,077	49.2%	3.0	5.8
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	3	9.3	Surgical Personnel	5	1	5.2
Physicians & Dentists	4	1	4.1	Radiological Services Personnel	6	5	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.1
Registered Nurses	57	50	59.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	4	3.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	1	3.1
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	7	5.3
Nurse Practitioners	1	3	1.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	2	5.2	Social Workers	0	2	0.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	29	39.7
Health Info Mgmt-Administrators/Technicians	6	3	6.2	All Other Personnel	24	20	25.1
Pharmacy Personnel	4	2	4.2				
Clinical Laboratory Personnel	27	12	28.0				
				Total	198	149	206.7

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

Baraboo, WI 53913			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$121,756,126	51.9%	46.6%	1.11	42.1%	1.23	47.0%	1.10	53.5%	0.97	
Medical Assistance	\$36,656,734	15.6%	14.4%	1.08	12.0%	1.30	13.0%	1.20	13.3%	1.17	
Commercial	\$64,938,531	27.7%	33.9%	0.82	37.4%	0.74	36.1%	0.77	27.8%	1.00	
All Other	\$11,032,179	4.7%	5.1%	0.93	8.4%	0.56	3.8%	1.23	5.3%	0.88	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$98,855,146	42.2%	35.2%	1.20	31.8%	1.33	32.5%	1.30	41.9%	1.01	
Medical Assistance	\$29,289,598	12.5%	11.1%	1.13	9.3%	1.35	9.9%	1.27	10.0%	1.25	
Commercial	\$22,406,688	9.6%	14.9%	0.64	19.0%	0.50	14.1%	0.68	10.7%	0.89	
Charity Care	\$1,820,539	0.8%	0.7%	1.09	0.5%	1.46	0.7%	1.17	0.6%	1.33	
Bad Debt	\$5,223,819	2.2%	1.0%	2.19	1.0%	2.16	1.5%	1.48	3.1%	0.71	
All Other	\$6,036,761	2.6%	2.8%	0.92	4.5%	0.57	1.8%	1.45	1.8%	1.40	
Total Deductions	\$163,632,551	69.8%	65.8%	1.06	66.2%	1.06	60.4%	1.16	68.1%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		4.6%	6.5%	0.71	6.8%	0.68	7.5%	0.61	10.4%	0.44	
Net Gains/Losses as % of Net Income		38.2%	29.4%	1.30	49.6%	0.77	42.4%	0.90	52.0%	0.73	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$28,783,233	46.2%	42.4%	1.09	44.5%	1.04	50.4%	0.92	47.8%	0.97	
Supplies & Services	\$29,349,285	47.1%	51.3%	0.92	48.9%	0.96	42.2%	1.12	45.4%	1.04	
Capital Component	\$4,162,795	6.7%	6.2%	1.07	6.6%	1.01	7.5%	0.90	6.8%	0.98	
Fiscal Statistics											
Operating Margin (%)		16.0%	10.4%	1.54	8.0%	1.99	8.9%	1.80	9.5%	1.68	
Total Hospital Net Income (%)		23.5%	14.1%	1.67	14.8%	1.59	14.5%	1.63	17.9%	1.31	
Return on Equity (%)		13.9%	6.3%	2.20	10.2%	1.37	11.3%	1.23	11.5%	1.21	
Current Ratio		-2.0	4.1	N/A	2.7	N/A	5.3	N/A	-1.0	2.05	
Days in Net Patient Accounts Receivable		43.6	87.5	0.50	50.7	0.86	49.1	0.89	42.0	1.04	
Average Payment Period		-31.7	89.9	N/A	78.2	N/A	43.7	N/A	-58.6	0.54	
Equity Financing (%)		109.5%	64.7%	1.69	59.6%	1.84	76.8%	1.43	120.7%	0.91	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	19.8	N/A	0.0	N/A	
Total Asset Turnover		0.5	0.4	1.26	0.6	0.85	0.7	0.74	0.6	0.93	
Average Age of Plant (Years)		13.3	17.1	0.78	12.6	1.06	10.5	1.26	13.1	1.01	
Increase (Decrease) Total Net Patient Revenue		18.2%	12.7%	1.43	11.3%	1.62	11.8%	1.54	-8.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)		76.8%	64.9%	1.18	61.9%	1.24	79.7%	0.96	73.3%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$13,454		\$18,658	0.72	\$18,949	0.71	\$14,182	0.95	\$13,611	0.99	
Inpatient Net Revenue per Day	\$3,792		\$3,656	1.04	\$3,664	1.03	\$3,541	1.07	\$3,928	0.97	
Outpatient Net Revenue per Visit	\$522		\$781	0.67	\$753	0.69	\$602	0.87	\$651	0.80	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 21
 Discharges 919
 Inpatient Days 2,923

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 7
 Discharges 212
 Inpatient Days 2,445

Newborn Nursery:

Bassinets 4
 Total Births 148
 Newborn Days 222

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	765	2,630	42.4%	7.2	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	154	293	20.1%	0.8	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	4	3.5
Physicians & Dentists	17	4	19.0	Radiological Services Personnel	10	8	16.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	5.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.6
Registered Nurses	25	80	84.2	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	3	9.1
Licensed Practical Nurses	1	5	4.9	Physical Therapy Assistants/Aides	3	2	4.2
Ancillary Nursing Personnel	1	16	11.1	Recreational Therapists	0	0	0.0
Physician Assistants	11	2	12.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	1	5.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	3	14.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	11	4	13.7
Pharmacy Personnel	6	1	6.8				
Clinical Laboratory Personnel	8	5	12.0				
				Total	134	163	249.9

009 Mayo Clinic Health System - Northland in Barron

Barron, WI 54812

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 48
Discharges 1,280
Inpatient Days 4,502

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:

Bassinet 8
Total Births 231
Newborn Days 425

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,023	3,486	26.5%	9.6	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	234	550	25.1%	1.5	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	75	466	21.3%	1.3	6.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	3	2	3.7
Physicians & Dentists	11	4	11.8	Radiological Services Personnel	11	14	17.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	6.2
Dental Hygienists	0	0	0.0	Occupational Therapists	1	4	3.3
Registered Nurses	44	71	76.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	1	1	1.8	Physical Therapists	8	6	9.8
Licensed Practical Nurses	3	2	4.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	14	10	18.8	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.6	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	5	2	6.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	74	34	88.9
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	158	71	190.7
Pharmacy Personnel	8	1	8.6				
Clinical Laboratory Personnel	14	3	16.0				
				Total	386	238	494.4

010 Marshfield Medical Center – Beaver Dam

Beaver Dam, WI 53916

Beaver Dam, WI 53916			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$111,154,077	45.5%	46.6%	0.98	42.1%	1.08	47.0%	0.97	43.2%	1.05	
Medical Assistance	\$34,660,029	14.2%	14.4%	0.98	12.0%	1.18	13.0%	1.09	12.1%	1.18	
Commercial	\$86,571,197	35.4%	33.9%	1.05	37.4%	0.95	36.1%	0.98	39.6%	0.90	
All Other	\$11,822,530	4.8%	5.1%	0.96	8.4%	0.57	3.8%	1.27	5.1%	0.95	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$87,179,204	35.7%	35.2%	1.01	31.8%	1.12	32.5%	1.10	34.1%	1.05	
Medical Assistance	\$29,909,667	12.2%	11.1%	1.11	9.3%	1.32	9.9%	1.24	10.1%	1.21	
Commercial	\$44,387,036	18.2%	14.9%	1.22	19.0%	0.96	14.1%	1.29	18.0%	1.01	
Charity Care	\$1,380,662	0.6%	0.7%	0.79	0.5%	1.06	0.7%	0.85	1.3%	0.43	
Bad Debt	\$4,109,136	1.7%	1.0%	1.65	1.0%	1.63	1.5%	1.12	1.7%	0.98	
All Other	\$621,648	0.3%	2.8%	0.09	4.5%	0.06	1.8%	0.14	0.6%	0.42	
Total Deductions	\$167,587,353	68.6%	65.8%	1.04	66.2%	1.04	60.4%	1.14	65.8%	1.04	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		10.8%	6.5%	1.67	6.8%	1.60	7.5%	1.44	14.8%	0.73	
Net Gains/Losses as % of Net Income		259.2%	29.4%	8.83	49.6%	5.22	42.4%	6.12	220.5%	1.18	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$40,557,048	44.9%	42.4%	1.06	44.5%	1.01	50.4%	0.89	47.6%	0.94	
Supplies & Services	\$40,791,597	45.2%	51.3%	0.88	48.9%	0.92	42.2%	1.07	41.4%	1.09	
Capital Component	\$8,959,816	9.9%	6.2%	1.59	6.6%	1.49	7.5%	1.33	11.0%	0.90	
Fiscal Statistics											
Operating Margin (%)		-5.1%	10.4%	N/A	8.0%	N/A	8.9%	N/A	-3.2%	1.60	
Total Hospital Net Income (%)		3.0%	14.1%	0.21	14.8%	0.20	14.5%	0.20	2.5%	1.19	
Return on Equity (%)		1.5%	6.3%	0.25	10.2%	0.15	11.3%	0.14	1.4%	1.13	
Current Ratio		3.1	4.1	0.76	2.7	1.18	5.3	0.59	2.3	1.35	
Days in Net Patient Accounts Receivable		58.5	87.5	0.67	50.7	1.15	49.1	1.19	50.5	1.16	
Average Payment Period		36.2	89.9	0.40	78.2	0.46	43.7	0.83	54.0	0.67	
Equity Financing (%)		66.4%	64.7%	1.03	59.6%	1.11	76.8%	0.86	57.6%	1.15	
Long-Term Debt to Equity Ratio		0.4	0.3	1.23	0.3	1.59	0.2	2.17	0.5	0.82	
Times Interest Earned		4.0	21.0	0.19	18.0	0.22	19.8	0.20	3.6	1.10	
Total Asset Turnover		0.5	0.4	1.13	0.6	0.76	0.7	0.66	0.5	0.93	
Average Age of Plant (Years)		18.4	17.1	1.08	12.6	1.47	10.5	1.75	14.1	1.31	
Increase (Decrease) Total Net Patient Revenue		0.0%	12.7%	0.00	11.3%	0.00	11.8%	0.00	-6.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)		79.2%	64.9%	1.22	61.9%	1.28	79.7%	0.99	81.3%	0.97	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$14,303		\$18,658	0.77	\$18,949	0.75	\$14,182	1.01	\$11,732	1.22	
Inpatient Net Revenue per Day	\$4,159		\$3,656	1.14	\$3,664	1.13	\$3,541	1.17	\$3,790	1.10	
Outpatient Net Revenue per Visit	\$798		\$781	1.02	\$753	1.06	\$602	1.33	\$823	0.97	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 97
 Discharges 3,931
 Inpatient Days 17,217

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:

Bassinet 10
 Total Births 361
 Newborn Days 695

011 Beloit Health System
Beloit, WI 53511

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	24	1,125	5,265	60.1%	14.4	4.7
Orthopedic	1	8	164	649	22.2%	1.8	4.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	7	356	1,753	0.0%	4.8	4.9
Pediatric, acute	2	2	19	31	4.2%	0.1	1.6
Obstetrics	1	15	468	1,050	19.2%	2.9	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	8	224	957	32.8%	2.6	4.3
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	227	1,614	44.2%	4.4	7.1
Step-Down (Special Care)	1	23	1,348	5,898	70.3%	16.2	4.4
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	6	4	8.3
Physicians & Dentists	80	11	87.0	Radiological Services Personnel	33	37	47.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	13	10.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	4.8
Registered Nurses	204	150	297.8	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	4	14.0
Licensed Practical Nurses	5	3	6.2	Physical Therapy Assistants/Aides	11	3	13.1
Ancillary Nursing Personnel	17	84	38.8	Recreational Therapists	0	0	0.0
Physician Assistants	9	0	9.0	Dietitians & Nutritionists	2	6	2.6
Nurse Practitioners	15	1	15.5	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	10	5	13.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	63	39	81.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	406	128	477.0
Pharmacy Personnel	12	8	14.5				
Clinical Laboratory Personnel	18	18	27.9				
				Total	958	542	1,221.8

011 Beloit Health System

Beloit, WI 53511

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 859
 Inpatient Days 3,476

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 95
 Newborn Days 158

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	480	2,036	32.8%	5.6	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	19	48	0.0%	0.1	2.5
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	101	196	17.9%	0.5	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	269	1,196	65.5%	3.3	4.4
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	8	1	8.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	15	2	16.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	5.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	49	35	62.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	4.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	7	0	7.0
Ancillary Nursing Personnel	3	4	4.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	3	15.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	66	28	76.8
Pharmacy Personnel	4	1	4.5				
Clinical Laboratory Personnel	10	0	10.0				
				Total	195	81	225.2

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

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 813
 Inpatient Days 2,340

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 53
 Inpatient Days 893

Newborn Nursery:

Bassinet 5
 Total Births 123
 Newborn Days 217

014 Black River Memorial Hospital
Black River Falls, WI 54615

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	544	2,054	26.8%	5.6	3.8
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	11	36	0.0%	0.1	3.3
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	128	250	17.1%	0.7	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	26	1	26.7	Surgical Personnel	4	0	4.0
Physicians & Dentists	3	5	6.2	Radiological Services Personnel	8	3	10.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	3	9.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	60	16	67.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	6.4
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	26	4	27.5	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	3.3	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	2	2	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	6	16.1
Health Info Mgmt-Administrators/Technicians	6	1	6.7	All Other Personnel	88	16	98.8
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	1	8.7				
				Total	275	68	313.8

014 Black River Memorial Hospital

Black River Falls, WI 54615

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 15
Discharges 255
Inpatient Days 978

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 11
Discharges 273
Inpatient Days 4,096

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	255	978	17.9%	2.7	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	1	0.3
Physicians & Dentists	9	5	11.5	Radiological Services Personnel	0	9	6.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	7	6.3
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.4
Registered Nurses	20	50	55.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	3	7.3
Licensed Practical Nurses	3	3	5.2	Physical Therapy Assistants/Aides	1	8	6.1
Ancillary Nursing Personnel	5	16	15.4	Recreational Therapists	0	0	0.0
Physician Assistants	5	3	5.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.9	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	7	14.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	2	10.4
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	10	1	10.9				
				Total	94	120	174.2

015 Mayo Clinic Health System - Chippewa Valley in Bloomer

Bloomer, WI 54724

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

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

016 Gundersen Boscobel Area Hospital and Clinics

205 Parker Street
Boscobel, WI 53805
608-375-4112

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

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

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

Total Hospital:

Beds Set Up & Staffed 8
Discharges 134
Inpatient Days 436

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 42
Inpatient Days 517

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

016 Gundersen Boscobel Area Hospital and Clinics
Boscobel, WI 53805

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	4	148	384	26.3%	1.1	2.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	2	2	28	3.8%	0.1	14.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	2	4	24	0.0%	0.1	6.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	2	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	4	5.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	9	23	29.3	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.9
Licensed Practical Nurses	1	1	1.6	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	4	4.8	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	1	4.3
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	36	33	44.2
Pharmacy Personnel	1	3	3.8				
Clinical Laboratory Personnel	6	3	8.5				
				Total	86	80	128.1

016 Gundersen Boscobel Area Hospital and Clinics

Boscobel, WI 53805

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 42
 Discharges 3,562
 Inpatient Days 16,831

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 3
 Total Births 328
 Newborn Days 577

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	0	0	0	0.0%	0.0	0.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	7	126	2,328	91.1%	6.4	18.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	478	1,112	152.3%	3.0	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	100	1,607	73.4%	4.4	16.1
Step-Down (Special Care)	1	27	2,858	11,784	119.6%	32.3	4.1
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	22	4	25.1	Surgical Personnel	34	17	42.0
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	27	24	38.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	10	11.6
Dental Hygienists	0	0	0.0	Occupational Therapists	6	14	11.4
Registered Nurses	144	111	201.4	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	15	19	22.7
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	2	1	2.6
Ancillary Nursing Personnel	17	45	29.9	Recreational Therapists	0	1	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	1.9
Clinical Nurse Specialists	1	1	1.8	All Other Health Professionals	20	26	26.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	26	11	32.2
Pharmacy Personnel	10	9	15.5				
Clinical Laboratory Personnel	7	25	17.9				
				Total	345	329	492.9

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021					2A		5			
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$275,924,016	52.9%	46.6%	1.13	51.5%	1.03	49.9%	1.06	52.4%	1.01
Medical Assistance	\$48,451,348	9.3%	14.4%	0.64	11.3%	0.82	15.6%	0.60	8.8%	1.06
Commercial	\$178,392,452	34.2%	33.9%	1.01	34.7%	0.98	30.3%	1.13	35.5%	0.96
All Other	\$19,071,617	3.7%	5.1%	0.72	2.5%	1.49	4.2%	0.86	3.4%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$210,214,874	40.3%	35.2%	1.14	41.5%	0.97	36.9%	1.09	39.3%	1.02
Medical Assistance	\$43,257,928	8.3%	11.1%	0.75	9.1%	0.91	11.4%	0.73	7.9%	1.05
Commercial	\$80,314,864	15.4%	14.9%	1.03	16.0%	0.96	11.8%	1.31	14.9%	1.03
Charity Care	\$2,674,873	0.5%	0.7%	0.72	0.9%	0.57	0.9%	0.55	1.1%	0.46
Bad Debt	\$3,567,873	0.7%	1.0%	0.67	1.0%	0.67	1.2%	0.58	1.0%	0.68
All Other	\$15,270,559	2.9%	2.8%	1.05	1.2%	2.41	2.5%	1.19	2.2%	1.33
Total Deductions	\$355,300,971	68.1%	65.8%	1.04	69.8%	0.98	64.7%	1.05	66.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	6.5%	0.09	5.3%	0.11	4.5%	0.14	2.4%	0.25
Net Gains/Losses as % of Net Income		58.1%	29.4%	1.98	13.2%	4.39	43.7%	1.33	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,238,165	32.9%	42.4%	0.77	38.6%	0.85	38.8%	0.85	33.9%	0.97
Supplies & Services	\$94,419,037	60.6%	51.3%	1.18	53.1%	1.14	54.3%	1.11	59.3%	1.02
Capital Component	\$10,223,320	6.6%	6.2%	1.05	8.4%	0.79	6.9%	0.95	6.8%	0.97
Fiscal Statistics										
Operating Margin (%)		7.0%	10.4%	0.67	13.6%	0.51	9.6%	0.72	4.9%	1.42
Total Hospital Net Income (%)		15.2%	14.1%	1.07	15.4%	0.99	15.9%	0.95	4.8%	3.15
Return on Equity (%)		17.0%	6.3%	2.70	9.8%	1.74	11.2%	1.52	5.5%	3.10
Current Ratio		6.7	4.1	1.62	7.4	0.90	3.9	1.70	3.0	2.25
Days in Net Patient Accounts Receivable		52.4	87.5	0.60	51.6	1.02	51.2	1.02	41.2	1.27
Average Payment Period		23.3	89.9	0.26	51.5	0.45	62.2	0.38	29.2	0.80
Equity Financing (%)		83.4%	64.7%	1.29	80.1%	1.04	78.3%	1.06	79.2%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	21.6	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.39	0.6	1.64	0.7	1.56	1.1	0.90
Average Age of Plant (Years)		5.5	17.1	0.32	11.1	0.50	10.5	0.52	4.5	1.23
Increase (Decrease) Total Net Patient Revenue		6.5%	12.7%	0.51	7.7%	0.84	8.7%	0.75	-12.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		69.2%	64.9%	1.07	65.6%	1.06	69.3%	1.00	68.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,184	\$18,658	0.81	\$14,982	1.01	\$13,373	1.14	\$15,312	0.99
Inpatient Net Revenue per Day		\$3,225	\$3,656	0.88	\$3,228	1.00	\$3,024	1.07	\$3,385	0.95
Outpatient Net Revenue per Visit		\$677	\$781	0.87	\$697	0.97	\$626	1.08	\$734	0.92
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$521,839,431		Cash & Cash Equivalents		\$153,290	Current Liabilities		\$9,435,587		
Less Deductions	\$355,300,971		Net Patient Receivables		\$23,909,945	Long-Term Debt		\$0		
Net Patient Revenue	\$166,538,460		Other Receivables		\$7	Other Liabilities		\$17,811,592		
Plus Other Revenue	\$1,020,125					Subtotal		\$27,247,179		
Total Revenue	\$167,558,584		Land, Buildings & Equipment (Net)		\$98,635,564					
Less Expenses	\$155,880,522		Other Assets		\$41,054,059	Unrestricted Fund Balance		\$136,505,686		
Non-Operating Gains/Losses	\$16,188,651					Restricted Fund Balance		\$0		
Net Income	\$27,866,712		Total Assets		\$163,752,865	Total Liabilities & Fund Balance		\$163,752,865		

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 42
 Discharges 1,939
 Inpatient Days 8,883

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:

Bassinet 0
 Total Births 0
 Newborn Days 0

018 Aurora Medical Center Burlington
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	31	1,535	6,006	53.1%	16.5	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	1	61	151	41.4%	0.4	2.5
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	311	2,508	68.7%	6.9	8.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	55	218	0.0%	0.6	4.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	18	7	23.5
Physicians & Dentists	13	19	14.7	Radiological Services Personnel	18	25	34.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	7.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	5.5
Registered Nurses	104	80	154.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	14	4	15.8
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	4	5	7.2
Ancillary Nursing Personnel	21	42	41.3	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.4	Dietitians & Nutritionists	0	2	1.7
Nurse Practitioners	4	2	5.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	6.0	Social Workers	0	2	1.4
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	30	18	39.7
Health Info Mgmt-Administrators/Technicians	6	1	6.8	All Other Personnel	86	47	112.3
Pharmacy Personnel	5	7	7.9				
Clinical Laboratory Personnel	18	11	25.5				
				Total	376	292	537.9

018 Aurora Medical Center Burlington

Burlington, WI 53105

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 15
Discharges 301
Inpatient Days 781

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 10
Discharges 66
Inpatient Days 597

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

019 Ascension Calumet Hospital
Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	222	781	14.3%	2.1	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	2	2.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	5	6.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	19	17	26.5	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.0
Licensed Practical Nurses	3	1	3.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	2	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	10	11.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	4	11.5
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	9	1	9.6				
				Total	82	48	97.9

019 Ascension Calumet Hospital

Chilton, WI 53014

Chilton, WI 53014			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$35,339,131	57.2%	46.6%	1.23	48.5%	1.18	47.7%	1.20	56.1%	1.02	
Medical Assistance	\$4,755,068	7.7%	14.4%	0.53	11.1%	0.69	12.6%	0.61	9.1%	0.84	
Commercial	\$19,534,954	31.6%	33.9%	0.93	37.0%	0.86	35.5%	0.89	31.3%	1.01	
All Other	\$2,171,235	3.5%	5.1%	0.69	3.4%	1.03	4.2%	0.84	3.5%	0.99	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$16,407,073	26.5%	35.2%	0.75	34.4%	0.77	27.4%	0.97	28.3%	0.94	
Medical Assistance	\$3,557,925	5.8%	11.1%	0.52	8.5%	0.68	8.8%	0.65	6.6%	0.88	
Commercial	\$5,117,386	8.3%	14.9%	0.55	14.3%	0.58	12.2%	0.68	8.1%	1.03	
Charity Care	\$734,170	1.2%	0.7%	1.67	0.6%	1.85	0.7%	1.69	1.0%	1.18	
Bad Debt	\$1,118,577	1.8%	1.0%	1.78	1.4%	1.29	1.3%	1.44	1.5%	1.19	
All Other	\$2,027,548	3.3%	2.8%	1.17	2.5%	1.33	2.4%	1.36	3.7%	0.88	
Total Deductions	\$28,962,679	46.9%	65.8%	0.71	61.6%	0.76	52.8%	0.89	49.1%	0.95	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.5%	6.5%	0.24	2.9%	0.53	4.2%	0.37	12.7%	0.12	
Net Gains/Losses as % of Net Income		32.7%	29.4%	1.11	25.8%	1.27	27.5%	1.19	0.0%	1,026.56	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$9,450,258	30.7%	42.4%	0.72	39.7%	0.77	46.9%	0.65	31.3%	0.98	
Supplies & Services	\$19,737,373	64.1%	51.3%	1.25	53.8%	1.19	45.9%	1.40	62.7%	1.02	
Capital Component	\$1,603,308	5.2%	6.2%	0.84	6.5%	0.80	7.1%	0.73	6.0%	0.87	
Fiscal Statistics											
Operating Margin (%)		7.7%	10.4%	0.74	14.3%	0.54	14.1%	0.54	16.8%	0.46	
Total Hospital Net Income (%)		11.0%	14.1%	0.78	18.3%	0.60	18.4%	0.60	16.8%	0.66	
Return on Equity (%)		17.7%	6.3%	2.80	17.0%	1.04	1.6%	11.07	29.1%	0.61	
Current Ratio		3.3	4.1	0.79	9.1	0.36	2.8	1.17	2.3	1.44	
Days in Net Patient Accounts Receivable		48.8	87.5	0.56	53.2	0.92	469.6	0.10	52.8	0.92	
Average Payment Period		27.2	89.9	0.30	32.2	0.84	503.0	0.05	29.7	0.92	
Equity Financing (%)		75.2%	64.7%	1.16	109.2%	0.69	50.7%	1.48	74.7%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover		1.6	0.4	3.62	0.9	1.75	0.1	18.85	1.7	0.89	
Average Age of Plant (Years)		7.4	17.1	0.43	7.7	0.96	72.9	0.10	5.8	1.28	
Increase (Decrease) Total Net Patient Revenue		6.6%	12.7%	0.52	13.9%	0.48	13.5%	0.49	-6.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		92.3%	64.9%	1.42	70.3%	1.31	80.3%	1.15	90.3%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$12,731		\$18,658	0.68	\$13,612	0.94	\$17,504	0.73	\$17,059	0.75	
Inpatient Net Revenue per Day	\$3,383		\$3,656	0.93	\$3,085	1.10	\$4,490	0.75	\$4,099	0.83	
Outpatient Net Revenue per Visit	\$426		\$781	0.55	\$815	0.52	\$784	0.54	\$431	0.99	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 57
 Discharges 2,128
 Inpatient Days 10,651

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

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	601	1,955	28.2%	5.4	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	38	1,527	8,696	62.7%	23.8	5.7
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	3	1	3.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	6	8.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	1	5.5
Registered Nurses	44	57	87.0	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	10.8
Licensed Practical Nurses	1	1	1.6	Physical Therapy Assistants/Aides	1	3	3.8
Ancillary Nursing Personnel	5	12	14.0	Recreational Therapists	0	1	0.9
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	1	6.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	6	11.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	27	15	40.7
Pharmacy Personnel	9	2	10.9				
Clinical Laboratory Personnel	7	5	10.1				
				Total	133	119	226.4

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Chippewa Falls, WI 54729			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020				
Selected Financial Statistics			FY 2021	Value	Ratio	5A	Value	Ratio	4	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue													
Medicare	\$47,434,264	46.0%	46.6%	0.99	50.7%	0.91	49.5%	0.93	37.6%	1.22			
Medical Assistance	\$19,396,212	18.8%	14.4%	1.31	12.0%	1.57	13.2%	1.43	19.1%	0.99			
Commercial	\$26,966,125	26.2%	33.9%	0.77	32.9%	0.80	33.6%	0.78	25.2%	1.04			
All Other	\$9,274,828	9.0%	5.1%	1.78	4.5%	2.01	3.7%	2.41	18.1%	0.50			
Deductions as % of Total Gross Patient Revenue													
Medicare	\$30,728,812	29.8%	35.2%	0.85	33.4%	0.89	35.9%	0.83	26.8%	1.11			
Medical Assistance	\$11,700,343	11.4%	11.1%	1.03	8.6%	1.31	10.4%	1.10	12.6%	0.90			
Commercial	\$8,535,732	8.3%	14.9%	0.55	10.0%	0.83	13.9%	0.60	6.9%	1.19			
Charity Care	\$647,528	0.6%	0.7%	0.88	0.6%	1.08	0.8%	0.83	0.3%	2.19			
Bad Debt	\$1,348,366	1.3%	1.0%	1.28	1.1%	1.15	1.3%	1.01	3.1%	0.43			
All Other	\$6,415,614	6.2%	2.8%	2.23	2.7%	2.34	2.3%	2.70	8.1%	0.77			
Total Deductions	\$59,376,395	57.6%	65.8%	0.88	56.4%	1.02	64.5%	0.89	57.9%	1.00			
Other Revenue & Net Gains or Losses													
Other Revenue as % of Total Revenue		31.5%	6.5%	4.87	5.6%	5.64	7.3%	4.34	3.7%	8.62			
Net Gains/Losses as % of Net Income		37.9%	29.4%	1.29	37.6%	1.01	21.5%	1.76	18.5%	2.05			
Expenses as % of Total Expenses													
Salary/Fringe Benefits	\$12,055,742	31.8%	42.4%	0.75	50.5%	0.63	44.5%	0.71	54.8%	0.58			
Supplies & Services	\$22,203,100	58.5%	51.3%	1.14	44.3%	1.32	48.6%	1.20	37.9%	1.54			
Capital Component	\$3,709,378	9.8%	6.2%	1.57	5.1%	1.90	6.9%	1.42	7.3%	1.34			
Fiscal Statistics													
Operating Margin (%)		40.5%	10.4%	3.89	9.6%	4.22	13.9%	2.92	-13.0%	N/A			
Total Hospital Net Income (%)		52.3%	14.1%	3.70	14.5%	3.60	17.0%	3.07	-16.4%	N/A			
Return on Equity (%)		26.1%	6.3%	4.13	2.4%	10.85	13.1%	1.98	-6.0%	N/A			
Current Ratio		1.6	4.1	0.39	2.7	0.60	4.4	0.36	0.8	1.99			
Days in Net Patient Accounts Receivable		45.2	87.5	0.52	250.3	0.18	43.9	1.03	46.0	0.98			
Average Payment Period		151.1	89.9	1.68	256.1	0.59	61.1	2.47	129.3	1.17			
Equity Financing (%)		82.7%	64.7%	1.28	51.4%	1.61	78.9%	1.05	68.9%	1.20			
Long-Term Debt to Equity Ratio		0.1	0.3	0.27	0.7	0.13	0.1	0.68	0.1	0.65			
Times Interest Earned		373.5	21.0	17.76	45.6	8.18	25.9	14.41	-52.4	N/A			
Total Asset Turnover		0.4	0.4	0.93	0.2	2.56	0.7	0.54	0.4	1.06			
Average Age of Plant (Years)		20.1	17.1	1.18	51.5	0.39	10.3	1.94	16.1	1.25			
Increase (Decrease) Total Net Patient Revenue		-14.4%	12.7%	N/A	13.4%	N/A	14.2%	N/A	-6.6%	2.19			
Outpatient Gross Revenue (% of Total GPR)		73.4%	64.9%	1.13	75.1%	0.98	76.7%	0.96	65.9%	1.11			
Net Revenue Statistics													
Inpatient Net Revenue per Discharge		\$6,713	\$18,658	0.36	\$16,496	0.41	\$12,297	0.55	\$7,872	0.85			
Inpatient Net Revenue per Day		\$1,341	\$3,656	0.37	\$3,511	0.38	\$2,830	0.47	\$1,677	0.80			
Outpatient Net Revenue per Visit		\$943	\$781	1.21	\$874	1.08	\$806	1.17	\$1,130	0.83			
Income Statement			Assets			Liabilities & Fund Balances							
Gross Patient Revenue (GPR)	\$103,071,429		Cash & Cash Equivalents		\$78,866	Current Liabilities		\$14,704,721					
Less Deductions	\$59,376,395		Net Patient Receivables		\$5,407,074	Long-Term Debt		\$11,569,936					
Net Patient Revenue	\$43,695,034		Other Receivables		\$15,687,682	Other Liabilities		\$1,359,321					
Plus Other Revenue	\$20,103,938					Subtotal		\$27,633,978					
Total Revenue	\$63,798,972		Land, Buildings & Equipment (Net)		\$22,722,877								
Less Expenses	\$37,968,220		Other Assets		\$115,762,602	Unrestricted Fund Balance		\$132,025,123					
Non-Operating Gains/Losses	\$15,762,664					Restricted Fund Balance		\$0					
Net Income	\$41,593,416		Total Assets		\$159,659,101	Total Liabilities & Fund Balance		\$159,659,101					

022 Prairie Ridge Health
 1515 Park Avenue
 Columbus, WI 53925
 920-623-2200

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 1,056
 Inpatient Days 3,412

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 3
 Inpatient Days 29

Newborn Nursery:

Bassinet 4
 Total Births 117
 Newborn Days 234

022 Prairie Ridge Health
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	579	2,473	48.4%	6.8	4.3
Orthopedic	1	3	198	235	21.5%	0.6	1.2
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	124	271	18.6%	0.7	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	162	433	29.7%	1.2	2.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	3	1	3.2
Physicians & Dentists	6	5	9.2	Radiological Services Personnel	4	7	7.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	2.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.6
Registered Nurses	27	53	58.1	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	4	9.7
Licensed Practical Nurses	3	6	6.6	Physical Therapy Assistants/Aides	0	3	1.8
Ancillary Nursing Personnel	3	7	7.2	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	3	2	4.6
Nurse Practitioners	3	1	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	1	2.6	All Other Personnel	69	59	117.6
Pharmacy Personnel	3	3	4.7				
Clinical Laboratory Personnel	8	4	10.4				
				Total	158	163	268.9

022 Prairie Ridge Health
Columbus, WI 53925

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$66,750,496	47.3%	46.6%	1.01	42.1%	1.12	47.7%	0.99	47.3%	1.00
Medical Assistance	\$13,134,882	9.3%	14.4%	0.65	12.0%	0.77	12.6%	0.74	8.2%	1.14
Commercial	\$58,494,658	41.5%	33.9%	1.22	37.4%	1.11	35.5%	1.17	42.2%	0.98
All Other	\$2,652,883	1.9%	5.1%	0.37	8.4%	0.22	4.2%	0.45	2.3%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$41,147,623	29.2%	35.2%	0.83	31.8%	0.92	27.4%	1.06	27.2%	1.07
Medical Assistance	\$9,620,977	6.8%	11.1%	0.62	9.3%	0.74	8.8%	0.77	5.8%	1.18
Commercial	\$21,787,041	15.4%	14.9%	1.03	19.0%	0.81	12.2%	1.27	15.8%	0.98
Charity Care	\$838,159	0.6%	0.7%	0.83	0.5%	1.12	0.7%	0.84	0.5%	1.11
Bad Debt	\$1,389,187	1.0%	1.0%	0.97	1.0%	0.95	1.3%	0.78	1.6%	0.62
All Other	\$2,507,678	1.8%	2.8%	0.64	4.5%	0.39	2.4%	0.74	4.1%	0.44
Total Deductions	\$77,290,665	54.8%	65.8%	0.83	66.2%	0.83	52.8%	1.04	55.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.5%	0.44	6.8%	0.42	4.2%	0.69	3.4%	0.85
Net Gains/Losses as % of Net Income		42.7%	29.4%	1.46	49.6%	0.86	27.5%	1.56	93.9%	0.45
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,976,571	54.4%	42.4%	1.28	44.5%	1.22	46.9%	1.16	54.8%	0.99
Supplies & Services	\$19,827,770	36.0%	51.3%	0.70	48.9%	0.74	45.9%	0.78	35.4%	1.02
Capital Component	\$5,333,932	9.7%	6.2%	1.55	6.6%	1.46	7.1%	1.35	9.8%	0.99
Fiscal Statistics										
Operating Margin (%)		16.0%	10.4%	1.53	8.0%	1.98	14.1%	1.14	0.9%	17.36
Total Hospital Net Income (%)		24.9%	14.1%	1.76	14.8%	1.68	18.4%	1.35	13.3%	1.88
Return on Equity (%)		16.0%	6.3%	2.54	10.2%	1.58	1.6%	10.06	7.8%	2.07
Current Ratio		3.5	4.1	0.85	2.7	1.31	2.8	1.25	2.3	1.49
Days in Net Patient Accounts Receivable		64.1	87.5	0.73	50.7	1.26	469.6	0.14	58.7	1.09
Average Payment Period		84.0	89.9	0.93	78.2	1.07	503.0	0.17	98.8	0.85
Equity Financing (%)		68.4%	64.7%	1.06	59.6%	1.15	50.7%	1.35	60.9%	1.12
Long-Term Debt to Equity Ratio		0.3	0.3	0.94	0.3	1.22	0.7	0.42	0.4	0.72
Times Interest Earned		20.5	21.0	0.97	18.0	1.14	28.6	0.72	11.4	1.80
Total Asset Turnover		0.6	0.4	1.34	0.6	0.91	0.1	7.00	0.5	1.12
Average Age of Plant (Years)		10.5	17.1	0.62	12.6	0.84	72.9	0.14	11.8	0.89
Increase (Decrease) Total Net Patient Revenue		31.7%	12.7%	2.49	11.3%	2.82	13.5%	2.35	1.0%	30.54
Outpatient Gross Revenue (% of Total GPR)		74.7%	64.9%	1.15	61.9%	1.21	80.3%	0.93	73.5%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$18,871	\$18,658	1.01	\$18,949	1.00	\$17,504	1.08	\$18,923	1.00
Inpatient Net Revenue per Day		\$5,873	\$3,656	1.61	\$3,664	1.60	\$4,490	1.31	\$6,242	0.94
Outpatient Net Revenue per Visit		\$702	\$781	0.90	\$753	0.93	\$784	0.90	\$598	1.17
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$141,032,919		Cash & Cash Equivalents		\$26,558,624	Current Liabilities		\$11,825,973		
Less Deductions	\$77,290,665		Net Patient Receivables		\$11,191,417	Long-Term Debt		\$24,175,328		
Net Patient Revenue	\$63,742,254		Other Receivables		\$956,317	Other Liabilities		\$0		
Plus Other Revenue	\$1,875,002					Subtotal		\$36,001,301		
Total Revenue	\$65,617,256		Land, Buildings & Equipment (Net)		\$42,644,709					
Less Expenses	\$55,138,273		Other Assets		\$32,685,441	Unrestricted Fund Balance		\$78,035,207		
Non-Operating Gains/Losses	\$7,815,816					Restricted Fund Balance		\$1,685,913		
Net Income	\$18,294,799		Total Assets		\$114,036,508	Total Liabilities & Fund Balance		\$114,036,508		

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

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	2,456	12,444	45.5%	34.1	5.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	23	1,094	3,936	46.9%	10.8	3.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	12	184	2,817	64.3%	7.7	15.3
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	10	6	13.2
Physicians & Dentists	27	14	27.3	Radiological Services Personnel	25	11	29.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	6	9.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	7	6.3
Registered Nurses	157	70	192.2	Occupational Therapy Assistants/Aides	0	3	1.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	3	9.0
Licensed Practical Nurses	6	1	6.0	Physical Therapy Assistants/Aides	0	3	2.5
Ancillary Nursing Personnel	42	82	84.4	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	5	1	5.6	Psychologists	5	1	5.9
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	6.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	34	20	41.2
Health Info Mgmt-Administrators/Technicians	5	4	8.2	All Other Personnel	96	55	124.6
Pharmacy Personnel	17	5	20.1				
Clinical Laboratory Personnel	19	6	22.7				
				Total	494	304	644.7

182 Aurora St Luke's Medical Center - South Shore

Cudahy, WI 53110

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 11
 Discharges 254
 Inpatient Days 893

Contract with:

Health Maintenance
 Organization (HMO) No
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 4
 Discharges 61
 Inpatient Days 841

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

024 Cumberland Healthcare
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	10	254	890	24.4%	2.4	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	1	1	3	0.8%	0.0	3.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	2	1	2.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	6	2	6.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.9
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	25	21	39.6	Occupational Therapy Assistants/Aides	0	2	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	1	7.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.6
Ancillary Nursing Personnel	10	8	13.8	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.1	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	13	13.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	38	6	43.0
Pharmacy Personnel	4	4	4.4				
Clinical Laboratory Personnel	10	4	10.4				
				Total	148	66	177.3

024 Cumberland Healthcare

Cumberland, WI 54829

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
Discharges 229
Inpatient Days 632

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 25
Discharges 47
Inpatient Days 362

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

025 Memorial Hospital of Lafayette Co.
Darlington, WI 53530

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	25	229	632	6.9%	1.7	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	5	2	5.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	36	5	38.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	11	7	13.7	Recreational Therapists	0	0	0.0
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	1	36.0
Health Info Mgmt-Administrators/Technicians	7	0	7.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	7	1	7.8				
				Total	133	17	141.5

025 Memorial Hospital of Lafayette Co.

Darlington, WI 53530

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
Discharges 913
Inpatient Days 3,348

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 27
Inpatient Days 215

Newborn Nursery:

Bassinet 5
Total Births 244
Newborn Days 424

026 Upland Hills Health Inc
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	550	2,440	39.3%	6.7	4.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	9	43	0.0%	0.1	4.8
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	13	23	0.0%	0.1	1.8
Obstetrics	1	5	251	532	29.2%	1.5	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	68	310	28.3%	0.8	4.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	14	2	15.0	Radiological Services Personnel	4	4	6.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.9
Registered Nurses	42	44	69.4	Occupational Therapy Assistants/Aides	0	3	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	5	10.5
Licensed Practical Nurses	4	6	8.3	Physical Therapy Assistants/Aides	2	2	2.8
Ancillary Nursing Personnel	2	21	13.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	3	1.4
Nurse Practitioners	6	1	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	11	17.1
Health Info Mgmt-Administrators/Technicians	10	2	10.9	All Other Personnel	92	66	130.2
Pharmacy Personnel	5	3	6.9				
Clinical Laboratory Personnel	12	5	15.2				
				Total	242	193	357.6

026 Upland Hills Health Inc
Dodgeville, WI 53533

Dodgeville, WI 53533			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$54,131,768	32.0%	46.6%	0.69	42.1%	0.76	47.0%	0.68	35.6%	0.90	
Medical Assistance	\$19,849,714	11.7%	14.4%	0.81	12.0%	0.97	13.0%	0.90	9.9%	1.19	
Commercial	\$90,510,616	53.4%	33.9%	1.58	37.4%	1.43	36.1%	1.48	51.8%	1.03	
All Other	\$4,860,378	2.9%	5.1%	0.57	8.4%	0.34	3.8%	0.75	2.7%	1.06	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$40,061,285	23.7%	35.2%	0.67	31.8%	0.74	32.5%	0.73	22.9%	1.03	
Medical Assistance	\$15,232,107	9.0%	11.1%	0.81	9.3%	0.97	9.9%	0.91	7.9%	1.13	
Commercial	\$39,099,316	23.1%	14.9%	1.55	19.0%	1.22	14.1%	1.63	23.3%	0.99	
Charity Care	\$604,271	0.4%	0.7%	0.50	0.5%	0.67	0.7%	0.54	0.9%	0.41	
Bad Debt	\$1,528,289	0.9%	1.0%	0.89	1.0%	0.87	1.5%	0.60	1.1%	0.81	
All Other	\$3,457,124	2.0%	2.8%	0.73	4.5%	0.45	1.8%	1.15	1.5%	1.33	
Total Deductions	\$99,982,392	59.0%	65.8%	0.90	66.2%	0.89	60.4%	0.98	57.7%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.0%	6.5%	0.47	6.8%	0.45	7.5%	0.41	9.5%	0.32	
Net Gains/Losses as % of Net Income		34.4%	29.4%	1.17	49.6%	0.69	42.4%	0.81	20.1%	1.71	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$36,085,379	56.4%	42.4%	1.33	44.5%	1.27	50.4%	1.12	58.0%	0.97	
Supplies & Services	\$20,677,073	32.3%	51.3%	0.63	48.9%	0.66	42.2%	0.77	29.9%	1.08	
Capital Component	\$7,259,346	11.3%	6.2%	1.82	6.6%	1.71	7.5%	1.52	12.2%	0.93	
Fiscal Statistics											
Operating Margin (%)		10.5%	10.4%	1.01	8.0%	1.31	8.9%	1.18	8.8%	1.19	
Total Hospital Net Income (%)		15.2%	14.1%	1.08	14.8%	1.03	14.5%	1.05	10.8%	1.41	
Return on Equity (%)		8.5%	6.3%	1.34	10.2%	0.83	11.3%	0.75	5.3%	1.59	
Current Ratio		3.3	4.1	0.80	2.7	1.24	5.3	0.62	2.2	1.53	
Days in Net Patient Accounts Receivable		37.3	87.5	0.43	50.7	0.74	49.1	0.76	43.5	0.86	
Average Payment Period		71.1	89.9	0.79	78.2	0.91	43.7	1.63	108.1	0.66	
Equity Financing (%)		72.1%	64.7%	1.12	59.6%	1.21	76.8%	0.94	65.4%	1.10	
Long-Term Debt to Equity Ratio		0.3	0.3	0.99	0.3	1.29	0.2	1.76	0.4	0.88	
Times Interest Earned		13.7	21.0	0.65	18.0	0.76	19.8	0.69	13.6	1.01	
Total Asset Turnover		0.5	0.4	1.23	0.6	0.83	0.7	0.72	0.5	1.09	
Average Age of Plant (Years)		9.0	17.1	0.53	12.6	0.71	10.5	0.85	7.7	1.16	
Increase (Decrease) Total Net Patient Revenue		18.4%	12.7%	1.44	11.3%	1.63	11.8%	1.55	3.9%	4.68	
Outpatient Gross Revenue (% of Total GPR)		84.2%	64.9%	1.30	61.9%	1.36	79.7%	1.06	84.9%	0.99	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$16,724		\$18,658	0.90	\$18,949	0.88	\$14,182	1.18	\$14,322	1.17	
Inpatient Net Revenue per Day	\$4,414		\$3,656	1.21	\$3,664	1.20	\$3,541	1.25	\$4,117	1.07	
Outpatient Net Revenue per Visit	\$672		\$781	0.86	\$753	0.89	\$602	1.12	\$950	0.71	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 129
 Inpatient Days 436

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 38
 Inpatient Days 375

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

027 AdventHealth Durand
Durand, WI 54736

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	127	436	4.8%	1.2	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	3	2	4.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	6	9	12.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	3	3.9	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	4	8.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	4	1	4.7	All Other Health Professionals	2	1	2.5
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	23	10	28.9
Pharmacy Personnel	0	2	1.3				
Clinical Laboratory Personnel	7	0	7.0				
				Total	64	34	86.5

027 AdventHealth Durand

Durand, WI 54736

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,798,910	60.2%	46.6%	1.29	50.7%	1.19	46.0%	1.31	65.1%	0.92
Medical Assistance	\$2,342,330	8.4%	14.4%	0.58	12.0%	0.70	12.0%	0.70	10.1%	0.83
Commercial	\$8,293,236	29.7%	33.9%	0.88	32.9%	0.90	37.7%	0.79	22.8%	1.30
All Other	\$472,391	1.7%	5.1%	0.33	4.5%	0.38	4.2%	0.40	1.9%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,144,173	25.6%	35.2%	0.73	33.4%	0.77	24.4%	1.05	22.0%	1.16
Medical Assistance	\$1,623,883	5.8%	11.1%	0.53	8.6%	0.67	8.3%	0.70	5.8%	1.01
Commercial	\$1,591,065	5.7%	14.9%	0.38	10.0%	0.57	11.4%	0.50	6.1%	0.94
Charity Care	\$143,163	0.5%	0.7%	0.72	0.6%	0.88	0.7%	0.72	1.5%	0.35
Bad Debt	\$504,016	1.8%	1.0%	1.77	1.1%	1.59	1.4%	1.29	1.1%	1.68
All Other	\$437,769	1.6%	2.8%	0.56	2.7%	0.59	2.2%	0.71	0.1%	13.34
Total Deductions	\$11,444,069	41.0%	65.8%	0.62	56.4%	0.73	48.5%	0.85	36.5%	1.12
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.0%	6.5%	0.46	5.6%	0.53	5.2%	0.58	14.5%	0.21
Net Gains/Losses as % of Net Income		24.8%	29.4%	0.85	37.6%	0.66	16.4%	1.51	17.5%	1.42
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,293,534	57.5%	42.4%	1.36	50.5%	1.14	49.0%	1.17	54.0%	1.06
Supplies & Services	\$6,346,999	39.3%	51.3%	0.77	44.3%	0.89	44.0%	0.89	43.0%	0.91
Capital Component	\$520,704	3.2%	6.2%	0.52	5.1%	0.63	7.0%	0.46	3.0%	1.08
Fiscal Statistics										
Operating Margin (%)		4.8%	10.4%	0.46	9.6%	0.50	12.2%	0.39	4.4%	1.07
Total Hospital Net Income (%)		6.2%	14.1%	0.44	14.5%	0.43	14.2%	0.44	5.3%	1.17
Return on Equity (%)		9.0%	6.3%	1.43	2.4%	3.76	21.6%	0.42	6.8%	1.33
Current Ratio		2.5	4.1	0.60	2.7	0.91	2.1	1.15	1.9	1.32
Days in Net Patient Accounts Receivable		49.7	87.5	0.57	250.3	0.20	53.3	0.93	48.9	1.02
Average Payment Period		97.5	89.9	1.08	256.1	0.38	54.9	1.77	144.9	0.67
Equity Financing (%)		32.6%	64.7%	0.50	51.4%	0.63	43.0%	0.76	25.9%	1.26
Long-Term Debt to Equity Ratio		0.8	0.3	2.50	0.7	1.21	0.7	1.18	1.0	0.84
Times Interest Earned		12.3	21.0	0.58	45.6	0.27	13.9	0.88	9.5	1.29
Total Asset Turnover		1.4	0.4	3.32	0.2	9.11	1.5	0.96	1.3	1.13
Average Age of Plant (Years)		1.9	17.1	0.11	51.5	0.04	8.5	0.23	1.5	1.30
Increase (Decrease) Total Net Patient Revenue		20.0%	12.7%	1.57	13.4%	1.48	15.6%	1.28	-5.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.5%	64.9%	1.33	75.1%	1.15	82.0%	1.06	86.6%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$24,576		\$18,658	1.32	\$16,496	1.49	\$21,986	1.12	\$24,186	1.02
Inpatient Net Revenue per Day	\$5,050		\$3,656	1.38	\$3,511	1.44	\$3,295	1.53	\$4,629	1.09
Outpatient Net Revenue per Visit	\$421		\$781	0.54	\$874	0.48	\$696	0.61	\$844	0.50
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$27,906,867		Cash & Cash Equivalents		\$7,588,872		Current Liabilities		\$4,240,129	
Less Deductions	\$11,444,069		Net Patient Receivables		\$2,241,111		Long-Term Debt		\$3,192,725	
Net Patient Revenue	\$16,462,798		Other Receivables		\$175,443		Other Liabilities		\$599,078	
Plus Other Revenue	\$506,624						Subtotal		\$8,031,932	
Total Revenue	\$16,969,422		Land, Buildings & Equipment (Net)		\$1,156,685		Unrestricted Fund Balance		\$3,880,837	
Less Expenses	\$16,161,237		Other Assets		\$750,658		Restricted Fund Balance		\$0	
Non-Operating Gains/Losses	\$267,106						Total Liabilities & Fund Balance		\$11,912,769	
Net Income	\$1,075,291		Total Assets		\$11,912,769					

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 298
 Inpatient Days 800

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 3
 Discharges 77
 Inpatient Days 974

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	220	800	16.9%	2.2	3.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	1	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	2	1.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	15	7	16.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	5.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	11	8.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	1	0	1.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	3	2	3.5				
				Total	35	25	40.9

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

Eagle River, WI 54521			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$23,093,668	59.3%	46.6%	1.27	51.2%	1.16	46.0%	1.29	58.2%	1.02	
Medical Assistance	\$5,118,122	13.2%	14.4%	0.91	13.3%	0.99	12.0%	1.09	13.5%	0.98	
Commercial	\$8,131,168	20.9%	33.9%	0.62	29.9%	0.70	37.7%	0.55	21.9%	0.96	
All Other	\$2,577,090	6.6%	5.1%	1.31	5.7%	1.17	4.2%	1.57	6.5%	1.02	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$13,360,421	34.3%	35.2%	0.97	36.0%	0.95	24.4%	1.40	36.4%	0.94	
Medical Assistance	\$3,783,787	9.7%	11.1%	0.88	10.1%	0.96	8.3%	1.17	9.6%	1.02	
Commercial	\$1,760,791	4.5%	14.9%	0.30	9.2%	0.49	11.4%	0.40	4.3%	1.06	
Charity Care	\$698,902	1.8%	0.7%	2.52	0.8%	2.35	0.7%	2.53	1.8%	1.00	
Bad Debt	\$803,352	2.1%	1.0%	2.03	0.8%	2.54	1.4%	1.48	2.5%	0.82	
All Other	\$1,814,168	4.7%	2.8%	1.67	3.5%	1.33	2.2%	2.10	5.0%	0.93	
Total Deductions	\$22,221,421	57.1%	65.8%	0.87	60.4%	0.94	48.5%	1.18	59.5%	0.96	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.3%	6.5%	0.36	4.2%	0.55	5.2%	0.45	11.5%	0.20	
Net Gains/Losses as % of Net Income		3,002.1%	29.4%	102.28	32.5%	92.44	16.4%	182.52	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$5,227,401	32.9%	42.4%	0.78	42.4%	0.78	49.0%	0.67	33.8%	0.97	
Supplies & Services	\$9,981,323	62.9%	51.3%	1.22	52.7%	1.19	44.0%	1.43	61.9%	1.02	
Capital Component	\$664,475	4.2%	6.2%	0.67	4.9%	0.85	7.0%	0.60	4.3%	0.96	
Fiscal Statistics											
Operating Margin (%)		7.1%	10.4%	0.69	9.6%	0.74	12.2%	0.59	2.8%	2.55	
Total Hospital Net Income (%)		-0.3%	14.1%	N/A	13.6%	N/A	14.2%	N/A	2.8%	N/A	
Return on Equity (%)		-0.6%	6.3%	N/A	3.3%	N/A	21.6%	N/A	5.2%	N/A	
Current Ratio		1.6	4.1	0.38	2.8	0.56	2.1	0.74	0.9	1.82	
Days in Net Patient Accounts Receivable		53.5	87.5	0.61	167.5	0.32	53.3	1.00	59.3	0.90	
Average Payment Period		44.6	89.9	0.50	165.5	0.27	54.9	0.81	95.8	0.47	
Equity Financing (%)		0.4%	64.7%	0.01	50.9%	0.01	43.0%	0.01	36.8%	0.01	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	48.7	N/A	13.9	N/A	0.0	N/A	
Total Asset Turnover		2.4	0.4	5.52	0.2	10.26	1.5	1.60	1.9	1.28	
Average Age of Plant (Years)		8.9	17.1	0.52	33.5	0.27	8.5	1.05	8.4	1.06	
Increase (Decrease) Total Net Patient Revenue		18.2%	12.7%	1.43	25.1%	0.73	15.6%	1.17	-14.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)		84.6%	64.9%	1.30	70.5%	1.20	82.0%	1.03	86.0%	0.98	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$10,543	\$18,658	0.57	\$16,540	0.64	\$21,986	0.48	\$7,296	1.45	
Inpatient Net Revenue per Day		\$2,176	\$3,656	0.60	\$3,511	0.62	\$3,295	0.66	\$1,757	1.24	
Outpatient Net Revenue per Visit		\$448	\$781	0.57	\$799	0.56	\$696	0.64	\$647	0.69	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$38,920,048		Cash & Cash Equivalents		\$665	Current Liabilities		\$1,865,797			
Less Deductions	\$22,221,421		Net Patient Receivables		\$2,448,615	Long-Term Debt		\$0			
Net Patient Revenue	\$16,698,627		Other Receivables		\$14,744	Other Liabilities		\$5,319,757			
Plus Other Revenue	\$394,731					Subtotal		\$7,185,554			
Total Revenue	\$17,093,358		Land, Buildings & Equipment (Net)		\$4,240,292						
Less Expenses	\$15,873,199		Other Assets		\$512,631	Unrestricted Fund Balance		\$31,393			
Non-Operating Gains/Losses	-\$1,262,203					Restricted Fund Balance		\$0			
Net Income	-\$42,044		Total Assets		\$7,216,947	Total Liabilities & Fund Balance		\$7,216,947			

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

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

Total Hospital:

Beds Set Up & Staffed 56
 Discharges 2,478
 Inpatient Days 11,424

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 10
 Total Births 465
 Newborn Days 962

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	29	1,130	5,076	48.0%	13.9	4.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	481	1,029	35.2%	2.8	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	310	2,515	98.4%	6.9	8.1
Step-Down (Special Care)	1	12	557	2,804	64.0%	7.7	5.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	17	8	20.0
Physicians & Dentists	75	21	87.6	Radiological Services Personnel	19	13	27.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	9	8.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.5
Registered Nurses	183	105	225.1	Occupational Therapy Assistants/Aides	5	2	5.4
Certified Nurse Midwives	5	0	5.0	Physical Therapists	10	7	14.7
Licensed Practical Nurses	5	4	7.7	Physical Therapy Assistants/Aides	2	1	2.3
Ancillary Nursing Personnel	19	41	32.7	Recreational Therapists	0	0	0.0
Physician Assistants	12	1	12.6	Dietitians & Nutritionists	2	3	4.2
Nurse Practitioners	26	4	27.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	9	6	10.7	Social Workers	3	5	6.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	228	93	270.2
Health Info Mgmt-Administrators/Technicians	9	0	9.0	All Other Personnel	177	26	185.9
Pharmacy Personnel	26	19	33.8				
Clinical Laboratory Personnel	17	5	19.6				
				Total	915	400	1,094.6

322 Marshfield Medical Center - Eau Claire

Eau Claire, WI 54701

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

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

029 Mayo Clinic Health System - Eau Claire
1221 Whipple Street
Eau Claire, WI 54703
715-838-3311

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

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

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

Total Hospital:

Beds Set Up & Staffed 187
Discharges 10,632
Inpatient Days 50,403

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 23
Total Births 998
Newborn Days 2,486

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	107	7,540	33,932	86.9%	93.0	4.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,038	2,443	29.1%	6.7	2.4
Psychiatric	1	16	1,093	4,259	72.9%	11.7	3.9
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	17	301	5,149	83.0%	14.1	17.1
Step-Down (Special Care)	1	12	497	3,770	86.1%	10.3	7.6
Neonatal Intensive/Intermediate Care	1	12	163	850	19.4%	2.3	5.2
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	59	6	61.2	Surgical Personnel	29	47	62.9
Physicians & Dentists	216	31	233.7	Radiological Services Personnel	56	57	95.7
Medical & Dental Residents	19	0	19.0	Respiratory Therapists	27	12	34.8
Dental Hygienists	0	0	0.0	Occupational Therapists	10	7	15.0
Registered Nurses	291	633	753.1	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	6	1	6.7	Physical Therapists	22	17	34.4
Licensed Practical Nurses	15	34	40.8	Physical Therapy Assistants/Aides	5	5	7.7
Ancillary Nursing Personnel	38	188	156.5	Recreational Therapists	6	1	6.5
Physician Assistants	33	9	40.1	Dietitians & Nutritionists	9	5	12.7
Nurse Practitioners	52	19	65.7	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	13	12	18.9	Social Workers	34	25	51.0
Clinical Nurse Specialists	1	1	1.6	All Other Health Professionals	675	192	803.6
Health Info Mgmt-Administrators/Technicians	82	8	88.7	All Other Personnel	472	257	647.7
Pharmacy Personnel	74	49	104.6				
Clinical Laboratory Personnel	42	22	58.9				
				Total	2,322	1,712	3,508.1

029 Mayo Clinic Health System - Eau Claire

Eau Claire, WI 54703

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

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

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

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 15
 Total Births 706
 Newborn Days 1,334

030 Sacred Heart Hospital
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	80	4,093	19,930	68.3%	54.6	4.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	218	2,609	29.8%	7.1	12.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	722	1,455	26.6%	4.0	2.0
Psychiatric	1	29	1,056	6,081	57.4%	16.7	5.8
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	14	324	3,906	76.4%	10.7	12.1
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	24	1	24.6	Surgical Personnel	15	8	19.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	21	17	31.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	11	19.3
Dental Hygienists	0	0	0.0	Occupational Therapists	7	5	9.3
Registered Nurses	160	145	250.0	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	11	17.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	3	4.4
Ancillary Nursing Personnel	0	65	33.1	Recreational Therapists	2	9	8.3
Physician Assistants	0	1	0.0	Dietitians & Nutritionists	3	5	5.2
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	12	10	18.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	20	27.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	89	36	105.8
Pharmacy Personnel	30	5	32.1				
Clinical Laboratory Personnel	27	12	30.0				
				Total	439	373	648.4

030 Sacred Heart Hospital
Eau Claire, WI 54701

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$220,957,200	51.4%	46.6%	1.10	50.7%	1.01	49.9%	1.03	54.3%	0.95
Medical Assistance	\$59,500,991	13.8%	14.4%	0.96	12.0%	1.15	15.6%	0.89	13.7%	1.01
Commercial	\$112,543,162	26.2%	33.9%	0.77	32.9%	0.80	30.3%	0.86	25.8%	1.02
All Other	\$36,821,617	8.6%	5.1%	1.69	4.5%	1.92	4.2%	2.02	6.2%	1.37
Deductions as % of Total Gross Patient Revenue										
Medicare	\$155,902,751	36.3%	35.2%	1.03	33.4%	1.08	36.9%	0.98	37.8%	0.96
Medical Assistance	\$40,305,727	9.4%	11.1%	0.85	8.6%	1.09	11.4%	0.82	9.0%	1.04
Commercial	\$35,024,142	8.1%	14.9%	0.55	10.0%	0.82	11.8%	0.69	6.9%	1.17
Charity Care	\$2,356,308	0.5%	0.7%	0.77	0.6%	0.94	0.9%	0.59	0.5%	1.12
Bad Debt	\$4,167,188	1.0%	1.0%	0.95	1.1%	0.85	1.2%	0.83	1.9%	0.50
All Other	\$26,952,719	6.3%	2.8%	2.24	2.7%	2.36	2.5%	2.55	3.5%	1.79
Total Deductions	\$264,708,835	61.6%	65.8%	0.94	56.4%	1.09	64.7%	0.95	59.7%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		16.3%	6.5%	2.51	5.6%	2.91	4.5%	3.63	3.2%	5.14
Net Gains/Losses as % of Net Income		66.1%	29.4%	2.25	37.6%	1.76	43.7%	1.51	20.4%	3.24
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,291,233	22.7%	42.4%	0.53	50.5%	0.45	38.8%	0.58	41.9%	0.54
Supplies & Services	\$108,062,650	69.4%	51.3%	1.35	44.3%	1.57	54.3%	1.28	53.0%	1.31
Capital Component	\$12,248,564	7.9%	6.2%	1.26	5.1%	1.53	6.9%	1.15	5.1%	1.53
Fiscal Statistics										
Operating Margin (%)		21.1%	10.4%	2.03	9.6%	2.20	9.6%	2.19	-18.2%	N/A
Total Hospital Net Income (%)		44.0%	14.1%	3.12	14.5%	3.03	15.9%	2.77	-24.0%	N/A
Return on Equity (%)		16.6%	6.3%	2.63	2.4%	6.93	11.2%	1.49	-5.9%	N/A
Current Ratio		1.0	4.1	0.24	2.7	0.36	3.9	0.25	1.0	1.04
Days in Net Patient Accounts Receivable		52.9	87.5	0.60	250.3	0.21	51.2	1.03	49.6	1.07
Average Payment Period		135.2	89.9	1.50	256.1	0.53	62.2	2.17	126.2	1.07
Equity Financing (%)		88.2%	64.7%	1.36	51.4%	1.72	78.3%	1.13	81.2%	1.09
Long-Term Debt to Equity Ratio		0.0	0.3	0.15	0.7	0.07	0.1	0.50	0.0	1.41
Times Interest Earned		289.4	21.0	13.76	45.6	6.34	21.6	13.42	-70.9	N/A
Total Asset Turnover		0.3	0.4	0.62	0.2	1.71	0.7	0.41	0.3	1.04
Average Age of Plant (Years)		20.0	17.1	1.17	51.5	0.39	10.5	1.90	21.1	0.95
Increase (Decrease) Total Net Patient Revenue		0.5%	12.7%	0.04	13.4%	0.03	8.7%	0.05	-7.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		41.1%	64.9%	0.63	75.1%	0.55	69.3%	0.59	40.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,893		\$18,658	0.85	\$16,496	0.96	\$13,373	1.19	\$15,106	1.05
Inpatient Net Revenue per Day	\$3,001		\$3,656	0.82	\$3,511	0.85	\$3,024	0.99	\$3,251	0.92
Outpatient Net Revenue per Visit	\$1,039		\$781	1.33	\$874	1.19	\$626	1.66	\$1,144	0.91
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$429,822,970		Cash & Cash Equivalents		-\$593,170	Current Liabilities		\$54,118,215		
Less Deductions	\$264,708,835		Net Patient Receivables		\$23,910,260	Long-Term Debt		\$32,087,668		
Net Patient Revenue	\$165,114,135		Other Receivables		\$17,151,241	Other Liabilities		\$630,048		
Plus Other Revenue	\$32,050,903					Subtotal		\$86,835,931		
Total Revenue	\$197,165,037		Land, Buildings & Equipment (Net)		\$94,435,715					
Less Expenses	\$155,602,447		Other Assets		\$601,016,843	Unrestricted Fund Balance		\$649,084,958		
Non-Operating Gains/Losses	\$80,884,299					Restricted Fund Balance		\$0		
Net Income	\$122,446,890		Total Assets		\$735,920,889	Total Liabilities & Fund Balance		\$735,920,889		

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 16
Discharges 198
Inpatient Days 642

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 6
Discharges 126
Inpatient Days 1,759

Newborn Nursery:

Bassinetts 0
Total Births 0
Newborn Days 0

031 Edgerton Hospital and Health Services
Edgerton, WI 53534

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	198	642	11.0%	1.8	3.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	2	1.1
Physicians & Dentists	2	2	3.4	Radiological Services Personnel	3	8	7.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.1
Registered Nurses	24	22	32.7	Occupational Therapy Assistants/Aides	0	2	1.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	4	3.4
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	2	2	2.3
Ancillary Nursing Personnel	5	11	10.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	2	7.4
Health Info Mgmt-Administrators/Technicians	10	6	14.0	All Other Personnel	21	11	29.4
Pharmacy Personnel	3	2	3.2				
Clinical Laboratory Personnel	5	3	7.4				
				Total	92	81	136.1

031 Edgerton Hospital and Health Services

Edgerton, WI 53534

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 64
Discharges 2,770
Inpatient Days 11,140

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 12
Total Births 664
Newborn Days 1,089

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	26	1,305	5,085	53.6%	13.9	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	88	1,086	29.8%	3.0	12.3
Hospice	2	1	76	265	72.6%	0.7	3.5
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	691	1,341	24.5%	3.7	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	386	3,144	71.8%	8.6	8.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	40	219	0.0%	0.6	5.5

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	21	17	22.9	Radiological Services Personnel	12	10	18.1
Medical & Dental Residents	8	0	8.0	Respiratory Therapists	5	1	5.5
Dental Hygienists	0	0	0.0	Occupational Therapists	6	2	6.1
Registered Nurses	87	59	120.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	7	16.7
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	5	2	6.7
Ancillary Nursing Personnel	29	35	43.0	Recreational Therapists	0	1	0.6
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	2	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	26	13	28.5
Health Info Mgmt-Administrators/Technicians	1	4	3.6	All Other Personnel	78	40	98.9
Pharmacy Personnel	14	3	15.4				
Clinical Laboratory Personnel	15	6	18.0				
				Total	345	205	441.2

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Elkhorn, WI 53121			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020				
Selected Financial Statistics			FY 2021	Value	Ratio	2A	Value	Ratio	4	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue													
Medicare	\$129,909,824	47.7%	46.6%	1.02	51.5%	0.93	49.5%	0.96	48.6%	0.98			
Medical Assistance	\$42,103,466	15.5%	14.4%	1.07	11.3%	1.36	13.2%	1.18	15.6%	0.99			
Commercial	\$88,073,287	32.3%	33.9%	0.96	34.7%	0.93	33.6%	0.96	30.4%	1.06			
All Other	\$12,188,953	4.5%	5.1%	0.88	2.5%	1.82	3.7%	1.20	5.3%	0.85			
Deductions as % of Total Gross Patient Revenue													
Medicare	\$104,418,628	38.4%	35.2%	1.09	41.5%	0.92	35.9%	1.07	38.4%	1.00			
Medical Assistance	\$33,000,991	12.1%	11.1%	1.09	9.1%	1.33	10.4%	1.17	11.2%	1.08			
Commercial	\$37,871,277	13.9%	14.9%	0.93	16.0%	0.87	13.9%	1.00	12.5%	1.12			
Charity Care	\$5,246,540	1.9%	0.7%	2.70	0.9%	2.16	0.8%	2.55	2.6%	0.75			
Bad Debt	\$4,139,040	1.5%	1.0%	1.49	1.0%	1.49	1.3%	1.17	1.6%	0.93			
All Other	\$4,310,289	1.6%	2.8%	0.57	1.2%	1.30	2.3%	0.69	1.8%	0.88			
Total Deductions	\$188,986,765	69.4%	65.8%	1.06	69.8%	0.99	64.5%	1.08	68.1%	1.02			
Other Revenue & Net Gains or Losses													
Other Revenue as % of Total Revenue		0.6%	6.5%	0.10	5.3%	0.12	7.3%	0.09	2.9%	0.23			
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	13.2%	0.01	21.5%	0.01	0.3%	0.48			
Expenses as % of Total Expenses													
Salary/Fringe Benefits	\$28,552,857	42.8%	42.4%	1.01	38.6%	1.11	44.5%	0.96	43.5%	0.98			
Supplies & Services	\$32,925,104	49.3%	51.3%	0.96	53.1%	0.93	48.6%	1.01	47.5%	1.04			
Capital Component	\$5,268,953	7.9%	6.2%	1.27	8.4%	0.95	6.9%	1.14	9.0%	0.87			
Fiscal Statistics													
Operating Margin (%)		20.4%	10.4%	1.96	13.6%	1.50	13.9%	1.47	12.5%	1.64			
Total Hospital Net Income (%)		20.4%	14.1%	1.44	15.4%	1.33	17.0%	1.20	12.5%	1.63			
Return on Equity (%)		5.8%	6.3%	0.92	9.8%	0.59	13.1%	0.44	3.2%	1.83			
Current Ratio		26.4	4.1	6.40	7.4	3.57	4.4	5.93	31.2	0.84			
Days in Net Patient Accounts Receivable		62.1	87.5	0.71	51.6	1.20	43.9	1.41	61.1	1.02			
Average Payment Period		58.1	89.9	0.65	51.5	1.13	61.1	0.95	49.3	1.18			
Equity Financing (%)		96.0%	64.7%	1.48	80.1%	1.20	78.9%	1.22	94.9%	1.01			
Long-Term Debt to Equity Ratio		0.0	0.3	0.02	0.1	0.07	0.1	0.05	0.0	0.89			
Times Interest Earned		16.6	21.0	0.79	14.8	1.12	25.9	0.64	9.9	1.67			
Total Asset Turnover		0.3	0.4	0.66	0.6	0.46	0.7	0.38	0.3	1.12			
Average Age of Plant (Years)		10.7	17.1	0.63	11.1	0.97	10.3	1.04	9.1	1.18			
Increase (Decrease) Total Net Patient Revenue		19.5%	12.7%	1.53	7.7%	2.52	14.2%	1.37	-0.8%	N/A			
Outpatient Gross Revenue (% of Total GPR)		64.2%	64.9%	0.99	65.6%	0.98	76.7%	0.84	61.0%	1.05			
Net Revenue Statistics													
Inpatient Net Revenue per Discharge		\$13,075	\$18,658	0.70	\$14,982	0.87	\$12,297	1.06	\$12,785	1.02			
Inpatient Net Revenue per Day		\$3,049	\$3,656	0.83	\$3,228	0.94	\$2,830	1.08	\$3,158	0.97			
Outpatient Net Revenue per Visit		\$712	\$781	0.91	\$697	1.02	\$806	0.88	\$665	1.07			
Income Statement			Assets			Liabilities & Fund Balances							
Gross Patient Revenue (GPR)	\$272,275,529		Cash & Cash Equivalents		\$247,916,512	Current Liabilities		\$9,996,648					
Less Deductions	\$188,986,765		Net Patient Receivables		\$14,173,043	Long-Term Debt		\$1,887,505					
Net Patient Revenue	\$83,288,764		Other Receivables		\$268,674	Other Liabilities		\$30,217					
Plus Other Revenue	\$541,533					Subtotal		\$11,914,370					
Total Revenue	\$83,830,298		Land, Buildings & Equipment (Net)		\$31,937,296	Unrestricted Fund Balance		\$283,729,479					
Less Expenses	\$66,746,914		Other Assets		\$1,348,325	Restricted Fund Balance		\$0					
Non-Operating Gains/Losses	\$24,000					Total Liabilities & Fund Balance		\$295,643,849					
Net Income	\$17,107,384		Total Assets		\$295,643,850								

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 129
 Discharges 5,958
 Inpatient Days 28,345

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 728
 Newborn Days 926

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	77	4,034	18,609	66.2%	51.0	4.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	60	720	39.5%	2.0	12.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	847	2,247	32.4%	6.2	2.7
Psychiatric	1	16	827	3,184	54.5%	8.7	3.9
Alcoholism/chemical dependency	1	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	257	3,585	81.8%	9.8	13.9
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	4	23.5	Surgical Personnel	14	8	19.1
Physicians & Dentists	38	11	40.8	Radiological Services Personnel	12	12	17.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	9	8	14.2
Registered Nurses	145	348	351.9	Occupational Therapy Assistants/Aides	0	2	1.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	4	12	10.2	Physical Therapy Assistants/Aides	3	3	4.9
Ancillary Nursing Personnel	8	32	22.3	Recreational Therapists	0	2	1.4
Physician Assistants	1	7	7.0	Dietitians & Nutritionists	24	15	32.5
Nurse Practitioners	12	5	12.0	Psychologists	34	7	34.6
Certified Registered Nurse Anesthetists	4	1	4.0	Social Workers	7	17	13.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	106	222	208.3
Health Info Mgmt-Administrators/Technicians	13	6	13.0	All Other Personnel	120	126	177.0
Pharmacy Personnel	24	15	30.7				
Clinical Laboratory Personnel	36	101	83.1				
				Total	643	979	1,138.9

034 SSM Health St Agnes Hospital

Fond du Lac, WI 54935

Fond du Lac, WI 54935			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$438,608,244	51.9%	46.6%	1.11	48.5%	1.07	43.4%	1.20	53.5%	0.97	
Medical Assistance	\$89,604,480	10.6%	14.4%	0.74	11.1%	0.96	18.4%	0.58	10.9%	0.98	
Commercial	\$288,257,502	34.1%	33.9%	1.01	37.0%	0.92	33.8%	1.01	34.0%	1.00	
All Other	\$28,093,629	3.3%	5.1%	0.66	3.4%	0.97	4.3%	0.77	1.6%	2.06	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$321,166,304	38.0%	35.2%	1.08	34.4%	1.11	33.7%	1.13	40.0%	0.95	
Medical Assistance	\$80,960,415	9.6%	11.1%	0.87	8.5%	1.13	14.1%	0.68	9.3%	1.03	
Commercial	\$96,391,492	11.4%	14.9%	0.76	14.3%	0.80	13.7%	0.83	11.9%	0.96	
Charity Care	\$2,466,792	0.3%	0.7%	0.41	0.6%	0.46	0.7%	0.44	0.3%	1.01	
Bad Debt	\$15,738,735	1.9%	1.0%	1.83	1.4%	1.33	1.3%	1.49	2.0%	0.93	
All Other	\$34,398,403	4.1%	2.8%	1.46	2.5%	1.65	2.7%	1.52	1.4%	3.01	
Total Deductions	\$551,122,141	65.3%	65.8%	0.99	61.6%	1.06	66.0%	0.99	64.9%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		4.1%	6.5%	0.63	2.9%	1.44	6.7%	0.61	7.7%	0.53	
Net Gains/Losses as % of Net Income		42.6%	29.4%	1.45	25.8%	1.66	20.9%	2.04	69.8%	0.61	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$122,895,602	47.5%	42.4%	1.12	39.7%	1.20	43.3%	1.10	48.1%	0.99	
Supplies & Services	\$109,080,586	42.2%	51.3%	0.82	53.8%	0.78	49.2%	0.86	41.2%	1.02	
Capital Component	\$26,547,192	10.3%	6.2%	1.65	6.5%	1.57	7.4%	1.38	10.7%	0.96	
Fiscal Statistics											
Operating Margin (%)		15.5%	10.4%	1.49	14.3%	1.09	12.2%	1.27	5.1%	3.06	
Total Hospital Net Income (%)		24.3%	14.1%	1.72	18.3%	1.33	15.0%	1.62	15.0%	1.61	
Return on Equity (%)		28.8%	6.3%	4.56	17.0%	1.70	3.8%	7.67	7.1%	4.03	
Current Ratio		1.3	4.1	0.31	9.1	0.14	4.0	0.32	1.9	0.67	
Days in Net Patient Accounts Receivable		54.5	87.5	0.62	53.2	1.02	139.1	0.39	80.0	0.68	
Average Payment Period		64.3	89.9	0.72	32.2	2.00	140.8	0.46	79.8	0.81	
Equity Financing (%)		221.0%	64.7%	3.42	109.2%	2.02	62.1%	3.56	85.6%	2.58	
Long-Term Debt to Equity Ratio		-0.4	0.3	N/A	-0.1	4.49	0.4	N/A	0.2	N/A	
Times Interest Earned		12.1	21.0	0.58	32.4	0.38	15.1	0.81	10.6	1.15	
Total Asset Turnover		1.1	0.4	2.48	0.9	1.20	0.2	4.39	0.4	2.50	
Average Age of Plant (Years)		4.2	17.1	0.25	7.7	0.55	23.5	0.18	3.1	1.35	
Increase (Decrease) Total Net Patient Revenue		16.0%	12.7%	1.25	13.9%	1.15	18.6%	0.86	-12.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)		70.4%	64.9%	1.08	70.3%	1.00	69.2%	1.02	70.1%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$15,302		\$18,658	0.82	\$13,612	1.12	\$18,023	0.85	\$12,425	1.23	
Inpatient Net Revenue per Day	\$3,277		\$3,656	0.90	\$3,085	1.06	\$3,813	0.86	\$2,725	1.20	
Outpatient Net Revenue per Visit	\$983		\$781	1.26	\$815	1.21	\$729	1.35	\$1,185	0.83	

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 10
Total Births 341
Newborn Days 648

035 Fort HealthCare
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	987	3,310	45.3%	9.1	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	352	778	35.5%	2.1	2.2
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	81	534	36.6%	1.5	6.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	2	4.4	Surgical Personnel	8	2	9.3
Physicians & Dentists	32	6	34.7	Radiological Services Personnel	21	11	25.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	9	4.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	11	8.4
Registered Nurses	29	157	97.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	12	18.4
Licensed Practical Nurses	14	18	26.0	Physical Therapy Assistants/Aides	2	3	4.2
Ancillary Nursing Personnel	10	31	23.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.0	Dietitians & Nutritionists	1	2	2.0
Nurse Practitioners	9	6	12.0	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	7	3	7.6	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	47	53	86.8
Health Info Mgmt-Administrators/Technicians	19	5	20.9	All Other Personnel	128	86	145.2
Pharmacy Personnel	6	6	10.2				
Clinical Laboratory Personnel	10	5	13.4				
				Total	387	441	588.2

035 Fort HealthCare
Fort Atkinson, WI 53538

Fort Atkinson, WI 53538			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$152,987,424	42.7%	46.6%	0.91	42.1%	1.01	43.4%	0.98	42.9%	0.99	
Medical Assistance	\$45,817,855	12.8%	14.4%	0.89	12.0%	1.06	18.4%	0.69	10.6%	1.20	
Commercial	\$150,507,040	42.0%	33.9%	1.24	37.4%	1.12	33.8%	1.24	43.9%	0.96	
All Other	\$9,236,240	2.6%	5.1%	0.51	8.4%	0.31	4.3%	0.59	2.6%	1.00	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$120,175,875	33.5%	35.2%	0.95	31.8%	1.05	33.7%	1.00	33.9%	0.99	
Medical Assistance	\$34,554,295	9.6%	11.1%	0.87	9.3%	1.04	14.1%	0.68	7.9%	1.22	
Commercial	\$73,649,896	20.5%	14.9%	1.38	19.0%	1.08	13.7%	1.50	21.6%	0.95	
Charity Care	\$1,877,560	0.5%	0.7%	0.73	0.5%	0.98	0.7%	0.80	0.5%	1.10	
Bad Debt	\$3,132,598	0.9%	1.0%	0.86	1.0%	0.85	1.3%	0.70	0.8%	1.08	
All Other	\$6,159,539	1.7%	2.8%	0.61	4.5%	0.38	2.7%	0.64	1.9%	0.93	
Total Deductions	\$239,549,763	66.8%	65.8%	1.02	66.2%	1.01	66.0%	1.01	66.6%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		12.0%	6.5%	1.85	6.8%	1.77	6.7%	1.78	17.9%	0.67	
Net Gains/Losses as % of Net Income		83.8%	29.4%	2.85	49.6%	1.69	20.9%	4.01	69.3%	1.21	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$55,631,075	42.4%	42.4%	1.00	44.5%	0.95	43.3%	0.98	42.5%	1.00	
Supplies & Services	\$63,317,481	48.3%	51.3%	0.94	48.9%	0.99	49.2%	0.98	47.3%	1.02	
Capital Component	\$12,113,051	9.2%	6.2%	1.48	6.6%	1.39	7.4%	1.24	10.2%	0.91	
Fiscal Statistics											
Operating Margin (%)		3.1%	10.4%	0.29	8.0%	0.38	12.2%	0.25	2.7%	1.13	
Total Hospital Net Income (%)		16.3%	14.1%	1.16	14.8%	1.10	15.0%	1.09	8.3%	1.96	
Return on Equity (%)		10.0%	6.3%	1.59	10.2%	0.99	3.8%	2.67	4.8%	2.08	
Current Ratio		2.3	4.1	0.56	2.7	0.86	4.0	0.57	1.9	1.19	
Days in Net Patient Accounts Receivable		55.5	87.5	0.63	50.7	1.09	139.1	0.40	56.3	0.99	
Average Payment Period		48.0	89.9	0.53	78.2	0.61	140.8	0.34	75.7	0.63	
Equity Financing (%)		74.8%	64.7%	1.16	59.6%	1.25	62.1%	1.20	71.9%	1.04	
Long-Term Debt to Equity Ratio		0.3	0.3	0.77	0.3	0.99	0.4	0.60	0.2	1.02	
Times Interest Earned		14.3	21.0	0.68	18.0	0.79	15.1	0.95	6.0	2.38	
Total Asset Turnover		0.5	0.4	1.24	0.6	0.84	0.2	2.19	0.5	0.97	
Average Age of Plant (Years)		15.7	17.1	0.92	12.6	1.25	23.5	0.67	16.6	0.94	
Increase (Decrease) Total Net Patient Revenue		15.6%	12.7%	1.22	11.3%	1.39	18.6%	0.84	-11.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)		89.1%	64.9%	1.37	61.9%	1.44	69.2%	1.29	89.6%	0.99	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$7,005	\$18,658	0.38	\$18,949	0.37	\$18,023	0.39	\$3,827	1.83	
Inpatient Net Revenue per Day		\$2,072	\$3,656	0.57	\$3,664	0.57	\$3,813	0.54	\$1,316	1.57	
Outpatient Net Revenue per Visit		\$428	\$781	0.55	\$753	0.57	\$729	0.59	\$439	0.98	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$358,548,559		Cash & Cash Equivalents		\$11,462,673	Current Liabilities		\$16,327,584			
Less Deductions	\$239,549,763		Net Patient Receivables		\$18,095,131	Long-Term Debt		\$47,887,188			
Net Patient Revenue	\$118,998,796		Other Receivables		\$3,233,569	Other Liabilities		\$0			
Plus Other Revenue	\$16,208,116					Subtotal		\$64,214,772			
Total Revenue	\$135,206,910		Land, Buildings & Equipment (Net)		\$41,731,330						
Less Expenses	\$131,061,607		Other Assets		\$179,882,707	Unrestricted Fund Balance		\$190,190,638			
Non-Operating Gains/Losses	\$21,394,507					Restricted Fund Balance		\$0			
Net Income	\$25,539,811		Total Assets		\$254,405,410	Total Liabilities & Fund Balance		\$254,405,410			

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

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 3

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

Total Hospital:

Beds Set Up & Staffed 52
 Discharges 2,837
 Inpatient Days 14,941

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:

Bassinet 0
 Total Births 0
 Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,255	5,873	80.5%	16.1	4.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	32	1,582	9,068	77.6%	24.8	5.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	0	11.0	Surgical Personnel	7	8	8.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	19	34.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	6	11.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	12	7.7
Registered Nurses	90	60	123.2	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	17	20.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	15	28	25.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	17	13.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	7	11.5
Pharmacy Personnel	10	9	12.9				
Clinical Laboratory Personnel	10	4	11.5				
				Total	212	196	297.8

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

Franklin, WI 53132			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	3 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$161,610,507	52.3%	46.6%	1.12	44.6%	1.17	47.0%	1.11	50.3%	1.04	
Medical Assistance	\$35,272,498	11.4%	14.4%	0.79	21.6%	0.53	13.0%	0.87	10.4%	1.10	
Commercial	\$106,290,113	34.4%	33.9%	1.01	30.1%	1.14	36.1%	0.95	36.6%	0.94	
All Other	\$6,061,335	2.0%	5.1%	0.39	3.7%	0.54	3.8%	0.51	2.7%	0.73	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$123,295,075	39.9%	35.2%	1.13	35.8%	1.11	32.5%	1.23	37.9%	1.05	
Medical Assistance	\$31,054,437	10.0%	11.1%	0.91	16.4%	0.61	9.9%	1.02	8.7%	1.16	
Commercial	\$46,554,515	15.1%	14.9%	1.01	14.1%	1.07	14.1%	1.07	14.6%	1.03	
Charity Care	\$3,027,283	1.0%	0.7%	1.37	0.9%	1.11	0.7%	1.48	2.0%	0.48	
Bad Debt	\$4,688,589	1.5%	1.0%	1.49	0.9%	1.61	1.5%	1.01	1.5%	1.03	
All Other	\$2,082,448	0.7%	2.8%	0.24	1.3%	0.53	1.8%	0.38	0.6%	1.19	
Total Deductions	\$210,702,347	68.1%	65.8%	1.04	69.4%	0.98	60.4%	1.13	65.3%	1.04	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.4%	6.5%	0.07	5.3%	0.08	7.5%	0.06	2.7%	0.16	
Net Gains/Losses as % of Net Income		42.4%	29.4%	1.44	N/A	N/A	42.4%	1.00	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$32,662,172	37.6%	42.4%	0.89	34.5%	1.09	50.4%	0.75	40.1%	0.94	
Supplies & Services	\$48,280,145	55.6%	51.3%	1.08	59.5%	0.93	42.2%	1.32	52.5%	1.06	
Capital Component	\$5,961,250	6.9%	6.2%	1.10	6.0%	1.15	7.5%	0.92	7.5%	0.92	
Fiscal Statistics											
Operating Margin (%)		12.2%	10.4%	1.17	11.2%	1.09	8.9%	1.37	15.6%	0.78	
Total Hospital Net Income (%)		19.4%	14.1%	1.38	10.9%	1.78	14.5%	1.34	15.5%	1.25	
Return on Equity (%)		17.4%	6.3%	2.76	7.1%	2.45	11.3%	1.54	13.8%	1.27	
Current Ratio		6.8	4.1	1.65	6.9	0.99	5.3	1.28	4.1	1.67	
Days in Net Patient Accounts Receivable		54.2	87.5	0.62	56.9	0.95	49.1	1.10	43.4	1.25	
Average Payment Period		25.7	89.9	0.29	51.3	0.50	43.7	0.59	24.5	1.05	
Equity Financing (%)		87.6%	64.7%	1.35	83.8%	1.04	76.8%	1.14	87.5%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	14.2	N/A	19.8	N/A	0.0	N/A	
Total Asset Turnover		0.8	0.4	1.92	0.7	1.26	0.7	1.12	0.9	0.93	
Average Age of Plant (Years)		5.9	17.1	0.35	11.7	0.51	10.5	0.56	4.7	1.26	
Increase (Decrease) Total Net Patient Revenue		8.3%	12.7%	0.65	11.5%	0.71	11.8%	0.70	-8.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		61.5%	64.9%	0.95	52.8%	1.17	79.7%	0.77	60.2%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$14,621		\$18,658	0.78	\$25,873	0.57	\$14,182	1.03	\$13,175	1.11	
Inpatient Net Revenue per Day	\$2,800		\$3,656	0.77	\$4,216	0.66	\$3,541	0.79	\$2,802	1.00	
Outpatient Net Revenue per Visit	\$524		\$781	0.67	\$852	0.61	\$602	0.87	\$704	0.74	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 885
 Inpatient Days 1,748

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:

Bassinet 0
 Total Births 0
 Newborn Days 0

313 Midwest Orthopedic Specialty Hospital
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	16	885	1,748	29.9%	4.8	2.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	3	4.7	Surgical Personnel	30	4	31.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	1	2.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	44	21	56.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	9	14.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	1	0.5	All Other Health Professionals	3	1	3.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	4	9.4
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	101	44	125.3

313 Midwest Orthopedic Specialty Hospital

Franklin, WI 53132

Franklin, WI 53132			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$75,875,386	41.8%	46.6%	0.90	44.6%	0.94	47.7%	0.88	38.6%	1.08	
Medical Assistance	\$12,910,843	7.1%	14.4%	0.49	21.6%	0.33	12.6%	0.56	6.8%	1.05	
Commercial	\$92,430,478	50.9%	33.9%	1.50	30.1%	1.69	35.5%	1.43	54.5%	0.93	
All Other	\$326,738	0.2%	5.1%	0.04	3.7%	0.05	4.2%	0.04	0.1%	1.24	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$56,954,445	31.4%	35.2%	0.89	35.8%	0.88	27.4%	1.15	29.1%	1.08	
Medical Assistance	\$11,702,795	6.4%	11.1%	0.58	16.4%	0.39	8.8%	0.73	6.1%	1.05	
Commercial	\$38,911,950	21.4%	14.9%	1.43	14.1%	1.52	12.2%	1.76	23.6%	0.91	
Charity Care	\$413,667	0.2%	0.7%	0.32	0.9%	0.26	0.7%	0.32	0.3%	0.85	
Bad Debt	\$1,963,200	1.1%	1.0%	1.06	0.9%	1.15	1.3%	0.86	0.3%	3.17	
All Other	\$63,061	0.0%	2.8%	0.01	1.3%	0.03	2.4%	0.01	0.0%	18.63	
Total Deductions	\$110,009,118	60.6%	65.8%	0.92	69.4%	0.87	52.8%	1.15	59.4%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.6%	6.5%	0.10	5.3%	0.12	4.2%	0.15	2.9%	0.22	
Net Gains/Losses as % of Net Income		0.3%	29.4%	0.01	N/A	N/A	27.5%	0.01	0.7%	0.39	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$10,045,372	24.0%	42.4%	0.56	34.5%	0.69	46.9%	0.51	22.6%	1.06	
Supplies & Services	\$30,485,621	72.7%	51.3%	1.42	59.5%	1.22	45.9%	1.58	73.9%	0.98	
Capital Component	\$1,396,962	3.3%	6.2%	0.53	6.0%	0.56	7.1%	0.47	3.5%	0.96	
Fiscal Statistics											
Operating Margin (%)		41.8%	10.4%	4.01	11.2%	3.73	14.1%	2.97	39.7%	1.05	
Total Hospital Net Income (%)		41.8%	14.1%	2.96	10.9%	3.85	18.4%	2.27	39.9%	1.05	
Return on Equity (%)		66.2%	6.3%	10.48	7.1%	9.32	1.6%	41.50	59.0%	1.12	
Current Ratio		2.8	4.1	0.68	6.9	0.41	2.8	1.00	2.5	1.14	
Days in Net Patient Accounts Receivable		55.0	87.5	0.63	56.9	0.97	469.6	0.12	51.4	1.07	
Average Payment Period		90.8	89.9	1.01	51.3	1.77	503.0	0.18	110.6	0.82	
Equity Financing (%)		75.2%	64.7%	1.16	83.8%	0.90	50.7%	1.48	74.1%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	14.2	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover		1.6	0.4	3.69	0.7	2.41	0.1	19.21	1.5	1.07	
Average Age of Plant (Years)		14.9	17.1	0.87	11.7	1.27	72.9	0.20	13.6	1.10	
Increase (Decrease) Total Net Patient Revenue		11.9%	12.7%	0.94	11.5%	1.03	13.5%	0.89	-12.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		70.5%	64.9%	1.09	52.8%	1.34	80.3%	0.88	64.1%	1.10	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$23,013		\$18,658	1.23	\$25,873	0.89	\$17,504	1.31	\$23,399	0.98	
Inpatient Net Revenue per Day	\$11,698		\$3,656	3.20	\$4,216	2.77	\$4,490	2.61	\$12,520	0.93	
Outpatient Net Revenue per Visit	\$6,821		\$781	8.73	\$852	8.00	\$784	8.70	\$7,481	0.91	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 157
 Inpatient Days 567

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 4
 Discharges 44
 Inpatient Days 561

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

037 Gundersen Moundview Hospital and Clinics
 Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	167	567	6.2%	1.6	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	1	1	1.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	6	0	6.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	24	15	29.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	2	2.4
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	0	1	0.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	59	3	60.1
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	3	0	3.0				
				Total	116	25	124.9

037 Gundersen Moundview Hospital and Clinics

Friendship, WI 53934

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

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

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

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 0
 Total Births 0
 Newborn Days 0

195 Orthopaedic Hospital of Wisconsin
Glendale, WI 53212

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	30	1,567	2,523	23.0%	6.9	1.6
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

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

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 154
 Discharges 6,969
 Inpatient Days 30,726

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:

Bassinet 18
 Total Births 1,116
 Newborn Days 3,279

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	78	3,978	20,360	71.5%	55.8	5.1
Orthopedic	1	16	831	3,226	55.2%	8.8	3.9
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	1	14	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,163	2,764	42.1%	7.6	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	17	690	3,078	49.6%	8.4	4.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	125	1,298	32.3%	3.6	10.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	0	13.0	Surgical Personnel	46	12	51.5
Physicians & Dentists	79	20	83.0	Radiological Services Personnel	56	43	79.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	6	12.2
Dental Hygienists	0	0	0.0	Occupational Therapists	7	17	15.8
Registered Nurses	320	176	439.4	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	33	25	47.7
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	8	20	15.4
Ancillary Nursing Personnel	49	143	134.8	Recreational Therapists	0	0	0.0
Physician Assistants	20	1	20.5	Dietitians & Nutritionists	2	1	2.9
Nurse Practitioners	26	4	29.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	1	7.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	97	27	107.7
Health Info Mgmt-Administrators/Technicians	15	2	16.1	All Other Personnel	169	73	204.4
Pharmacy Personnel	24	6	28.1				
Clinical Laboratory Personnel	36	15	44.3				
				Total	1,042	602	1,382.2

315 Aurora Medical Center in Grafton
Grafton, WI 53024

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 17
 Discharges 165
 Inpatient Days 554

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 36
 Inpatient Days 343

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

038 Burnett Medical Center
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	165	554	8.9%	1.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	2	2	2.8
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	1	4.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.3
Registered Nurses	21	11	26.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.3	Physical Therapists	4	0	4.0
Licensed Practical Nurses	4	1	4.2	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	1	6.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	4	7.7
Health Info Mgmt-Administrators/Technicians	9	0	9.0	All Other Personnel	30	30	44.2
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	103	54	128.0

038 Burnett Medical Center
Grantsburg, WI 54840

Grantsburg, WI 54840			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$16,978,903	47.9%	46.6%	1.03	50.8%	0.94	46.0%	1.04	48.8%	0.98	
Medical Assistance	\$7,038,134	19.9%	14.4%	1.38	16.7%	1.19	12.0%	1.65	17.3%	1.15	
Commercial	\$8,889,586	25.1%	33.9%	0.74	26.9%	0.93	37.7%	0.66	26.1%	0.96	
All Other	\$2,532,752	7.1%	5.1%	1.41	5.6%	1.28	4.2%	1.69	7.8%	0.92	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$7,866,828	22.2%	35.2%	0.63	27.0%	0.82	24.4%	0.91	23.0%	0.97	
Medical Assistance	\$4,181,592	11.8%	11.1%	1.07	11.1%	1.06	8.3%	1.42	11.3%	1.04	
Commercial	\$2,383,585	6.7%	14.9%	0.45	5.5%	1.22	11.4%	0.59	7.2%	0.93	
Charity Care	\$96,192	0.3%	0.7%	0.38	0.7%	0.40	0.7%	0.38	0.2%	1.10	
Bad Debt	\$703,968	2.0%	1.0%	1.95	1.5%	1.33	1.4%	1.42	3.9%	0.51	
All Other	\$1,101,449	3.1%	2.8%	1.11	2.7%	1.15	2.2%	1.40	2.2%	1.39	
Total Deductions	\$16,333,614	46.1%	65.8%	0.70	48.5%	0.95	48.5%	0.95	47.9%	0.96	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.1%	6.5%	0.18	3.4%	0.34	5.2%	0.22	1.8%	0.65	
Net Gains/Losses as % of Net Income		85.3%	29.4%	2.91	46.4%	1.84	16.4%	5.18	112.7%	0.76	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$10,541,400	56.6%	42.4%	1.33	52.8%	1.07	49.0%	1.16	58.1%	0.98	
Supplies & Services	\$6,751,215	36.3%	51.3%	0.71	40.1%	0.90	44.0%	0.82	34.7%	1.04	
Capital Component	\$1,320,475	7.1%	6.2%	1.14	7.1%	1.00	7.0%	1.01	7.2%	0.98	
Fiscal Statistics											
Operating Margin (%)		3.7%	10.4%	0.35	12.3%	0.30	12.2%	0.30	-0.1%	N/A	
Total Hospital Net Income (%)		20.7%	14.1%	1.46	20.8%	0.99	14.2%	1.45	0.8%	26.27	
Return on Equity (%)		17.6%	6.3%	2.78	2.3%	7.75	21.6%	0.81	0.5%	35.08	
Current Ratio		1.8	4.1	0.43	3.1	0.56	2.1	0.83	2.1	0.82	
Days in Net Patient Accounts Receivable		69.1	87.5	0.79	372.2	0.19	53.3	1.30	74.4	0.93	
Average Payment Period		176.8	89.9	1.97	407.2	0.43	54.9	3.22	173.8	1.02	
Equity Financing (%)		33.8%	64.7%	0.52	51.8%	0.65	43.0%	0.79	16.7%	2.03	
Long-Term Debt to Equity Ratio		1.0	0.3	2.89	0.7	1.40	0.7	1.37	2.1	0.45	
Times Interest Earned		19.1	21.0	0.91	56.7	0.34	13.9	1.37	1.5	12.65	
Total Asset Turnover		0.7	0.4	1.63	0.1	7.11	1.5	0.47	0.6	1.11	
Average Age of Plant (Years)		21.4	17.1	1.25	55.6	0.38	8.5	2.52	26.8	0.80	
Increase (Decrease) Total Net Patient Revenue		12.6%	12.7%	0.99	17.4%	0.73	15.6%	0.81	-3.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)		90.7%	64.9%	1.40	86.8%	1.05	82.0%	1.11	89.6%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$13,223	\$18,658	0.71	\$14,908	0.89	\$21,986	0.60	\$12,439	1.06	
Inpatient Net Revenue per Day		\$3,172	\$3,656	0.87	\$3,393	0.93	\$3,295	0.96	\$2,727	1.16	
Outpatient Net Revenue per Visit		\$515	\$781	0.66	\$924	0.56	\$696	0.74	\$542	0.95	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$35,439,375		Cash & Cash Equivalents		\$10,905,407	Current Liabilities		\$8,633,831			
Less Deductions	\$16,333,614		Net Patient Receivables		\$3,617,223	Long-Term Debt		\$8,882,837			
Net Patient Revenue	\$19,105,761		Other Receivables		\$66,447	Other Liabilities		\$750,537			
Plus Other Revenue	\$221,046					Subtotal		\$18,267,205			
Total Revenue	\$19,326,807		Land, Buildings & Equipment (Net)		\$8,977,501						
Less Expenses	\$18,613,090		Other Assets		\$4,043,854	Unrestricted Fund Balance		\$9,343,227			
Non-Operating Gains/Losses	\$4,132,897					Restricted Fund Balance		\$23,547			
Net Income	\$4,846,614		Total Assets		\$27,610,432	Total Liabilities & Fund Balance		\$27,610,432			

197 Aurora BayCare Medical Center in Green Bay
 2845 Greenbrier Drive
 Green Bay, WI 54311
 920-288-8000

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 26
 Total Births 1,518
 Newborn Days 2,220

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	94	5,674	25,864	75.4%	70.9	4.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,578	3,944	47.0%	10.8	2.5
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	43	1,011	9,368	59.7%	25.7	9.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	186	4,535	49.7%	12.4	24.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	25	370	1,203	13.2%	3.3	3.3

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

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

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

4 = Contracted, 5 = Service Not Provided

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

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

Green Bay, WI 54311			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$739,629,089	43.3%	46.6%	0.93	47.1%	0.92	46.9%	0.92	44.3%	0.98	
Medical Assistance	\$206,673,765	12.1%	14.4%	0.84	12.3%	0.98	13.3%	0.91	11.6%	1.04	
Commercial	\$663,276,655	38.8%	33.9%	1.15	36.3%	1.07	34.1%	1.14	38.5%	1.01	
All Other	\$99,727,496	5.8%	5.1%	1.15	4.2%	1.38	5.7%	1.02	5.5%	1.06	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$598,848,488	35.0%	35.2%	0.99	35.4%	0.99	36.2%	0.97	35.6%	0.98	
Medical Assistance	\$172,657,726	10.1%	11.1%	0.91	9.8%	1.03	10.3%	0.98	9.4%	1.08	
Commercial	\$298,877,406	17.5%	14.9%	1.17	16.0%	1.09	16.2%	1.08	16.8%	1.04	
Charity Care	\$10,802,909	0.6%	0.7%	0.89	0.7%	0.92	0.7%	0.91	0.7%	0.87	
Bad Debt	\$11,926,688	0.7%	1.0%	0.68	1.1%	0.65	0.8%	0.84	1.1%	0.65	
All Other	\$69,980,520	4.1%	2.8%	1.46	2.9%	1.40	3.0%	1.34	3.3%	1.23	
Total Deductions	\$1,163,093,737	68.0%	65.8%	1.03	65.9%	1.03	67.3%	1.01	67.0%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.7%	6.5%	0.58	6.1%	0.62	6.7%	0.56	6.8%	0.55	
Net Gains/Losses as % of Net Income		24.2%	29.4%	0.83	31.1%	0.78	30.5%	0.79	6.3%	3.85	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$165,298,435	38.0%	42.4%	0.90	42.5%	0.89	41.3%	0.92	38.9%	0.98	
Supplies & Services	\$244,105,081	56.2%	51.3%	1.09	50.9%	1.10	53.3%	1.05	54.6%	1.03	
Capital Component	\$25,037,209	5.8%	6.2%	0.92	6.6%	0.87	5.4%	1.06	6.5%	0.89	
Fiscal Statistics											
Operating Margin (%)		23.4%	10.4%	2.25	15.9%	1.48	9.3%	2.52	21.6%	1.08	
Total Hospital Net Income (%)		28.8%	14.1%	2.04	21.5%	1.34	12.9%	2.24	22.7%	1.27	
Return on Equity (%)		29.0%	6.3%	4.59	15.0%	1.93	8.9%	3.27	19.7%	1.47	
Current Ratio		3.4	4.1	0.84	3.7	0.93	4.8	0.72	3.5	0.98	
Days in Net Patient Accounts Receivable		63.0	87.5	0.72	56.7	1.11	61.8	1.02	61.9	1.02	
Average Payment Period		97.4	89.9	1.08	76.1	1.28	62.8	1.55	99.3	0.98	
Equity Financing (%)		71.5%	64.7%	1.11	75.3%	0.95	69.5%	1.03	66.0%	1.08	
Long-Term Debt to Equity Ratio		0.1	0.3	0.43	0.2	0.93	0.2	0.76	0.2	0.68	
Times Interest Earned		60.8	21.0	2.89	32.4	1.88	24.3	2.50	34.7	1.75	
Total Asset Turnover		0.9	0.4	2.19	0.7	1.44	0.7	1.41	0.9	1.10	
Average Age of Plant (Years)		10.1	17.1	0.59	10.6	0.95	13.3	0.76	9.1	1.10	
Increase (Decrease) Total Net Patient Revenue		5.9%	12.7%	0.47	10.0%	0.59	11.2%	0.53	-8.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)		71.1%	64.9%	1.10	74.4%	0.96	59.3%	1.20	69.2%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$19,834		\$18,658	1.06	\$15,148	1.31	\$21,058	0.94	\$18,914	1.05	
Inpatient Net Revenue per Day	\$3,961		\$3,656	1.08	\$3,286	1.21	\$3,785	1.05	\$3,981	0.99	
Outpatient Net Revenue per Visit	\$810		\$781	1.04	\$699	1.16	\$881	0.92	\$828	0.98	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$1,709,307,006		Cash & Cash Equivalents		\$10,249	Current Liabilities		\$110,535,740			
Less Deductions	\$1,163,093,737		Net Patient Receivables		\$94,281,691	Long-Term Debt		\$61,293,334			
Net Patient Revenue	\$546,213,269		Other Receivables		\$2,612,670	Other Liabilities		\$318,213			
Plus Other Revenue	\$21,127,513					Subtotal		\$172,147,287			
Total Revenue	\$567,340,781		Land, Buildings & Equipment (Net)		\$220,905,873	Unrestricted Fund Balance		\$432,344,644			
Less Expenses	\$434,440,725		Other Assets		\$286,681,450	Restricted Fund Balance		\$0			
Non-Operating Gains/Losses	\$42,468,318					Total Liabilities & Fund Balance		\$604,491,931			
Net Income	\$175,368,374		Total Assets		\$604,491,933						

039 Bellin Hospital
744 S Webster Ave
Green Bay, WI 54301
920-433-3500

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

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

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

Total Hospital:

Beds Set Up & Staffed 175
Discharges 8,116
Inpatient Days 36,483

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:

Bassinet 33
Total Births 1,533
Newborn Days 2,977

039 Bellin Hospital
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	87	4,423	19,187	60.4%	52.6	4.3
Orthopedic	1	30	1,300	5,225	47.7%	14.3	4.0
Rehabilitation & Physical Medicine	1	14	320	4,004	78.4%	11.0	12.5
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	169	276	8.4%	0.8	1.6
Obstetrics	1	18	1,472	3,410	51.9%	9.3	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	17	432	4,381	70.6%	12.0	10.1
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	32	5	34.8	Surgical Personnel	34	17	41.2
Physicians & Dentists	141	12	147.3	Radiological Services Personnel	66	48	81.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	12	12.3
Dental Hygienists	0	0	0.0	Occupational Therapists	12	18	22.0
Registered Nurses	583	358	737.6	Occupational Therapy Assistants/Aides	4	2	5.2
Certified Nurse Midwives	3	2	4.5	Physical Therapists	64	20	70.6
Licensed Practical Nurses	148	52	174.1	Physical Therapy Assistants/Aides	13	4	15.0
Ancillary Nursing Personnel	40	109	79.0	Recreational Therapists	0	0	0.0
Physician Assistants	41	7	44.0	Dietitians & Nutritionists	15	5	16.8
Nurse Practitioners	106	21	114.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	13	4	15.0	Social Workers	20	9	24.5
Clinical Nurse Specialists	3	3	4.9	All Other Health Professionals	180	258	305.1
Health Info Mgmt-Administrators/Technicians	76	4	77.7	All Other Personnel	653	609	991.1
Pharmacy Personnel	43	13	49.4				
Clinical Laboratory Personnel	62	22	69.2				
				Total	2,465	1,656	3,260.6

039 Bellin Hospital
Green Bay, WI 54301

Green Bay, WI 54301			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$649,740,778	43.7%	46.6%	0.94	47.1%	0.93	46.9%	0.93	42.3%	1.03	
Medical Assistance	\$162,381,343	10.9%	14.4%	0.76	12.3%	0.89	13.3%	0.82	10.3%	1.06	
Commercial	\$645,071,997	43.4%	33.9%	1.28	36.3%	1.19	34.1%	1.27	45.2%	0.96	
All Other	\$29,054,346	2.0%	5.1%	0.39	4.2%	0.46	5.7%	0.34	2.1%	0.91	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$432,857,293	29.1%	35.2%	0.83	35.4%	0.82	36.2%	0.80	30.8%	0.94	
Medical Assistance	\$126,544,836	8.5%	11.1%	0.77	9.8%	0.87	10.3%	0.83	7.8%	1.09	
Commercial	\$250,766,518	16.9%	14.9%	1.13	16.0%	1.05	16.2%	1.04	14.5%	1.17	
Charity Care	\$14,721,350	1.0%	0.7%	1.39	0.7%	1.44	0.7%	1.42	1.0%	1.04	
Bad Debt	\$11,926,892	0.8%	1.0%	0.79	1.1%	0.75	0.8%	0.97	1.2%	0.68	
All Other	\$23,467,391	1.6%	2.8%	0.56	2.9%	0.54	3.0%	0.52	1.4%	1.16	
Total Deductions	\$860,284,280	57.9%	65.8%	0.88	65.9%	0.88	67.3%	0.86	56.6%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		4.4%	6.5%	0.68	6.1%	0.73	6.7%	0.66	4.5%	0.98	
Net Gains/Losses as % of Net Income		54.1%	29.4%	1.84	31.1%	1.74	30.5%	1.78	36.7%	1.48	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$359,518,229	59.2%	42.4%	1.40	42.5%	1.39	41.3%	1.44	58.0%	1.02	
Supplies & Services	\$205,807,571	33.9%	51.3%	0.66	50.9%	0.67	53.3%	0.64	34.1%	1.00	
Capital Component	\$41,523,297	6.8%	6.2%	1.10	6.6%	1.03	5.4%	1.26	7.9%	0.87	
Fiscal Statistics											
Operating Margin (%)		7.3%	10.4%	0.70	15.9%	0.46	9.3%	0.79	5.1%	1.45	
Total Hospital Net Income (%)		14.7%	14.1%	1.04	21.5%	0.69	12.9%	1.14	7.8%	1.90	
Return on Equity (%)		11.2%	6.3%	1.77	15.0%	0.74	8.9%	1.26	6.2%	1.79	
Current Ratio		3.3	4.1	0.81	3.7	0.91	4.8	0.70	3.3	1.00	
Days in Net Patient Accounts Receivable		58.5	87.5	0.67	56.7	1.03	61.8	0.95	48.7	1.20	
Average Payment Period		68.7	89.9	0.76	76.1	0.90	62.8	1.09	61.0	1.13	
Equity Financing (%)		64.8%	64.7%	1.00	75.3%	0.86	69.5%	0.93	67.3%	0.96	
Long-Term Debt to Equity Ratio		0.3	0.3	0.97	0.2	2.10	0.2	1.72	0.3	1.21	
Times Interest Earned		17.5	21.0	0.83	32.4	0.54	24.3	0.72	8.0	2.18	
Total Asset Turnover		0.7	0.4	1.63	0.7	1.07	0.7	1.06	0.8	0.89	
Average Age of Plant (Years)		9.9	17.1	0.58	10.6	0.94	13.3	0.75	9.7	1.03	
Increase (Decrease) Total Net Patient Revenue		11.9%	12.7%	0.93	10.0%	1.18	11.2%	1.06	1.8%	6.77	
Outpatient Gross Revenue (% of Total GPR)		81.1%	64.9%	1.25	74.4%	1.09	59.3%	1.37	80.4%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$16,020	\$18,658	0.86	\$15,148	1.06	\$21,058	0.76	\$14,012	1.14	
Inpatient Net Revenue per Day		\$3,330	\$3,656	0.91	\$3,286	1.01	\$3,785	0.88	\$3,661	0.91	
Outpatient Net Revenue per Visit		\$453	\$781	0.58	\$699	0.65	\$881	0.51	\$426	1.06	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$1,486,248,466		Cash & Cash Equivalents		\$218,044,890	Current Liabilities		\$109,548,504			
Less Deductions	\$860,284,280		Net Patient Receivables		\$100,357,505	Long-Term Debt		\$193,944,750			
Net Patient Revenue	\$625,964,186		Other Receivables		\$1,328,320	Other Liabilities		\$25,228,824			
Plus Other Revenue	\$28,892,782					Subtotal		\$328,722,078			
Total Revenue	\$654,856,967		Land, Buildings & Equipment (Net)		\$286,609,238						
Less Expenses	\$606,849,097		Other Assets		\$328,360,702	Unrestricted Fund Balance		\$605,978,577			
Non-Operating Gains/Losses	\$56,642,552					Restricted Fund Balance		\$9,769,888			
Net Income	\$104,650,422		Total Assets		\$934,700,655	Total Liabilities & Fund Balance		\$934,700,655			

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 64
 Discharges 3,200
 Inpatient Days 16,379

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

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	56	3,097	15,366	75.2%	42.1	5.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	8	103	1,013	34.7%	2.8	9.8
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	7	15	17.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	17	19.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	6	9.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.4
Registered Nurses	64	134	144.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	5.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	2	3.6
Ancillary Nursing Personnel	8	46	29.1	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	15	12.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	52	50	73.1
Pharmacy Personnel	6	2	6.5				
Clinical Laboratory Personnel	23	12	29.1				
				Total	199	307	367.2

041 St Mary's Hospital Medical Center

Green Bay, WI 54303

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

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

042 St Vincent Hospital
835 S Van Buren St
Green Bay, WI 54301
920-433-0111

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

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

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

Total Hospital:

Beds Set Up & Staffed 207
Discharges 9,768
Inpatient Days 50,717

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:

Bassinet 24
Total Births 1,339
Newborn Days 2,139

042 St Vincent Hospital
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	81	5,501	23,192	78.4%	63.5	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	20	328	4,147	56.8%	11.4	12.6
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	13	259	751	15.8%	2.1	2.9
Obstetrics	1	25	1,371	3,411	37.4%	9.3	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	21	621	6,876	89.7%	18.8	11.1
Cardiac Intensive Unit	1	4	180	1,223	83.8%	3.4	6.8
Pediatric Intensive Care	1	7	432	1,446	56.6%	4.0	3.3
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	13	724	4,497	94.8%	12.3	6.2
Neonatal Intensive/Intermediate Care	1	23	312	5,174	61.6%	14.2	16.6
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	32	0	32.0	Surgical Personnel	30	27	46.3
Physicians & Dentists	0	1	0.7	Radiological Services Personnel	31	34	54.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	21	13	27.9
Dental Hygienists	0	0	0.0	Occupational Therapists	13	17	23.5
Registered Nurses	325	361	571.4	Occupational Therapy Assistants/Aides	0	2	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	42	23	57.3
Licensed Practical Nurses	4	3	5.6	Physical Therapy Assistants/Aides	17	6	20.7
Ancillary Nursing Personnel	23	109	79.6	Recreational Therapists	4	6	7.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	9	12.1
Nurse Practitioners	7	1	7.8	Psychologists	18	20	27.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	73	22	89.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	157	93	203.3
Pharmacy Personnel	40	19	50.2				
Clinical Laboratory Personnel	39	18	48.9				
				Total	892	800	1,388.2

042 St Vincent Hospital

Green Bay, WI 54301

Green Bay, WI 54301			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$597,707,996	49.9%	46.6%	1.07	47.1%	1.06	46.9%	1.06	50.2%	0.99	
Medical Assistance	\$160,066,320	13.4%	14.4%	0.93	12.3%	1.08	13.3%	1.01	12.0%	1.12	
Commercial	\$384,595,942	32.1%	33.9%	0.95	36.3%	0.88	34.1%	0.94	32.2%	1.00	
All Other	\$56,002,205	4.7%	5.1%	0.92	4.2%	1.10	5.7%	0.81	5.6%	0.83	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$448,370,665	37.4%	35.2%	1.06	35.4%	1.06	36.2%	1.03	38.7%	0.97	
Medical Assistance	\$121,133,899	10.1%	11.1%	0.91	9.8%	1.03	10.3%	0.98	9.2%	1.10	
Commercial	\$195,420,990	16.3%	14.9%	1.09	16.0%	1.02	16.2%	1.01	15.6%	1.05	
Charity Care	\$4,840,040	0.4%	0.7%	0.57	0.7%	0.59	0.7%	0.58	0.5%	0.79	
Bad Debt	\$15,414,779	1.3%	1.0%	1.26	1.1%	1.20	0.8%	1.55	0.7%	1.91	
All Other	\$43,178,026	3.6%	2.8%	1.29	2.9%	1.23	3.0%	1.18	3.7%	0.98	
Total Deductions	\$828,358,399	69.1%	65.8%	1.05	65.9%	1.05	67.3%	1.03	68.3%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		10.3%	6.5%	1.59	6.1%	1.70	6.7%	1.54	5.2%	1.99	
Net Gains/Losses as % of Net Income		36.1%	29.4%	1.23	31.1%	1.16	30.5%	1.19	24.5%	1.47	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$63,505,145	20.3%	42.4%	0.48	42.5%	0.48	41.3%	0.49	38.2%	0.53	
Supplies & Services	\$231,822,831	74.1%	51.3%	1.44	50.9%	1.46	53.3%	1.39	57.2%	1.30	
Capital Component	\$17,502,914	5.6%	6.2%	0.90	6.6%	0.84	5.4%	1.03	4.6%	1.21	
Fiscal Statistics											
Operating Margin (%)		24.1%	10.4%	2.32	15.9%	1.52	9.3%	2.59	-4.5%	N/A	
Total Hospital Net Income (%)		33.2%	14.1%	2.35	21.5%	1.55	12.9%	2.59	-6.0%	N/A	
Return on Equity (%)		19.6%	6.3%	3.11	15.0%	1.31	8.9%	2.21	-3.2%	N/A	
Current Ratio		1.5	4.1	0.36	3.7	0.40	4.8	0.31	1.4	1.06	
Days in Net Patient Accounts Receivable		57.7	87.5	0.66	56.7	1.02	61.8	0.93	55.7	1.03	
Average Payment Period		83.6	89.9	0.93	76.1	1.10	62.8	1.33	94.0	0.89	
Equity Financing (%)		81.3%	64.7%	1.26	75.3%	1.08	69.5%	1.17	71.5%	1.14	
Long-Term Debt to Equity Ratio		0.1	0.3	0.20	0.2	0.43	0.2	0.35	0.0	1.36	
Times Interest Earned		283.3	21.0	13.47	32.4	8.73	24.3	11.65	-30.0	N/A	
Total Asset Turnover		0.5	0.4	1.21	0.7	0.80	0.7	0.78	0.5	0.95	
Average Age of Plant (Years)		18.0	17.1	1.06	10.6	1.70	13.3	1.36	16.0	1.13	
Increase (Decrease) Total Net Patient Revenue		1.7%	12.7%	0.14	10.0%	0.17	11.2%	0.15	6.6%	0.27	
Outpatient Gross Revenue (% of Total GPR)		59.7%	64.9%	0.92	74.4%	0.80	59.3%	1.01	58.8%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$17,579	\$18,658	0.94	\$15,148	1.16	\$21,058	0.83	\$17,528	1.00	
Inpatient Net Revenue per Day		\$3,386	\$3,656	0.93	\$3,286	1.03	\$3,785	0.89	\$3,390	1.00	
Outpatient Net Revenue per Visit		\$986	\$781	1.26	\$699	1.41	\$881	1.12	\$1,107	0.89	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 35
Discharges 1,182
Inpatient Days 4,909

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

043 Aurora Medical Center in Hartford
Hartford, WI 53027

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	29	927	3,770	35.6%	10.3	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	259	1,139	52.0%	3.1	4.4
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	9	2	10.5
Physicians & Dentists	9	16	11.3	Radiological Services Personnel	14	13	20.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	6.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	4	6.5
Registered Nurses	53	50	88.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	14	24.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	9	10	13.5
Ancillary Nursing Personnel	9	34	24.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.4
Nurse Practitioners	2	1	2.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	4	4.6	Social Workers	1	2	2.9
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	27	14	34.1
Health Info Mgmt-Administrators/Technicians	1	5	4.9	All Other Personnel	61	44	87.9
Pharmacy Personnel	4	4	6.3				
Clinical Laboratory Personnel	12	5	16.9				
				Total	249	229	382.3

043 Aurora Medical Center in Hartford
Hartford, WI 53027

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	2A Value	Ratio	3 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,843,563	48.5%	46.6%	1.04	51.5%	0.94	47.0%	1.03	48.5%	1.00
Medical Assistance	\$21,703,217	8.6%	14.4%	0.59	11.3%	0.76	13.0%	0.66	8.3%	1.03
Commercial	\$102,537,922	40.5%	33.9%	1.20	34.7%	1.17	36.1%	1.12	40.7%	0.99
All Other	\$6,281,798	2.5%	5.1%	0.49	2.5%	1.01	3.8%	0.65	2.5%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$99,820,817	39.4%	35.2%	1.12	41.5%	0.95	32.5%	1.21	38.9%	1.01
Medical Assistance	\$19,270,586	7.6%	11.1%	0.69	9.1%	0.83	9.9%	0.77	7.1%	1.06
Commercial	\$52,362,401	20.7%	14.9%	1.38	16.0%	1.29	14.1%	1.46	20.1%	1.03
Charity Care	\$2,025,764	0.8%	0.7%	1.12	0.9%	0.90	0.7%	1.21	0.8%	0.98
Bad Debt	\$1,850,578	0.7%	1.0%	0.72	1.0%	0.71	1.5%	0.49	1.1%	0.66
All Other	\$3,214,319	1.3%	2.8%	0.45	1.2%	1.04	1.8%	0.72	1.2%	1.08
Total Deductions	\$178,544,465	70.5%	65.8%	1.07	69.8%	1.01	60.4%	1.17	69.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.4%	6.5%	0.06	5.3%	0.07	7.5%	0.05	5.2%	0.07
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	13.2%	N/A	42.4%	N/A	0.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,300,605	44.0%	42.4%	1.04	38.6%	1.14	50.4%	0.87	44.6%	0.99
Supplies & Services	\$28,316,706	49.2%	51.3%	0.96	53.1%	0.93	42.2%	1.17	47.3%	1.04
Capital Component	\$3,906,784	6.8%	6.2%	1.09	8.4%	0.81	7.5%	0.91	8.1%	0.84
Fiscal Statistics										
Operating Margin (%)		23.4%	10.4%	2.25	13.6%	1.72	8.9%	2.63	18.9%	1.24
Total Hospital Net Income (%)		23.4%	14.1%	1.66	15.4%	1.52	14.5%	1.61	18.9%	1.24
Return on Equity (%)		9.4%	6.3%	1.48	9.8%	0.96	11.3%	0.83	7.8%	1.21
Current Ratio		21.7	4.1	5.27	7.4	2.93	5.3	4.09	24.1	0.90
Days in Net Patient Accounts Receivable		59.8	87.5	0.68	51.6	1.16	49.1	1.22	62.7	0.95
Average Payment Period		51.3	89.9	0.57	51.5	1.00	43.7	1.17	42.1	1.22
Equity Financing (%)		95.4%	64.7%	1.47	80.1%	1.19	76.8%	1.24	93.9%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		37.2	21.0	1.77	14.8	2.51	19.8	1.88	30.1	1.23
Total Asset Turnover		0.4	0.4	0.93	0.6	0.64	0.7	0.55	0.4	0.98
Average Age of Plant (Years)		11.9	17.1	0.70	11.1	1.07	10.5	1.13	9.3	1.28
Increase (Decrease) Total Net Patient Revenue		11.9%	12.7%	0.94	7.7%	1.54	11.8%	1.01	1.3%	9.43
Outpatient Gross Revenue (% of Total GPR)		80.4%	64.9%	1.24	65.6%	1.23	79.7%	1.01	78.1%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,349	\$18,658	0.82	\$14,982	1.02	\$14,182	1.08	\$13,194	1.16
Inpatient Net Revenue per Day		\$3,636	\$3,656	0.99	\$3,228	1.13	\$3,541	1.03	\$3,620	1.00
Outpatient Net Revenue per Visit		\$688	\$781	0.88	\$697	0.99	\$602	1.14	\$633	1.09
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$253,366,499		Cash & Cash Equivalents		\$154,231,288	Current Liabilities		\$7,752,923		
Less Deductions	\$178,544,465		Net Patient Receivables		\$12,262,170	Long-Term Debt		\$0		
Net Patient Revenue	\$74,822,034		Other Receivables		\$57,333	Other Liabilities		\$957,506		
Plus Other Revenue	\$273,807					Subtotal		\$8,710,429		
Total Revenue	\$75,095,841		Land, Buildings & Equipment (Net)		\$17,658,894	Unrestricted Fund Balance		\$178,686,403		
Less Expenses	\$57,524,095		Other Assets		\$3,187,146	Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	-\$24,000					Total Liabilities & Fund Balance		\$187,396,832		
Net Income	\$17,547,746		Total Assets		\$187,396,831					

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

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

County: Sawyer
Analysis Area: Western Lake Superior (7)
Volume Group: 2

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

Total Hospital:

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

Contract with:

Health Maintenance
Organization (HMO) No
Preferred Provider
Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 2
Discharges 36
Inpatient Days 441

Newborn Nursery:

Bassinet 6
Total Births 119
Newborn Days 222

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	538	1,837	24.0%	5.0	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	120	257	17.6%	0.7	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	2	10.4	Surgical Personnel	1	1	1.7
Physicians & Dentists	7	5	9.8	Radiological Services Personnel	10	9	12.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	4.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.1
Registered Nurses	47	27	60.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	6	9.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	6	0	6.0
Ancillary Nursing Personnel	7	9	11.4	Recreational Therapists	2	1	2.2
Physician Assistants	2	5	5.3	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	0	3	1.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.8	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	5	24.0
Health Info Mgmt-Administrators/Technicians	6	2	7.6	All Other Personnel	40	33	44.9
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	11	2	12.1				
				Total	195	120	244.7

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Hayward, WI 54843			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$53,524,918	46.9%	46.6%	1.00	50.8%	0.92	47.7%	0.98	47.5%	0.99	
Medical Assistance	\$22,310,072	19.5%	14.4%	1.35	16.7%	1.17	12.6%	1.55	18.6%	1.05	
Commercial	\$27,866,682	24.4%	33.9%	0.72	26.9%	0.91	35.5%	0.69	25.3%	0.97	
All Other	\$10,514,587	9.2%	5.1%	1.82	5.6%	1.65	4.2%	2.19	8.7%	1.06	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$29,783,315	26.1%	35.2%	0.74	27.0%	0.96	27.4%	0.95	27.3%	0.96	
Medical Assistance	\$14,682,020	12.9%	11.1%	1.16	11.1%	1.15	8.8%	1.46	11.9%	1.08	
Commercial	\$3,562,547	3.1%	14.9%	0.21	5.5%	0.57	12.2%	0.26	2.7%	1.17	
Charity Care	\$1,253,638	1.1%	0.7%	1.54	0.7%	1.63	0.7%	1.56	0.5%	2.28	
Bad Debt	\$963,375	0.8%	1.0%	0.83	1.5%	0.57	1.3%	0.67	2.4%	0.35	
All Other	\$5,198,196	4.6%	2.8%	1.63	2.7%	1.69	2.4%	1.88	2.8%	1.64	
Total Deductions	\$55,443,091	48.5%	65.8%	0.74	48.5%	1.00	52.8%	0.92	47.6%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.4%	6.5%	0.06	3.4%	0.12	4.2%	0.10	0.4%	1.06	
Net Gains/Losses as % of Net Income		83.1%	29.4%	2.83	46.4%	1.79	27.5%	3.03	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$33,991,256	59.5%	42.4%	1.40	52.8%	1.13	46.9%	1.27	54.9%	1.08	
Supplies & Services	\$17,630,608	30.9%	51.3%	0.60	40.1%	0.77	45.9%	0.67	36.0%	0.86	
Capital Component	\$5,473,202	9.6%	6.2%	1.54	7.1%	1.35	7.1%	1.34	9.1%	1.05	
Fiscal Statistics											
Operating Margin (%)		3.3%	10.4%	0.31	12.3%	0.26	14.1%	0.23	9.2%	0.35	
Total Hospital Net Income (%)		16.6%	14.1%	1.17	20.8%	0.80	18.4%	0.90	9.0%	1.83	
Return on Equity (%)		11.0%	6.3%	1.74	2.3%	4.84	1.6%	6.87	6.2%	1.77	
Current Ratio		5.1	4.1	1.24	3.1	1.62	2.8	1.82	7.1	0.72	
Days in Net Patient Accounts Receivable		50.7	87.5	0.58	372.2	0.14	469.6	0.11	47.4	1.07	
Average Payment Period		68.8	89.9	0.77	407.2	0.17	503.0	0.14	46.5	1.48	
Equity Financing (%)		82.6%	64.7%	1.28	51.8%	1.59	50.7%	1.63	87.7%	0.94	
Long-Term Debt to Equity Ratio		0.1	0.3	0.20	0.7	0.09	0.7	0.09	0.1	1.16	
Times Interest Earned		80.6	21.0	3.83	56.7	1.42	28.6	2.82	24.7	3.26	
Total Asset Turnover		0.6	0.4	1.33	0.1	5.79	0.1	6.93	0.7	0.83	
Average Age of Plant (Years)		9.4	17.1	0.55	55.6	0.17	72.9	0.13	9.8	0.96	
Increase (Decrease) Total Net Patient Revenue		1.5%	12.7%	0.12	17.4%	0.09	13.5%	0.11	17.1%	0.09	
Outpatient Gross Revenue (% of Total GPR)		82.8%	64.9%	1.28	86.8%	0.95	80.3%	1.03	80.7%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$19,895	\$18,658	1.07	\$14,908	1.33	\$17,504	1.14	\$18,280	1.09	
Inpatient Net Revenue per Day		\$5,406	\$3,656	1.48	\$3,393	1.59	\$4,490	1.20	\$5,413	1.00	
Outpatient Net Revenue per Visit		\$3,861	\$781	4.94	\$924	4.18	\$784	4.93	\$3,015	1.28	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$114,216,256		Cash & Cash Equivalents		\$39,865,216	Current Liabilities		\$10,042,681			
Less Deductions	\$55,443,091		Net Patient Receivables		\$8,161,414	Long-Term Debt		\$5,496,864			
Net Patient Revenue	\$58,773,165		Other Receivables		\$529,650	Other Liabilities		\$2,500,000			
Plus Other Revenue	\$244,304					Subtotal		\$18,039,545			
Total Revenue	\$59,017,469		Land, Buildings & Equipment (Net)		\$36,136,428						
Less Expenses	\$57,095,066		Other Assets		\$18,780,908	Unrestricted Fund Balance		\$85,434,070			
Non-Operating Gains/Losses	\$9,424,077					Restricted Fund Balance		\$0			
Net Income	\$11,346,480		Total Assets		\$103,473,616	Total Liabilities & Fund Balance		\$103,473,615			

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 194
 Inpatient Days 796

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
 Discharges 51
 Inpatient Days 486

Newborn Nursery:

Bassinet 0
 Total Births 0
 Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	194	796	16.8%	2.2	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	1	5.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.0
Registered Nurses	25	23	33.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.7
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	2	1	2.3
Ancillary Nursing Personnel	5	9	6.7	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	2	2	3.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	2	3.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	36	16	44.7
Pharmacy Personnel	1	4	2.7				
Clinical Laboratory Personnel	5	3	6.3				
				Total	118	68	146.2

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

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 24
 Discharges 1,214
 Inpatient Days 3,555

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
 Discharges 91
 Inpatient Days 1,334

Newborn Nursery:

Bassinets 6
 Total Births 552
 Newborn Days 957

046 Hudson Hospital & Clinics

Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	643	2,381	38.4%	6.5	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	571	1,174	45.9%	3.2	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	1	11.0	Surgical Personnel	7	12	12.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	13	12.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	41	69	76.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	8	6.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	21	14.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	15	11.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	46	28	59.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	23	7	24.9
Pharmacy Personnel	7	9	13.0				
Clinical Laboratory Personnel	3	5	7.7				
				Total	168	194	263.7

046 Hudson Hospital & Clinics

Hudson, WI 54016

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$62,500,205	41.8%	46.6%	0.90	50.7%	0.82	49.5%	0.84	39.4%	1.06
Medical Assistance	\$17,308,975	11.6%	14.4%	0.80	12.0%	0.96	13.2%	0.88	11.3%	1.03
Commercial	\$66,416,175	44.4%	33.9%	1.31	32.9%	1.35	33.6%	1.32	46.5%	0.96
All Other	\$3,383,479	2.3%	5.1%	0.45	4.5%	0.51	3.7%	0.60	2.8%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$39,067,748	26.1%	35.2%	0.74	33.4%	0.78	35.9%	0.73	24.1%	1.08
Medical Assistance	\$11,301,823	7.6%	11.1%	0.68	8.6%	0.87	10.4%	0.73	7.1%	1.06
Commercial	\$29,159,492	19.5%	14.9%	1.30	10.0%	1.95	13.9%	1.41	20.1%	0.97
Charity Care	\$300,344	0.2%	0.7%	0.28	0.6%	0.34	0.8%	0.27	0.5%	0.38
Bad Debt	\$1,534,714	1.0%	1.0%	1.01	1.1%	0.90	1.3%	0.79	1.4%	0.75
All Other	\$2,862,427	1.9%	2.8%	0.68	2.7%	0.72	2.3%	0.83	2.3%	0.83
Total Deductions	\$84,226,548	56.3%	65.8%	0.86	56.4%	1.00	64.5%	0.87	55.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		8.4%	6.5%	1.30	5.6%	1.50	7.3%	1.16	13.6%	0.62
Net Gains/Losses as % of Net Income		12.3%	29.4%	0.42	37.6%	0.33	21.5%	0.57	24.2%	0.51
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,565,600	44.9%	42.4%	1.06	50.5%	0.89	44.5%	1.01	42.1%	1.07
Supplies & Services	\$28,962,788	49.0%	51.3%	0.95	44.3%	1.10	48.6%	1.01	51.4%	0.95
Capital Component	\$3,603,810	6.1%	6.2%	0.98	5.1%	1.18	6.9%	0.88	6.5%	0.93
Fiscal Statistics										
Operating Margin (%)		17.2%	10.4%	1.65	9.6%	1.79	13.9%	1.24	8.4%	2.04
Total Hospital Net Income (%)		19.1%	14.1%	1.35	14.5%	1.32	17.0%	1.12	10.8%	1.77
Return on Equity (%)		13.1%	6.3%	2.08	2.4%	5.47	13.1%	1.00	7.1%	1.85
Current Ratio		2.8	4.1	0.67	2.7	1.02	4.4	0.62	2.0	1.37
Days in Net Patient Accounts Receivable		40.1	87.5	0.46	250.3	0.16	43.9	0.91	42.1	0.95
Average Payment Period		98.4	89.9	1.10	256.1	0.38	61.1	1.61	111.4	0.88
Equity Financing (%)		78.6%	64.7%	1.21	51.4%	1.53	78.9%	1.00	71.0%	1.11
Long-Term Debt to Equity Ratio		0.1	0.3	0.22	0.7	0.11	0.1	0.56	0.1	0.59
Times Interest Earned		41.4	21.0	1.97	45.6	0.91	25.9	1.60	16.6	2.50
Total Asset Turnover		0.7	0.4	1.57	0.2	4.30	0.7	0.90	0.6	1.05
Average Age of Plant (Years)		15.9	17.1	0.93	51.5	0.31	10.3	1.54	14.6	1.09
Increase (Decrease) Total Net Patient Revenue		20.6%	12.7%	1.61	13.4%	1.53	14.2%	1.45	-6.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		80.5%	64.9%	1.24	75.1%	1.07	76.7%	1.05	78.2%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,781	\$18,658	0.69	\$16,496	0.77	\$12,297	1.04	\$11,772	1.09
Inpatient Net Revenue per Day		\$3,351	\$3,656	0.92	\$3,511	0.95	\$2,830	1.18	\$3,631	0.92
Outpatient Net Revenue per Visit		\$857	\$781	1.10	\$874	0.98	\$806	1.06	\$973	0.88

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

048 Mercy Health Hospital and Trauma Center - Janesville
 1000 Mineral Point Ave
 Janesville, WI 53548
 608-756-6000

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

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

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

Total Hospital:

Beds Set Up & Staffed 120
 Discharges 5,628
 Inpatient Days 27,976

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:

Bassinet 12
 Total Births 724
 Newborn Days 1,185

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	57	2,749	13,206	63.5%	36.2	4.8
Orthopedic	1	18	770	3,741	56.9%	10.2	4.9
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	737	1,342	30.6%	3.7	1.8
Psychiatric	1	12	488	1,759	40.2%	4.8	3.6
Alcoholism/chemical dependency	2	6	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	364	3,354	61.3%	9.2	9.2
Step-Down (Special Care)	1	0	715	4,574	0.0%	12.5	6.4
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	1	5.0	Surgical Personnel	15	9	19.1
Physicians & Dentists	51	24	55.5	Radiological Services Personnel	15	27	31.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	8	5.7
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	2.8
Registered Nurses	218	180	300.1	Occupational Therapy Assistants/Aides	0	2	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	2.5
Licensed Practical Nurses	1	2	1.6	Physical Therapy Assistants/Aides	0	2	1.4
Ancillary Nursing Personnel	29	67	44.8	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	2	2	3.7
Nurse Practitioners	5	2	6.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	5	1.0	Social Workers	4	5	4.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	67	61	91.5
Health Info Mgmt-Administrators/Technicians	12	3	14.2	All Other Personnel	178	74	215.6
Pharmacy Personnel	19	5	21.1				
Clinical Laboratory Personnel	28	8	29.5				
				Total	666	499	871.1

048 Mercy Health Hospital and Trauma Center - Janesville

Janesville, WI 53548

Janesville, WI 53548			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$534,515,586	44.8%	46.6%	0.96	42.1%	1.06	43.4%	1.03	43.1%	1.04	
Medical Assistance	\$135,331,064	11.3%	14.4%	0.79	12.0%	0.94	18.4%	0.62	10.9%	1.04	
Commercial	\$323,134,395	27.1%	33.9%	0.80	37.4%	0.72	33.8%	0.80	27.9%	0.97	
All Other	\$199,861,907	16.8%	5.1%	3.31	8.4%	1.99	4.3%	3.86	18.0%	0.93	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$427,184,981	35.8%	35.2%	1.02	31.8%	1.13	33.7%	1.06	34.6%	1.04	
Medical Assistance	\$107,732,573	9.0%	11.1%	0.82	9.3%	0.97	14.1%	0.64	8.5%	1.07	
Commercial	\$144,461,515	12.1%	14.9%	0.81	19.0%	0.64	13.7%	0.89	13.5%	0.90	
Charity Care	\$5,947,367	0.5%	0.7%	0.70	0.5%	0.94	0.7%	0.76	0.5%	0.95	
Bad Debt	\$26,514,349	2.2%	1.0%	2.18	1.0%	2.15	1.3%	1.77	2.0%	1.11	
All Other	\$117,278,795	9.8%	2.8%	3.52	4.5%	2.17	2.7%	3.67	10.5%	0.93	
Total Deductions	\$829,119,580	69.5%	65.8%	1.06	66.2%	1.05	66.0%	1.05	69.6%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		30.8%	6.5%	4.75	6.8%	4.54	6.7%	4.57	34.6%	0.89	
Net Gains/Losses as % of Net Income		18.7%	29.4%	0.64	49.6%	0.38	20.9%	0.89	9.4%	1.98	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$176,999,873	37.7%	42.4%	0.89	44.5%	0.85	43.3%	0.87	40.2%	0.94	
Supplies & Services	\$266,150,293	56.7%	51.3%	1.10	48.9%	1.16	49.2%	1.15	54.1%	1.05	
Capital Component	\$26,507,258	5.6%	6.2%	0.91	6.6%	0.85	7.4%	0.76	5.7%	0.99	
Fiscal Statistics											
Operating Margin (%)		10.6%	10.4%	1.02	8.0%	1.32	12.2%	0.86	7.3%	1.44	
Total Hospital Net Income (%)		12.7%	14.1%	0.90	14.8%	0.86	15.0%	0.85	8.0%	1.58	
Return on Equity (%)		8.8%	6.3%	1.39	10.2%	0.87	3.8%	2.34	6.1%	1.43	
Current Ratio		3.7	4.1	0.89	2.7	1.37	4.0	0.91	2.9	1.27	
Days in Net Patient Accounts Receivable		27.5	87.5	0.31	50.7	0.54	139.1	0.20	40.3	0.68	
Average Payment Period		79.7	89.9	0.89	78.2	1.02	140.8	0.57	73.0	1.09	
Equity Financing (%)		51.4%	64.7%	0.79	59.6%	0.86	62.1%	0.83	47.1%	1.09	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned		13.4	21.0	0.63	18.0	0.74	15.1	0.89	8.0	1.67	
Total Asset Turnover		0.7	0.4	1.58	0.6	1.06	0.2	2.79	0.8	0.89	
Average Age of Plant (Years)		21.6	17.1	1.26	12.6	1.72	23.5	0.92	20.9	1.03	
Increase (Decrease) Total Net Patient Revenue		11.3%	12.7%	0.89	11.3%	1.01	18.6%	0.61	-2.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)		70.2%	64.9%	1.08	61.9%	1.13	69.2%	1.01	68.5%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$20,555		\$18,658	1.10	\$18,949	1.08	\$18,023	1.14	\$16,989	1.21	
Inpatient Net Revenue per Day	\$4,219		\$3,656	1.15	\$3,664	1.15	\$3,813	1.11	\$3,906	1.08	
Outpatient Net Revenue per Visit	\$315		\$781	0.40	\$753	0.42	\$729	0.43	\$255	1.23	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 50
 Discharges 2,304
 Inpatient Days 8,762

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:

Bassinet 8
 Total Births 418
 Newborn Days 676

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	1,878	6,938	50.0%	19.0	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	452	1,034	35.4%	2.8	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	113	790	54.1%	2.2	7.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

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

317 SSM Health St Mary's Janesville Hospital

Janesville, WI 53546

Janesville, WI 53546			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$146,354,783	51.1%	46.6%	1.10	42.1%	1.21	49.5%	1.03	51.2%	1.00	
Medical Assistance	\$42,013,190	14.7%	14.4%	1.02	12.0%	1.22	13.2%	1.11	13.5%	1.09	
Commercial	\$87,904,378	30.7%	33.9%	0.91	37.4%	0.82	33.6%	0.91	30.8%	1.00	
All Other	\$10,216,520	3.6%	5.1%	0.70	8.4%	0.42	3.7%	0.95	4.6%	0.78	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$117,833,587	41.1%	35.2%	1.17	31.8%	1.29	35.9%	1.15	40.9%	1.00	
Medical Assistance	\$33,056,003	11.5%	11.1%	1.04	9.3%	1.24	10.4%	1.11	10.8%	1.07	
Commercial	\$37,511,016	13.1%	14.9%	0.88	19.0%	0.69	13.9%	0.94	12.8%	1.02	
Charity Care	\$2,034,505	0.7%	0.7%	1.00	0.5%	1.33	0.8%	0.94	0.5%	1.48	
Bad Debt	\$6,194,484	2.2%	1.0%	2.12	1.0%	2.10	1.3%	1.67	2.5%	0.88	
All Other	\$6,221,937	2.2%	2.8%	0.78	4.5%	0.48	2.3%	0.94	1.9%	1.14	
Total Deductions	\$202,851,532	70.8%	65.8%	1.08	66.2%	1.07	64.5%	1.10	69.3%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.1%	6.5%	0.16	6.8%	0.16	7.3%	0.14	1.4%	0.76	
Net Gains/Losses as % of Net Income		9.6%	29.4%	0.33	49.6%	0.19	21.5%	0.44	25.6%	0.37	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$28,380,363	40.2%	42.4%	0.95	44.5%	0.90	44.5%	0.91	43.0%	0.94	
Supplies & Services	\$35,684,136	50.6%	51.3%	0.99	48.9%	1.03	48.6%	1.04	46.9%	1.08	
Capital Component	\$6,464,495	9.2%	6.2%	1.47	6.6%	1.38	6.9%	1.33	10.1%	0.91	
Fiscal Statistics											
Operating Margin (%)		16.6%	10.4%	1.59	8.0%	2.06	13.9%	1.19	12.7%	1.31	
Total Hospital Net Income (%)		18.0%	14.1%	1.27	14.8%	1.22	17.0%	1.06	16.3%	1.10	
Return on Equity (%)		34.6%	6.3%	5.47	10.2%	3.40	13.1%	2.63	3.8%	9.18	
Current Ratio		0.7	4.1	0.17	2.7	0.26	4.4	0.16	19.5	0.04	
Days in Net Patient Accounts Receivable		23.3	87.5	0.27	50.7	0.46	43.9	0.53	-2.3	N/A	
Average Payment Period		50.3	89.9	0.56	78.2	0.64	61.1	0.82	89.2	0.56	
Equity Financing (%)		185.6%	64.7%	2.87	59.6%	3.11	78.9%	2.35	20.4%	9.08	
Long-Term Debt to Equity Ratio		0.1	0.3	0.22	0.3	0.28	0.1	0.55	0.0	N/A	
Times Interest Earned		67.3	21.0	3.20	18.0	3.73	25.9	2.60	41.1	1.64	
Total Asset Turnover		1.9	0.4	4.40	0.6	2.97	0.7	2.54	0.2	8.54	
Average Age of Plant (Years)		11.3	17.1	0.66	12.6	0.90	10.3	1.09	10.1	1.11	
Increase (Decrease) Total Net Patient Revenue		16.1%	12.7%	1.26	11.3%	1.43	14.2%	1.14	-5.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)		68.0%	64.9%	1.05	61.9%	1.10	76.7%	0.89	62.0%	1.10	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$13,828		\$18,658	0.74	\$18,949	0.73	\$12,297	1.12	\$13,142	1.05	
Inpatient Net Revenue per Day	\$3,661		\$3,656	1.00	\$3,664	1.00	\$2,830	1.29	\$4,173	0.88	
Outpatient Net Revenue per Visit	\$834		\$781	1.07	\$753	1.11	\$806	1.04	\$618	1.35	

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

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

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 12
Total Births 1,183
Newborn Days 1,948

189 Aurora Medical Center in Kenosha
Kenosha, WI 53142

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	54	4,974	19,124	97.0%	52.4	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	2	17	1	5	0.0%	0.0	5.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	411	1,736	59.5%	4.8	4.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	407	3,536	80.7%	9.7	8.7
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	9	120	1,246	37.9%	3.4	10.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

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

189 Aurora Medical Center in Kenosha

Kenosha, WI 53142

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021					2A		6			
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$438,037,472	46.6%	46.6%	1.00	51.5%	0.91	43.4%	1.07	47.0%	0.99
Medical Assistance	\$116,861,434	12.4%	14.4%	0.86	11.3%	1.10	18.4%	0.68	11.5%	1.08
Commercial	\$352,701,058	37.5%	33.9%	1.11	34.7%	1.08	33.8%	1.11	38.0%	0.99
All Other	\$32,282,846	3.4%	5.1%	0.68	2.5%	1.40	4.3%	0.79	3.5%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$365,669,851	38.9%	35.2%	1.10	41.5%	0.94	33.7%	1.16	38.9%	1.00
Medical Assistance	\$95,486,726	10.2%	11.1%	0.92	9.1%	1.11	14.1%	0.72	9.0%	1.13
Commercial	\$159,120,714	16.9%	14.9%	1.13	16.0%	1.06	13.7%	1.24	16.5%	1.03
Charity Care	\$8,693,796	0.9%	0.7%	1.30	0.9%	1.04	0.7%	1.41	1.3%	0.72
Bad Debt	\$12,708,969	1.4%	1.0%	1.33	1.0%	1.32	1.3%	1.08	1.3%	1.04
All Other	\$16,704,794	1.8%	2.8%	0.64	1.2%	1.46	2.7%	0.66	1.6%	1.14
Total Deductions	\$658,384,850	70.0%	65.8%	1.07	69.8%	1.00	66.0%	1.06	68.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	6.5%	0.30	5.3%	0.36	6.7%	0.28	11.3%	0.17
Net Gains/Losses as % of Net Income		0.2%	29.4%	0.01	13.2%	0.01	20.9%	0.01	0.1%	3.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$74,184,876	35.2%	42.4%	0.83	38.6%	0.91	43.3%	0.81	37.1%	0.95
Supplies & Services	\$122,312,635	58.0%	51.3%	1.13	53.1%	1.09	49.2%	1.18	54.9%	1.06
Capital Component	\$14,501,212	6.9%	6.2%	1.10	8.4%	0.82	7.4%	0.92	8.0%	0.85
Fiscal Statistics										
Operating Margin (%)		26.5%	10.4%	2.54	13.6%	1.94	12.2%	2.16	31.1%	0.85
Total Hospital Net Income (%)		26.5%	14.1%	1.88	15.4%	1.72	15.0%	1.77	31.1%	0.85
Return on Equity (%)		7.3%	6.3%	1.16	9.8%	0.75	3.8%	1.95	8.6%	0.85
Current Ratio		18.5	4.1	4.49	7.4	2.50	4.0	4.61	24.0	0.77
Days in Net Patient Accounts Receivable		54.3	87.5	0.62	51.6	1.05	139.1	0.39	53.4	1.02
Average Payment Period		72.5	89.9	0.81	51.5	1.41	140.8	0.52	64.9	1.12
Equity Financing (%)		96.0%	64.7%	1.48	80.1%	1.20	62.1%	1.55	95.5%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.01	0.4	0.00	0.0	0.73
Times Interest Earned		22.4	21.0	1.07	14.8	1.51	15.1	1.49	26.1	0.86
Total Asset Turnover		0.3	0.4	0.64	0.6	0.44	0.2	1.14	0.3	0.99
Average Age of Plant (Years)		9.7	17.1	0.57	11.1	0.88	23.5	0.41	8.7	1.12
Increase (Decrease) Total Net Patient Revenue		18.0%	12.7%	1.41	7.7%	2.33	18.6%	0.97	-9.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.0%	64.9%	1.11	65.6%	1.10	69.2%	1.04	70.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,736	\$18,658	0.79	\$14,982	0.98	\$18,023	0.82	\$13,432	1.10
Inpatient Net Revenue per Day		\$3,449	\$3,656	0.94	\$3,228	1.07	\$3,813	0.90	\$3,461	1.00
Outpatient Net Revenue per Visit		\$1,047	\$781	1.34	\$697	1.50	\$729	1.44	\$1,015	1.03

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 166
Discharges 5,703
Inpatient Days 28,947

Contract with:

Health Maintenance
Organization (HMO) No
Preferred Provider
Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 24
Total Births 582
Newborn Days 1,220

305 Froedtert South
Kenosha, WI 53143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	108	4,552	23,730	60.2%	65.0	5.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	27	629	1,246	12.6%	3.4	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	31	435	3,971	35.1%	10.9	9.1
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	58	5	60.8	Surgical Personnel	26	3	27.7
Physicians & Dentists	51	6	53.8	Radiological Services Personnel	33	53	71.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	9	16.9
Dental Hygienists	0	0	0.0	Occupational Therapists	7	6	10.7
Registered Nurses	271	291	464.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	28	11	34.8
Licensed Practical Nurses	7	6	10.3	Physical Therapy Assistants/Aides	8	15	16.8
Ancillary Nursing Personnel	32	60	64.8	Recreational Therapists	0	0	0.0
Physician Assistants	8	2	9.6	Dietitians & Nutritionists	4	3	5.7
Nurse Practitioners	15	5	19.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	2	8.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	107	108	160.8
Health Info Mgmt-Administrators/Technicians	48	0	48.0	All Other Personnel	407	136	487.2
Pharmacy Personnel	40	14	47.8				
Clinical Laboratory Personnel	43	18	52.6				
				Total	1,212	753	1,672.2

305 Froedtert South
Kenosha, WI 53143

Kenosha, WI 53143			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$516,551,627	47.3%	46.6%	1.01	51.5%	0.92	43.4%	1.09	47.8%	0.99	
Medical Assistance	\$178,964,989	16.4%	14.4%	1.14	11.3%	1.45	18.4%	0.89	15.0%	1.09	
Commercial	\$375,170,336	34.4%	33.9%	1.01	34.7%	0.99	33.8%	1.02	33.6%	1.02	
All Other	\$21,033,959	1.9%	5.1%	0.38	2.5%	0.78	4.3%	0.44	3.5%	0.55	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$412,581,893	37.8%	35.2%	1.07	41.5%	0.91	33.7%	1.12	36.2%	1.04	
Medical Assistance	\$156,515,389	14.3%	11.1%	1.29	9.1%	1.57	14.1%	1.02	12.7%	1.13	
Commercial	\$136,182,198	12.5%	14.9%	0.84	16.0%	0.78	13.7%	0.91	13.6%	0.92	
Charity Care	\$13,914,071	1.3%	0.7%	1.79	0.9%	1.43	0.7%	1.94	1.2%	1.02	
Bad Debt	\$14,429,607	1.3%	1.0%	1.30	1.0%	1.29	1.3%	1.06	0.8%	1.56	
All Other	\$11,553,017	1.1%	2.8%	0.38	1.2%	0.87	2.7%	0.40	3.1%	0.34	
Total Deductions	\$745,176,175	68.3%	65.8%	1.04	69.8%	0.98	66.0%	1.03	67.7%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.6%	6.5%	0.87	5.3%	1.06	6.7%	0.84	4.3%	1.30	
Net Gains/Losses as % of Net Income		47.6%	29.4%	1.62	13.2%	3.60	20.9%	2.28	481.4%	0.10	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$174,896,553	52.4%	42.4%	1.24	38.6%	1.36	43.3%	1.21	53.8%	0.98	
Supplies & Services	\$128,422,655	38.5%	51.3%	0.75	53.1%	0.73	49.2%	0.78	37.8%	1.02	
Capital Component	\$30,194,258	9.1%	6.2%	1.45	8.4%	1.08	7.4%	1.22	8.4%	1.07	
Fiscal Statistics											
Operating Margin (%)		9.2%	10.4%	0.88	13.6%	0.67	12.2%	0.75	-2.2%	N/A	
Total Hospital Net Income (%)		16.2%	14.1%	1.15	15.4%	1.05	15.0%	1.08	0.6%	28.37	
Return on Equity (%)		11.0%	6.3%	1.74	9.8%	1.13	3.8%	2.93	0.4%	30.89	
Current Ratio		5.3	4.1	1.29	7.4	0.72	4.0	1.32	4.2	1.26	
Days in Net Patient Accounts Receivable		52.1	87.5	0.60	51.6	1.01	139.1	0.37	53.2	0.98	
Average Payment Period		39.0	89.9	0.43	51.5	0.76	140.8	0.28	43.0	0.91	
Equity Financing (%)		80.9%	64.7%	1.25	80.1%	1.01	62.1%	1.30	84.3%	0.96	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	15.1	N/A	0.0	N/A	
Total Asset Turnover		0.6	0.4	1.46	0.6	1.01	0.2	2.59	0.6	1.03	
Average Age of Plant (Years)		11.6	17.1	0.68	11.1	1.05	23.5	0.49	11.9	0.98	
Increase (Decrease) Total Net Patient Revenue		13.1%	12.7%	1.03	7.7%	1.70	18.6%	0.70	-4.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		70.1%	64.9%	1.08	65.6%	1.07	69.2%	1.01	68.7%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$19,022	\$18,658	1.02	\$14,982	1.27	\$18,023	1.06	\$14,951	1.27	
Inpatient Net Revenue per Day		\$3,650	\$3,656	1.00	\$3,228	1.13	\$3,813	0.96	\$2,990	1.22	
Outpatient Net Revenue per Visit		\$507	\$781	0.65	\$697	0.73	\$729	0.69	\$510	0.99	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$1,091,720,915	Cash & Cash Equivalents		\$28,802,938	Current Liabilities		\$32,530,772				
Less Deductions	\$745,176,175	Net Patient Receivables		\$49,493,893	Long-Term Debt		\$0				
Net Patient Revenue	\$346,544,740	Other Receivables		\$510,814	Other Liabilities		\$79,221,017				
Plus Other Revenue	\$20,694,409				Subtotal		\$111,751,789				
Total Revenue	\$367,239,145	Land, Buildings & Equipment (Net)		\$234,403,508							
Less Expenses	\$333,513,466	Other Assets		\$271,818,141	Unrestricted Fund Balance		\$473,277,505				
Non-Operating Gains/Losses	\$30,685,248				Restricted Fund Balance		\$2,425,395				
Net Income	\$64,410,927	Total Assets		\$585,029,294	Total Liabilities & Fund Balance		\$585,029,294				

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 327
 Discharges 12,378
 Inpatient Days 72,845

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:

Bassinet 15
 Total Births 1,760
 Newborn Days 5,947

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	185	8,083	36,203	53.6%	99.2	4.5
Orthopedic	2	24	1,352	5,394	61.6%	14.8	4.0
Rehabilitation & Physical Medicine	1	20	767	6,401	87.7%	17.5	8.3
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	10	435	1,094	30.0%	3.0	2.5
Obstetrics	2	16	1,813	7,086	121.3%	19.4	3.9
Psychiatric	2	30	1,334	8,655	79.0%	23.7	6.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	21	143	9.8%	0.4	6.8
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	1,821	4,002	54.8%	11.0	2.2
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	18	252	3,867	58.9%	10.6	15.3
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	47	46	47.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	25	23	25.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	21	27	21.0
Dental Hygienists	0	0	0.0	Occupational Therapists	18	13	18.0
Registered Nurses	418	862	418.0	Occupational Therapy Assistants/Aides	1	6	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	45	11	45.0
Licensed Practical Nurses	10	15	10.0	Physical Therapy Assistants/Aides	14	9	14.0
Ancillary Nursing Personnel	33	166	33.0	Recreational Therapists	4	5	4.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	16	8	16.0
Nurse Practitioners	0	0	0.0	Psychologists	4	2	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	35	22	35.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	347	266	347.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	422	170	422.0
Pharmacy Personnel	57	15	57.0				
Clinical Laboratory Personnel	33	29	33.0				
				Total	1,711	1,801	1,711.0

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

La Crosse, WI 54601			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$1,209,033,443	43.6%	46.6%	0.93	45.7%	0.95	46.9%	0.93	43.7%	1.00	
Medical Assistance	\$264,874,581	9.5%	14.4%	0.66	10.5%	0.91	13.3%	0.72	8.8%	1.08	
Commercial	\$1,028,608,416	37.1%	33.9%	1.10	35.7%	1.04	34.1%	1.09	37.9%	0.98	
All Other	\$271,121,890	9.8%	5.1%	1.93	8.1%	1.21	5.7%	1.70	9.6%	1.02	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$927,224,186	33.4%	35.2%	0.95	32.9%	1.02	36.2%	0.92	33.1%	1.01	
Medical Assistance	\$222,095,871	8.0%	11.1%	0.72	8.2%	0.98	10.3%	0.78	7.4%	1.09	
Commercial	\$549,661,029	19.8%	14.9%	1.33	16.1%	1.23	16.2%	1.22	20.2%	0.98	
Charity Care	\$6,518,658	0.2%	0.7%	0.33	0.4%	0.53	0.7%	0.34	0.3%	0.72	
Bad Debt	\$21,773,486	0.8%	1.0%	0.77	0.9%	0.87	0.8%	0.95	1.7%	0.46	
All Other	\$215,571,835	7.8%	2.8%	2.78	5.9%	1.31	3.0%	2.55	6.9%	1.12	
Total Deductions	\$1,942,845,065	70.0%	65.8%	1.07	64.5%	1.09	67.3%	1.04	69.6%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		28.2%	6.5%	4.35	19.4%	1.45	6.7%	4.21	32.6%	0.86	
Net Gains/Losses as % of Net Income		157.5%	29.4%	5.37	94.5%	1.67	30.5%	5.17	87.5%	1.80	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$639,907,391	54.4%	42.4%	1.28	55.8%	0.97	41.3%	1.32	53.4%	1.02	
Supplies & Services	\$492,976,650	41.9%	51.3%	0.82	39.5%	1.06	53.3%	0.79	43.0%	0.97	
Capital Component	\$44,490,257	3.8%	6.2%	0.61	4.7%	0.80	5.4%	0.69	3.6%	1.04	
Fiscal Statistics											
Operating Margin (%)		-1.8%	10.4%	N/A	0.2%	N/A	9.3%	N/A	1.0%	N/A	
Total Hospital Net Income (%)		3.0%	14.1%	0.21	4.3%	0.71	12.9%	0.23	7.6%	0.40	
Return on Equity (%)		1.9%	6.3%	0.30	3.3%	0.59	8.9%	0.22	4.6%	0.42	
Current Ratio		64.2	4.1	15.59	21.9	2.93	4.8	13.48	44.2	1.45	
Days in Net Patient Accounts Receivable		63.4	87.5	0.72	56.7	1.12	61.8	1.03	65.6	0.97	
Average Payment Period		7.9	89.9	0.09	17.0	0.47	62.8	0.13	12.8	0.62	
Equity Financing (%)		98.5%	64.7%	1.52	87.4%	1.13	69.5%	1.42	96.9%	1.02	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	10.7	N/A	24.3	N/A	0.0	N/A	
Total Asset Turnover		0.6	0.4	1.42	0.7	0.83	0.7	0.92	0.6	1.09	
Average Age of Plant (Years)		7.3	17.1	0.43	9.0	0.82	13.3	0.55	8.1	0.90	
Increase (Decrease) Total Net Patient Revenue		18.0%	12.7%	1.41	15.9%	1.13	11.2%	1.60	-8.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)		79.8%	64.9%	1.23	80.2%	0.99	59.3%	1.35	78.3%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$17,492	\$18,658	0.94	\$17,806	0.98	\$21,058	0.83	\$17,148	1.02	
Inpatient Net Revenue per Day		\$3,410	\$3,656	0.93	\$3,646	0.94	\$3,785	0.90	\$3,553	0.96	
Outpatient Net Revenue per Visit		\$775	\$781	0.99	\$806	0.96	\$881	0.88	\$840	0.92	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$2,773,638,329		Cash & Cash Equivalents		\$400,774	Current Liabilities		\$24,788,650			
Less Deductions	\$1,942,845,065		Net Patient Receivables		\$144,352,491	Long-Term Debt		\$0			
Net Patient Revenue	\$830,793,264		Other Receivables		\$9,533,499	Other Liabilities		\$3,136,915			
Plus Other Revenue	\$325,532,133					Subtotal		\$27,925,565			
Total Revenue	\$1,156,325,398		Land, Buildings & Equipment (Net)		\$306,783,049	Unrestricted Fund Balance		\$1,872,790,190			
Less Expenses	\$1,177,374,298		Other Assets		\$1,439,645,942	Restricted Fund Balance		\$0			
Non-Operating Gains/Losses	\$57,628,678					Total Liabilities & Fund Balance		\$1,900,715,755			
Net Income	\$36,579,778		Total Assets		\$1,900,715,755						

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 112
Discharges 4,514
Inpatient Days 18,434

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:

Bassinet 21
Total Births 603
Newborn Days 1,004

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	68	3,579	14,423	58.1%	39.5	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	628	1,409	21.4%	3.9	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	227	2,070	47.3%	5.7	9.1
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	14	80	532	10.4%	1.5	6.7
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	38	1	38.7	Surgical Personnel	14	25	32.5
Physicians & Dentists	130	43	157.6	Radiological Services Personnel	33	31	53.2
Medical & Dental Residents	18	0	18.0	Respiratory Therapists	17	12	24.7
Dental Hygienists	0	0	0.0	Occupational Therapists	5	7	9.1
Registered Nurses	172	345	413.5	Occupational Therapy Assistants/Aides	3	1	3.8
Certified Nurse Midwives	6	0	6.0	Physical Therapists	22	11	27.9
Licensed Practical Nurses	27	37	54.8	Physical Therapy Assistants/Aides	6	12	11.8
Ancillary Nursing Personnel	19	100	70.0	Recreational Therapists	1	2	1.7
Physician Assistants	18	10	23.2	Dietitians & Nutritionists	5	4	7.4
Nurse Practitioners	23	20	36.6	Psychologists	3	3	5.4
Certified Registered Nurse Anesthetists	17	7	22.6	Social Workers	33	10	37.8
Clinical Nurse Specialists	9	0	9.0	All Other Health Professionals	373	114	441.4
Health Info Mgmt-Administrators/Technicians	46	2	47.0	All Other Personnel	343	129	432.0
Pharmacy Personnel	42	31	59.1				
Clinical Laboratory Personnel	32	15	43.4				
				Total	1,502	1,024	2,170.2

057 Mayo Clinic Health System - La Crosse

La Crosse, WI 54601

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 180
 Inpatient Days 764

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
 Discharges 33
 Inpatient Days 471

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

058 Marshfield Medical Center - Ladysmith
Ladysmith, WI 54848

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	215	764	8.4%	2.1	3.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	1	1.2
Physicians & Dentists	7	3	7.3	Radiological Services Personnel	3	3	4.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	18	12	23.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	3	5.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	2	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	5	34.1
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	26	6	28.7
Pharmacy Personnel	7	3	7.6				
Clinical Laboratory Personnel	5	0	5.0				
				Total	126	41	141.5

058 Marshfield Medical Center - Ladysmith

Ladysmith, WI 54848

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

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 18
Discharges 1,107
Inpatient Days 3,064

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 1
Total Births 135
Newborn Days 191

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	963	2,493	52.5%	6.8	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	153	305	27.9%	0.8	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	67	266	36.4%	0.7	4.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.8	Surgical Personnel	1	7	3.3
Physicians & Dentists	25	16	29.4	Radiological Services Personnel	8	6	9.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.8
Registered Nurses	50	71	92.4	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.0
Licensed Practical Nurses	2	3	3.5	Physical Therapy Assistants/Aides	1	1	1.9
Ancillary Nursing Personnel	7	7	9.8	Recreational Therapists	0	0	0.0
Physician Assistants	6	2	6.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	2	1	2.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	1	1	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	31	32.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	44	39	62.3
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	5	3	5.8				
				Total	201	204	297.4

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

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	2A Value	Ratio	3 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$97,465,883	42.8%	46.6%	0.92	51.5%	0.83	47.0%	0.91	40.7%	1.05
Medical Assistance	\$20,550,139	9.0%	14.4%	0.63	11.3%	0.80	13.0%	0.69	8.2%	1.10
Commercial	\$76,268,583	33.5%	33.9%	0.99	34.7%	0.97	36.1%	0.93	34.8%	0.96
All Other	\$33,204,021	14.6%	5.1%	2.88	2.5%	5.95	3.8%	3.82	16.3%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$77,983,921	34.3%	35.2%	0.97	41.5%	0.83	32.5%	1.06	32.6%	1.05
Medical Assistance	\$17,013,397	7.5%	11.1%	0.68	9.1%	0.82	9.9%	0.76	6.6%	1.14
Commercial	\$34,602,042	15.2%	14.9%	1.02	16.0%	0.95	14.1%	1.08	17.1%	0.89
Charity Care	\$1,134,982	0.5%	0.7%	0.70	0.9%	0.56	0.7%	0.75	0.5%	0.96
Bad Debt	\$5,069,632	2.2%	1.0%	2.19	1.0%	2.18	1.5%	1.48	2.0%	1.12
All Other	\$18,198,803	8.0%	2.8%	2.86	1.2%	6.58	1.8%	4.51	9.0%	0.89
Total Deductions	\$154,002,777	67.7%	65.8%	1.03	69.8%	0.97	60.4%	1.12	67.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		26.2%	6.5%	4.05	5.3%	4.92	7.5%	3.48	30.4%	0.86
Net Gains/Losses as % of Net Income		11.3%	29.4%	0.39	13.2%	0.86	42.4%	0.27	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,724,732	27.8%	42.4%	0.65	38.6%	0.72	50.4%	0.55	29.7%	0.94
Supplies & Services	\$58,495,389	65.7%	51.3%	1.28	53.1%	1.24	42.2%	1.56	63.3%	1.04
Capital Component	\$5,809,822	6.5%	6.2%	1.05	8.4%	0.78	7.5%	0.87	7.0%	0.93
Fiscal Statistics										
Operating Margin (%)		10.6%	10.4%	1.02	13.6%	0.78	8.9%	1.19	7.3%	1.44
Total Hospital Net Income (%)		11.8%	14.1%	0.83	15.4%	0.77	14.5%	0.81	7.3%	1.61
Return on Equity (%)		0.0%	6.3%	N/A	9.8%	N/A	11.3%	N/A	0.0%	N/A
Current Ratio		0.0	4.1	N/A	7.4	N/A	5.3	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	87.5	N/A	51.6	N/A	49.1	N/A	0.0	N/A
Average Payment Period		0.0	89.9	N/A	51.5	N/A	43.7	N/A	0.0	N/A
Equity Financing (%)		0.0%	64.7%	N/A	80.1%	N/A	76.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		9.2	21.0	0.44	14.8	0.62	19.8	0.46	6.1	1.52
Total Asset Turnover		0.0	0.4	N/A	0.6	N/A	0.7	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	17.1	N/A	11.1	N/A	10.5	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		9.9%	12.7%	0.78	7.7%	1.28	11.8%	0.84	-3.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.3%	64.9%	1.25	65.6%	1.24	79.7%	1.02	78.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,490		\$18,658	0.72	\$14,982	0.90	\$14,182	0.95	\$11,815	1.14
Inpatient Net Revenue per Day	\$5,066		\$3,656	1.39	\$3,228	1.57	\$3,541	1.43	\$4,613	1.10
Outpatient Net Revenue per Visit	\$393		\$781	0.50	\$697	0.56	\$602	0.65	\$353	1.11

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

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

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 62
Inpatient Days 639

Newborn Nursery:

Bassinet 1
Total Births 132
Newborn Days 225

059 Grant Regional Health Center
Lancaster, WI 53813

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	395	1,361	23.3%	3.7	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	4	9	0.0%	0.0	2.3
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	132	264	14.5%	0.7	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	2	4	5.5
Physicians & Dentists	7	4	9.4	Radiological Services Personnel	2	10	9.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	36	23	53.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	5.9
Licensed Practical Nurses	5	1	5.9	Physical Therapy Assistants/Aides	2	2	3.8
Ancillary Nursing Personnel	1	10	8.5	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	4	19.2
Health Info Mgmt-Administrators/Technicians	4	1	4.9	All Other Personnel	40	34	58.7
Pharmacy Personnel	3	2	4.1				
Clinical Laboratory Personnel	8	2	8.9				
				Total	153	104	223.2

059 Grant Regional Health Center
Lancaster, WI 53813

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$32,625,281	45.4%	46.6%	0.97	42.1%	1.08	47.7%	0.95	43.0%	1.06
Medical Assistance	\$9,045,084	12.6%	14.4%	0.87	12.0%	1.05	12.6%	1.00	11.6%	1.09
Commercial	\$28,351,858	39.5%	33.9%	1.17	37.4%	1.05	35.5%	1.11	42.7%	0.93
All Other	\$1,790,439	2.5%	5.1%	0.49	8.4%	0.30	4.2%	0.59	2.7%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,106,960	22.4%	35.2%	0.64	31.8%	0.70	27.4%	0.82	15.8%	1.42
Medical Assistance	\$5,066,840	7.1%	11.1%	0.64	9.3%	0.76	8.8%	0.80	6.5%	1.09
Commercial	\$9,401,882	13.1%	14.9%	0.88	19.0%	0.69	12.2%	1.08	15.1%	0.86
Charity Care	\$294,061	0.4%	0.7%	0.57	0.5%	0.77	0.7%	0.58	0.7%	0.61
Bad Debt	\$371,683	0.5%	1.0%	0.51	1.0%	0.50	1.3%	0.41	-0.7%	N/A
All Other	\$1,155,191	1.6%	2.8%	0.58	4.5%	0.35	2.4%	0.67	2.5%	0.65
Total Deductions	\$32,396,617	45.1%	65.8%	0.69	66.2%	0.68	52.8%	0.85	39.8%	1.13
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.8%	6.5%	0.89	6.8%	0.85	4.2%	1.39	12.8%	0.45
Net Gains/Losses as % of Net Income		58.6%	29.4%	2.00	49.6%	1.18	27.5%	2.14	60.4%	0.97
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,323,446	57.7%	42.4%	1.36	44.5%	1.30	46.9%	1.23	57.2%	1.01
Supplies & Services	\$11,537,405	29.8%	51.3%	0.58	48.9%	0.61	45.9%	0.65	29.9%	1.00
Capital Component	\$4,840,745	12.5%	6.2%	2.01	6.6%	1.88	7.1%	1.75	12.9%	0.97
Fiscal Statistics										
Operating Margin (%)		7.5%	10.4%	0.72	8.0%	0.93	14.1%	0.53	2.2%	3.48
Total Hospital Net Income (%)		16.4%	14.1%	1.16	14.8%	1.10	18.4%	0.89	5.3%	3.11
Return on Equity (%)		10.1%	6.3%	1.60	10.2%	0.99	1.6%	6.33	3.0%	3.34
Current Ratio		2.4	4.1	0.58	2.7	0.90	2.8	0.86	2.1	1.17
Days in Net Patient Accounts Receivable		54.3	87.5	0.62	50.7	1.07	469.6	0.12	50.2	1.08
Average Payment Period		102.8	89.9	1.14	78.2	1.31	503.0	0.20	93.7	1.10
Equity Financing (%)		48.9%	64.7%	0.76	59.6%	0.82	50.7%	0.97	43.7%	1.12
Long-Term Debt to Equity Ratio		0.8	0.3	2.36	0.3	3.06	0.7	1.05	1.0	0.78
Times Interest Earned		7.8	21.0	0.37	18.0	0.44	28.6	0.27	2.8	2.83
Total Asset Turnover		0.6	0.4	1.30	0.6	0.88	0.1	6.78	0.6	1.00
Average Age of Plant (Years)		7.3	17.1	0.43	12.6	0.58	72.9	0.10	6.6	1.10
Increase (Decrease) Total Net Patient Revenue		21.0%	12.7%	1.64	11.3%	1.86	13.5%	1.55	2.1%	10.08
Outpatient Gross Revenue (% of Total GPR)		85.1%	64.9%	1.31	61.9%	1.37	80.3%	1.06	82.5%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,779	\$18,658	0.85	\$18,949	0.83	\$17,504	0.90	\$16,455	0.96
Inpatient Net Revenue per Day		\$3,726	\$3,656	1.02	\$3,664	1.02	\$4,490	0.83	\$3,590	1.04
Outpatient Net Revenue per Visit		\$599	\$781	0.77	\$753	0.80	\$784	0.76	\$659	0.91
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$71,812,662		Cash & Cash Equivalents		\$15,101,563	Current Liabilities		\$9,926,141		
Less Deductions	\$32,396,617		Net Patient Receivables		\$5,862,183	Long-Term Debt		\$28,400,044		
Net Patient Revenue	\$39,416,045		Other Receivables		\$1,261,519	Other Liabilities		\$0		
Plus Other Revenue	\$2,416,708					Subtotal		\$38,326,185		
Total Revenue	\$41,832,752		Land, Buildings & Equipment (Net)		\$38,123,522					
Less Expenses	\$38,701,596		Other Assets		\$14,629,882	Unrestricted Fund Balance		\$36,652,484		
Non-Operating Gains/Losses	\$4,440,510					Restricted Fund Balance		\$343,698		
Net Income	\$7,571,666		Total Assets		\$74,978,669	Total Liabilities & Fund Balance		\$74,978,669		

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 362
Discharges 27,820
Inpatient Days 96,139

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 30
Total Births 1,955
Newborn Days 3,215

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	1,749	8,920	76.4%	24.4	5.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	261	590	13.5%	1.6	2.3
Obstetrics	1	47	2,200	6,479	37.8%	17.8	2.9
Psychiatric	1	20	1,059	5,508	75.5%	15.1	5.2
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	27	328	10,226	103.8%	28.0	31.2
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	186	11,540	58,259	85.8%	159.6	5.0
Neonatal Intensive/Intermediate Care	1	38	296	6,157	44.4%	16.9	20.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	69	5	70.5	Surgical Personnel	24	28	43.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	7	15.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	17	11	20.6
Dental Hygienists	0	0	0.0	Occupational Therapists	5	13	5.5
Registered Nurses	424	525	723.4	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	18	13.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	76	2.1
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	10	3.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	398	276	506.0
Pharmacy Personnel	29	32	42.0				
Clinical Laboratory Personnel	4	6	8.4				
				Total	1,002	1,029	1,480.9

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

Madison, WI 53715			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$876,462,608	55.2%	46.6%	1.18	42.1%	1.31	46.9%	1.18	53.3%	1.04	
Medical Assistance	\$202,240,015	12.7%	14.4%	0.88	12.0%	1.06	13.3%	0.96	12.3%	1.03	
Commercial	\$473,400,518	29.8%	33.9%	0.88	37.4%	0.80	34.1%	0.87	31.2%	0.96	
All Other	\$35,606,356	2.2%	5.1%	0.44	8.4%	0.27	5.7%	0.39	3.2%	0.71	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$674,960,344	42.5%	35.2%	1.21	31.8%	1.34	36.2%	1.18	40.5%	1.05	
Medical Assistance	\$154,857,053	9.8%	11.1%	0.88	9.3%	1.05	10.3%	0.95	9.2%	1.06	
Commercial	\$268,984,623	16.9%	14.9%	1.13	19.0%	0.89	16.2%	1.04	13.9%	1.22	
Charity Care	\$5,873,692	0.4%	0.7%	0.52	0.5%	0.69	0.7%	0.53	0.6%	0.59	
Bad Debt	\$19,268,114	1.2%	1.0%	1.19	1.0%	1.18	0.8%	1.47	1.3%	0.91	
All Other	\$16,660,481	1.0%	2.8%	0.38	4.5%	0.23	3.0%	0.34	0.9%	1.20	
Total Deductions	\$1,140,604,307	71.8%	65.8%	1.09	66.2%	1.09	67.3%	1.07	66.4%	1.08	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		6.7%	6.5%	1.04	6.8%	0.99	6.7%	1.00	7.0%	0.96	
Net Gains/Losses as % of Net Income		33.8%	29.4%	1.15	49.6%	0.68	30.5%	1.11	20.5%	1.65	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$180,131,995	42.1%	42.4%	0.99	44.5%	0.95	41.3%	1.02	43.8%	0.96	
Supplies & Services	\$225,019,848	52.6%	51.3%	1.02	48.9%	1.08	53.3%	0.99	50.6%	1.04	
Capital Component	\$22,549,096	5.3%	6.2%	0.85	6.6%	0.79	5.4%	0.97	5.6%	0.94	
Fiscal Statistics											
Operating Margin (%)		10.8%	10.4%	1.03	8.0%	1.34	9.3%	1.16	17.9%	0.60	
Total Hospital Net Income (%)		15.4%	14.1%	1.09	14.8%	1.04	12.9%	1.20	21.6%	0.72	
Return on Equity (%)		30.8%	6.3%	4.88	10.2%	3.03	8.9%	3.47	21.5%	1.43	
Current Ratio		0.8	4.1	0.19	2.7	0.30	4.8	0.17	0.7	1.21	
Days in Net Patient Accounts Receivable		63.8	87.5	0.73	50.7	1.26	61.8	1.03	44.2	1.45	
Average Payment Period		99.7	89.9	1.11	78.2	1.28	62.8	1.59	97.7	1.02	
Equity Financing (%)		30.7%	64.7%	0.47	59.6%	0.52	69.5%	0.44	78.5%	0.39	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	24.3	N/A	0.0	N/A	
Total Asset Turnover		1.9	0.4	4.42	0.6	2.98	0.7	2.85	1.0	1.99	
Average Age of Plant (Years)		19.2	17.1	1.13	12.6	1.53	13.3	1.45	18.5	1.04	
Increase (Decrease) Total Net Patient Revenue		-1.4%	12.7%	N/A	11.3%	N/A	11.2%	N/A	-3.4%	0.41	
Outpatient Gross Revenue (% of Total GPR)		35.1%	64.9%	0.54	61.9%	0.57	59.3%	0.59	33.3%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$10,101	\$18,658	0.54	\$18,949	0.53	\$21,058	0.48	\$19,216	0.53	
Inpatient Net Revenue per Day		\$1,804	\$3,656	0.49	\$3,664	0.49	\$3,785	0.48	\$3,788	0.48	
Outpatient Net Revenue per Visit		\$1,929	\$781	2.47	\$753	2.56	\$881	2.19	\$1,688	1.14	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$1,587,709,496		Cash & Cash Equivalents		\$7,230	Current Liabilities	\$111,729,833				
Less Deductions	\$1,140,604,307		Net Patient Receivables		\$78,160,151	Long-Term Debt	\$0				
Net Patient Revenue	\$447,105,189		Other Receivables		\$767,903	Other Liabilities	\$63,618,426				
Plus Other Revenue	\$32,205,890					Subtotal	\$175,348,259				
Total Revenue	\$479,311,079		Land, Buildings & Equipment (Net)		\$134,210,953	Unrestricted Fund Balance	\$77,751,087				
Less Expenses	\$427,700,939		Other Assets		\$39,953,109	Restricted Fund Balance	\$6,208,639				
Non-Operating Gains/Losses	\$26,392,865					Total Liabilities & Fund Balance	\$253,099,346				
Net Income	\$78,003,005		Total Assets		\$253,099,346						

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 249
 Discharges 15,007
 Inpatient Days 73,716

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:

Bassinet 24
 Total Births 4,504
 Newborn Days 8,808

061 UnityPoint Health - Meriter
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	78	4,776	19,401	68.1%	53.2	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	42	5,229	14,822	96.7%	40.6	2.8
Psychiatric	1	31	1,505	8,690	76.8%	23.8	5.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	17	245	4,654	75.0%	12.8	19.0
Cardiac Intensive Unit	1	39	2,002	10,975	77.1%	30.1	5.5
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	28	638	10,810	105.8%	29.6	16.9
Other Intensive Care	1	14	612	4,364	85.4%	12.0	7.1
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	30	0	30.0	Surgical Personnel	13	31	40.3
Physicians & Dentists	56	33	56.0	Radiological Services Personnel	33	31	60.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	26	33.1
Dental Hygienists	0	0	0.0	Occupational Therapists	14	26	35.9
Registered Nurses	219	748	882.6	Occupational Therapy Assistants/Aides	2	4	5.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	16	40	51.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	17	25	38.4
Ancillary Nursing Personnel	44	226	244.7	Recreational Therapists	1	1	1.9
Physician Assistants	1	3	1.0	Dietitians & Nutritionists	4	7	10.2
Nurse Practitioners	2	14	3.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	34	21	52.7
Clinical Nurse Specialists	14	1	14.9	All Other Health Professionals	181	182	341.4
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	503	410	865.1
Pharmacy Personnel	63	45	101.6				
Clinical Laboratory Personnel	17	17	32.1				
				Total	1,318	1,928	2,980.2

061 UnityPoint Health - Meriter
Madison, WI 53715

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$543,184,334	35.2%	46.6%	0.76	42.1%	0.84	46.9%	0.75	35.3%	1.00
Medical Assistance	\$265,935,574	17.3%	14.4%	1.20	12.0%	1.43	13.3%	1.30	15.8%	1.09
Commercial	\$669,969,015	43.5%	33.9%	1.28	37.4%	1.16	34.1%	1.27	44.8%	0.97
All Other	\$61,942,635	4.0%	5.1%	0.79	8.4%	0.48	5.7%	0.70	4.1%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$423,187,690	27.5%	35.2%	0.78	31.8%	0.86	36.2%	0.76	26.8%	1.02
Medical Assistance	\$203,749,692	13.2%	11.1%	1.19	9.3%	1.42	10.3%	1.28	11.5%	1.15
Commercial	\$388,932,442	25.2%	14.9%	1.69	19.0%	1.33	16.2%	1.56	24.0%	1.05
Charity Care	\$8,769,514	0.6%	0.7%	0.80	0.5%	1.07	0.7%	0.82	0.5%	1.22
Bad Debt	\$7,750,605	0.5%	1.0%	0.49	1.0%	0.49	0.8%	0.61	0.9%	0.58
All Other	\$51,752,904	3.4%	2.8%	1.20	4.5%	0.74	3.0%	1.10	3.2%	1.06
Total Deductions	\$1,084,142,847	70.4%	65.8%	1.07	66.2%	1.06	67.3%	1.05	66.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.4%	6.5%	2.07	6.8%	1.98	6.7%	2.01	8.8%	1.53
Net Gains/Losses as % of Net Income		74.9%	29.4%	2.55	49.6%	1.51	30.5%	2.46	66.7%	1.12
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$250,912,089	49.6%	42.4%	1.17	44.5%	1.12	41.3%	1.20	52.2%	0.95
Supplies & Services	\$218,872,947	43.3%	51.3%	0.84	48.9%	0.88	53.3%	0.81	40.2%	1.08
Capital Component	\$36,271,665	7.2%	6.2%	1.15	6.6%	1.08	5.4%	1.32	7.5%	0.95
Fiscal Statistics										
Operating Margin (%)		4.1%	10.4%	0.39	8.0%	0.51	9.3%	0.44	4.6%	0.89
Total Hospital Net Income (%)		14.6%	14.1%	1.03	14.8%	0.98	12.9%	1.13	12.7%	1.15
Return on Equity (%)		9.0%	6.3%	1.42	10.2%	0.89	8.9%	1.01	7.4%	1.21
Current Ratio		1.3	4.1	0.32	2.7	0.49	4.8	0.28	1.5	0.85
Days in Net Patient Accounts Receivable		27.5	87.5	0.31	50.7	0.54	61.8	0.45	35.9	0.77
Average Payment Period		65.7	89.9	0.73	78.2	0.84	62.8	1.05	62.7	1.05
Equity Financing (%)		74.8%	64.7%	1.16	59.6%	1.25	69.5%	1.08	69.9%	1.07
Long-Term Debt to Equity Ratio		0.2	0.3	0.66	0.3	0.86	0.2	1.16	0.3	0.85
Times Interest Earned		12.0	21.0	0.57	18.0	0.66	24.3	0.49	10.8	1.11
Total Asset Turnover		0.6	0.4	1.28	0.6	0.87	0.7	0.83	0.5	1.03
Average Age of Plant (Years)		7.1	17.1	0.41	12.6	0.56	13.3	0.53	6.5	1.08
Increase (Decrease) Total Net Patient Revenue		3.0%	12.7%	0.24	11.3%	0.27	11.2%	0.27	0.7%	4.16
Outpatient Gross Revenue (% of Total GPR)		54.2%	64.9%	0.83	61.9%	0.88	59.3%	0.91	53.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,150	\$18,658	0.81	\$18,949	0.80	\$21,058	0.72	\$15,401	0.98
Inpatient Net Revenue per Day		\$3,084	\$3,656	0.84	\$3,664	0.84	\$3,785	0.81	\$3,352	0.92
Outpatient Net Revenue per Visit		\$728	\$781	0.93	\$753	0.97	\$881	0.83	\$788	0.92
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$1,541,031,558		Cash & Cash Equivalents		\$44,936,150	Current Liabilities		\$86,981,403		
Less Deductions	\$1,084,142,847		Net Patient Receivables		\$34,444,524	Long-Term Debt		\$155,325,000		
Net Patient Revenue	\$456,888,711		Other Receivables		\$28,165,859	Other Liabilities		-\$6,378,358		
Plus Other Revenue	\$70,778,502					Subtotal		\$235,928,045		
Total Revenue	\$527,667,213		Land, Buildings & Equipment (Net)		\$284,802,958					
Less Expenses	\$506,056,701		Other Assets		\$566,496,560	Unrestricted Fund Balance		\$717,076,921		
Non-Operating Gains/Losses	\$64,580,050					Restricted Fund Balance		\$5,841,084		
Net Income	\$86,190,562		Total Assets		\$958,846,051	Total Liabilities & Fund Balance		\$953,004,966		

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 635
Discharges 29,642
Inpatient Days 176,718

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:

Bassinet 5
Total Births 0
Newborn Days 0

064 UW Hospital and Clinics Authority
Madison, WI 53792

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	400	20,970	115,671	79.2%	316.9	5.5
Orthopedic	1	39	2,516	10,383	72.9%	28.4	4.1
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	54	2,804	13,208	67.0%	36.2	4.7
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	18	1,145	4,849	73.8%	13.3	4.2
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	31	381	10,795	95.4%	29.6	28.3
Cardiac Intensive Unit	1	7	161	1,950	76.3%	5.3	12.1
Pediatric Intensive Care	1	21	227	4,663	60.8%	12.8	20.5
Burn Care	1	11	290	3,505	87.3%	9.6	12.1
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	213	4,688	49.4%	12.8	22.0
Other Intensive Care	1	18	263	6,207	94.5%	17.0	23.6
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	10	151	799	21.9%	2.2	5.3

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

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

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

4 = Contracted, 5 = Service Not Provided

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

064 UW Hospital and Clinics Authority

Madison, WI 53792

Madison, WI 53792			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$2,252,156,335	35.8%	46.6%	0.77	42.1%	0.85	46.9%	0.76	35.6%	1.01	
Medical Assistance	\$592,851,070	9.4%	14.4%	0.65	12.0%	0.78	13.3%	0.71	9.4%	1.00	
Commercial	\$2,560,139,025	40.7%	33.9%	1.20	37.4%	1.09	34.1%	1.19	41.6%	0.98	
All Other	\$883,200,711	14.0%	5.1%	2.77	8.4%	1.67	5.7%	2.44	13.5%	1.04	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$1,683,778,580	26.8%	35.2%	0.76	31.8%	0.84	36.2%	0.74	26.0%	1.03	
Medical Assistance	\$427,507,643	6.8%	11.1%	0.61	9.3%	0.73	10.3%	0.66	6.7%	1.01	
Commercial	\$1,329,866,238	21.1%	14.9%	1.42	19.0%	1.12	16.2%	1.30	20.1%	1.05	
Charity Care	\$42,525,162	0.7%	0.7%	0.95	0.5%	1.27	0.7%	0.97	0.9%	0.75	
Bad Debt	\$38,015,268	0.6%	1.0%	0.59	1.0%	0.59	0.8%	0.73	1.0%	0.63	
All Other	\$442,528,065	7.0%	2.8%	2.52	4.5%	1.55	3.0%	2.31	6.5%	1.08	
Total Deductions	\$3,964,220,956	63.0%	65.8%	0.96	66.2%	0.95	67.3%	0.94	61.2%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.6%	6.5%	0.09	6.8%	0.08	6.7%	0.08	0.9%	0.59	
Net Gains/Losses as % of Net Income		50.6%	29.4%	1.72	49.6%	1.02	30.5%	1.66	47.7%	1.06	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$823,537,332	38.8%	42.4%	0.91	44.5%	0.87	41.3%	0.94	41.7%	0.93	
Supplies & Services	\$1,171,179,010	55.1%	51.3%	1.07	48.9%	1.13	53.3%	1.03	51.5%	1.07	
Capital Component	\$130,260,164	6.1%	6.2%	0.98	6.6%	0.92	5.4%	1.13	6.8%	0.90	
Fiscal Statistics											
Operating Margin (%)		9.1%	10.4%	0.87	8.0%	1.13	9.3%	0.98	5.1%	1.79	
Total Hospital Net Income (%)		16.8%	14.1%	1.19	14.8%	1.13	12.9%	1.31	9.3%	1.81	
Return on Equity (%)		10.2%	6.3%	1.61	10.2%	1.00	8.9%	1.14	5.3%	1.93	
Current Ratio		3.0	4.1	0.73	2.7	1.13	4.8	0.63	4.4	0.68	
Days in Net Patient Accounts Receivable		56.4	87.5	0.64	50.7	1.11	61.8	0.91	49.2	1.15	
Average Payment Period		87.7	89.9	0.98	78.2	1.12	62.8	1.40	58.6	1.50	
Equity Financing (%)		52.2%	64.7%	0.81	59.6%	0.88	69.5%	0.75	47.0%	1.11	
Long-Term Debt to Equity Ratio		0.3	0.3	0.95	0.3	1.24	0.2	1.69	0.4	0.88	
Times Interest Earned		21.1	21.0	1.00	18.0	1.17	24.3	0.87	10.0	2.12	
Total Asset Turnover		0.6	0.4	1.29	0.6	0.87	0.7	0.83	0.5	1.02	
Average Age of Plant (Years)		11.9	17.1	0.70	12.6	0.95	13.3	0.90	10.5	1.13	
Increase (Decrease) Total Net Patient Revenue		13.0%	12.7%	1.02	11.3%	1.16	11.2%	1.16	2.5%	5.26	
Outpatient Gross Revenue (% of Total GPR)		55.4%	64.9%	0.85	61.9%	0.90	59.3%	0.93	53.1%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$32,828	\$18,658	1.76	\$18,949	1.73	\$21,058	1.56	\$30,320	1.08	
Inpatient Net Revenue per Day		\$5,348	\$3,656	1.46	\$3,664	1.46	\$3,785	1.41	\$5,582	0.96	
Outpatient Net Revenue per Visit		\$1,289	\$781	1.65	\$753	1.71	\$881	1.46	\$1,209	1.07	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$6,288,347,142		Cash & Cash Equivalents		\$531,331,450	Current Liabilities		\$491,097,303			
Less Deductions	\$3,964,220,956		Net Patient Receivables		\$359,078,573	Long-Term Debt		\$693,070,877			
Net Patient Revenue	\$2,324,126,186		Other Receivables		\$30,825,591	Other Liabilities		\$834,649,198			
Plus Other Revenue	\$13,009,853					Subtotal		\$2,018,817,378			
Total Revenue	\$2,337,136,039		Land, Buildings & Equipment (Net)		\$764,990,460	Unrestricted Fund Balance		\$2,207,509,460			
Less Expenses	\$2,124,976,506		Other Assets		\$2,540,100,764	Restricted Fund Balance		\$26,236,069			
Non-Operating Gains/Losses	\$216,894,622					Total Liabilities & Fund Balance		\$4,226,326,838			
Net Income	\$429,054,155		Total Assets		\$4,226,326,838						

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 58
 Discharges 2,088
 Inpatient Days 7,556

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:

Bassinet 6
 Total Births 107
 Newborn Days 233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 6/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,534	5,192	40.6%	14.2	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	13	134	271	5.7%	0.7	2.0
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	366	2,093	57.3%	5.7	5.7
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	19	0	19.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	38	4	38.3	Radiological Services Personnel	26	3	26.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	4	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	6	0	6.0
Registered Nurses	143	25	144.1	Occupational Therapy Assistants/Aides	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	1	9.0
Licensed Practical Nurses	1	2	1.0	Physical Therapy Assistants/Aides	7	1	7.0
Ancillary Nursing Personnel	14	11	14.0	Recreational Therapists	0	0	0.0
Physician Assistants	10	0	10.0	Dietitians & Nutritionists	3	1	3.0
Nurse Practitioners	17	0	17.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	60	15	60.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	209	45	210.0
Pharmacy Personnel	10	2	10.0				
Clinical Laboratory Personnel	34	10	34.0				
				Total	672	131	674.4

178 Holy Family Memorial Inc
Manitowoc, WI 54220

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$196,021,452	54.8%	46.6%	1.17	47.1%	1.16	49.5%	1.11	55.7%	0.98	
Medical Assistance	\$43,505,415	12.2%	14.4%	0.84	12.3%	0.99	13.2%	0.92	11.6%	1.04	
Commercial	\$105,752,704	29.5%	33.9%	0.87	36.3%	0.81	33.6%	0.88	29.2%	1.01	
All Other	\$12,720,508	3.6%	5.1%	0.70	4.2%	0.84	3.7%	0.95	3.5%	1.02	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$150,425,672	42.0%	35.2%	1.19	35.4%	1.19	35.9%	1.17	42.6%	0.99	
Medical Assistance	\$36,483,771	10.2%	11.1%	0.92	9.8%	1.04	10.4%	0.98	9.3%	1.09	
Commercial	\$48,836,986	13.6%	14.9%	0.91	16.0%	0.85	13.9%	0.98	13.3%	1.02	
Charity Care	\$924	0.0%	0.7%	0.00	0.7%	0.00	0.8%	0.00	0.1%	0.00	
Bad Debt	\$6,187,905	1.7%	1.0%	1.70	1.1%	1.61	1.3%	1.34	1.7%	1.01	
All Other	\$9,413,473	2.6%	2.8%	0.94	2.9%	0.90	2.3%	1.14	2.4%	1.10	
Total Deductions	\$251,348,731	70.2%	65.8%	1.07	65.9%	1.07	64.5%	1.09	69.4%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		4.3%	6.5%	0.66	6.1%	0.71	7.3%	0.59	12.3%	0.35	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	31.1%	N/A	21.5%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$70,170,537	54.6%	42.4%	1.29	42.5%	1.28	44.5%	1.23	54.3%	1.01	
Supplies & Services	\$51,445,036	40.0%	51.3%	0.78	50.9%	0.79	48.6%	0.82	38.9%	1.03	
Capital Component	\$6,945,739	5.4%	6.2%	0.87	6.6%	0.82	6.9%	0.78	6.8%	0.79	
Fiscal Statistics											
Operating Margin (%)		-15.4%	10.4%	N/A	15.9%	N/A	13.9%	N/A	-6.6%	2.35	
Total Hospital Net Income (%)		-9.9%	14.1%	N/A	21.5%	N/A	17.0%	N/A	-0.5%	21.23	
Return on Equity (%)		-18.2%	6.3%	N/A	15.0%	N/A	13.1%	N/A	-0.3%	55.49	
Current Ratio		2.0	4.1	0.48	3.7	0.53	4.4	0.44	1.4	1.38	
Days in Net Patient Accounts Receivable		28.7	87.5	0.33	56.7	0.51	43.9	0.65	37.9	0.76	
Average Payment Period		40.6	89.9	0.45	76.1	0.53	61.1	0.66	54.8	0.74	
Equity Financing (%)		64.1%	64.7%	0.99	75.3%	0.85	78.9%	0.81	61.9%	1.04	
Long-Term Debt to Equity Ratio		0.2	0.3	0.69	0.2	1.49	0.1	1.75	0.4	0.57	
Times Interest Earned		-11.0	21.0	N/A	32.4	N/A	25.9	N/A	0.6	N/A	
Total Asset Turnover		1.7	0.4	4.06	0.7	2.66	0.7	2.34	0.7	2.64	
Average Age of Plant (Years)		0.2	17.1	0.01	10.6	0.02	10.3	0.02	19.3	0.01	
Increase (Decrease) Total Net Patient Revenue		3.0%	12.7%	0.24	10.0%	0.30	14.2%	0.21	-13.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)		79.5%	64.9%	1.22	74.4%	1.07	76.7%	1.04	76.8%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$9,388	\$18,658	0.50	\$15,148	0.62	\$12,297	0.76	\$12,969	0.72	
Inpatient Net Revenue per Day		\$2,588	\$3,656	0.71	\$3,286	0.79	\$2,830	0.91	\$3,647	0.71	
Outpatient Net Revenue per Visit		\$710	\$781	0.91	\$699	1.02	\$806	0.88	\$366	1.94	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$358,000,079		Cash & Cash Equivalents		\$10,625,058	Current Liabilities		\$13,654,576			
Less Deductions	\$251,348,731		Net Patient Receivables		\$8,386,169	Long-Term Debt		\$9,310,412			
Net Patient Revenue	\$106,651,348		Other Receivables		\$2,559,235	Other Liabilities		\$0			
Plus Other Revenue	\$4,756,607					Subtotal		\$22,964,988			
Total Revenue	\$111,407,955		Land, Buildings & Equipment (Net)		\$20,997,629	Unrestricted Fund Balance		\$41,077,080			
Less Expenses	\$128,561,312		Other Assets		\$21,473,977	Restricted Fund Balance		\$3,974,887			
Non-Operating Gains/Losses	\$5,525,786					Total Liabilities & Fund Balance		\$64,042,068			
Net Income	-\$11,627,571		Total Assets		\$64,042,068						

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

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 11
Total Births 159
Newborn Days 321

067 Aurora Medical Center - Bay Area
Marinette, WI 54143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	41	2,213	8,962	59.9%	24.6	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	426	922	36.1%	2.5	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	217	2,342	64.2%	6.4	10.8
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	11	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	4	51	272	18.6%	0.7	5.3

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	0	11.0	Surgical Personnel	7	8	13.8
Physicians & Dentists	25	15	26.1	Radiological Services Personnel	23	11	28.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	13	12.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	55	115	163.8	Occupational Therapy Assistants/Aides	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	1	9.9
Licensed Practical Nurses	4	3	6.1	Physical Therapy Assistants/Aides	4	3	6.8
Ancillary Nursing Personnel	8	68	56.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	5	1	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	24	50.5
Health Info Mgmt-Administrators/Technicians	14	1	14.9	All Other Personnel	75	52	123.7
Pharmacy Personnel	12	9	17.5				
Clinical Laboratory Personnel	10	17	24.8				
				Total	315	346	594.4

067 Aurora Medical Center - Bay Area

Marinette, WI 54143

Marinette, WI 54143			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$244,680,896	56.7%	46.6%	1.21	47.1%	1.20	49.9%	1.14	57.8%	0.98	
Medical Assistance	\$60,194,687	13.9%	14.4%	0.97	12.3%	1.13	15.6%	0.90	11.7%	1.19	
Commercial	\$93,431,286	21.6%	33.9%	0.64	36.3%	0.60	30.3%	0.71	22.0%	0.98	
All Other	\$33,588,318	7.8%	5.1%	1.53	4.2%	1.83	4.2%	1.84	8.5%	0.91	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$199,441,770	46.2%	35.2%	1.31	35.4%	1.30	36.9%	1.25	46.0%	1.00	
Medical Assistance	\$51,684,373	12.0%	11.1%	1.08	9.8%	1.22	11.4%	1.05	9.8%	1.22	
Commercial	\$40,188,230	9.3%	14.9%	0.62	16.0%	0.58	11.8%	0.79	9.9%	0.94	
Charity Care	\$3,563,170	0.8%	0.7%	1.16	0.7%	1.20	0.9%	0.88	0.7%	1.11	
Bad Debt	\$6,444,106	1.5%	1.0%	1.46	1.1%	1.39	1.2%	1.27	1.0%	1.48	
All Other	\$22,135,436	5.1%	2.8%	1.83	2.9%	1.75	2.5%	2.08	5.4%	0.96	
Total Deductions	\$323,457,085	74.9%	65.8%	1.14	65.9%	1.14	64.7%	1.16	72.7%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.9%	6.5%	0.14	6.1%	0.15	4.5%	0.20	10.1%	0.09	
Net Gains/Losses as % of Net Income		25.6%	29.4%	0.87	31.1%	0.82	43.7%	0.59	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$39,263,540	37.7%	42.4%	0.89	42.5%	0.89	38.8%	0.97	36.9%	1.02	
Supplies & Services	\$53,803,461	51.7%	51.3%	1.01	50.9%	1.02	54.3%	0.95	51.7%	1.00	
Capital Component	\$10,992,962	10.6%	6.2%	1.70	6.6%	1.59	6.9%	1.54	11.4%	0.93	
Fiscal Statistics											
Operating Margin (%)		4.9%	10.4%	0.47	15.9%	0.31	9.6%	0.51	5.8%	0.84	
Total Hospital Net Income (%)		6.5%	14.1%	0.46	21.5%	0.30	15.9%	0.41	4.8%	1.36	
Return on Equity (%)		3.3%	6.3%	0.53	15.0%	0.22	11.2%	0.30	2.3%	1.47	
Current Ratio		3.5	4.1	0.86	3.7	0.96	3.9	0.90	3.5	1.01	
Days in Net Patient Accounts Receivable		58.7	87.5	0.67	56.7	1.04	51.2	1.15	56.5	1.04	
Average Payment Period		85.5	89.9	0.95	76.1	1.12	62.2	1.37	89.9	0.95	
Equity Financing (%)		51.4%	64.7%	0.80	75.3%	0.68	78.3%	0.66	47.0%	1.09	
Long-Term Debt to Equity Ratio		0.7	0.3	2.04	0.2	4.39	0.1	6.78	0.7	0.91	
Times Interest Earned		3.2	21.0	0.15	32.4	0.10	21.6	0.15	3.1	1.04	
Total Asset Turnover		0.5	0.4	1.18	0.7	0.78	0.7	0.77	0.5	1.05	
Average Age of Plant (Years)		2.9	17.1	0.17	10.6	0.28	10.5	0.28	1.7	1.74	
Increase (Decrease) Total Net Patient Revenue		12.4%	12.7%	0.97	10.0%	1.23	8.7%	1.42	-9.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		75.0%	64.9%	1.16	74.4%	1.01	69.3%	1.08	72.7%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$12,404		\$18,658	0.66	\$15,148	0.82	\$13,373	0.93	\$9,546	1.30	
Inpatient Net Revenue per Day	\$2,679		\$3,656	0.73	\$3,286	0.82	\$3,024	0.89	\$2,615	1.02	
Outpatient Net Revenue per Visit	\$783		\$781	1.00	\$699	1.12	\$626	1.25	\$636	1.23	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 205
Discharges 12,203
Inpatient Days 70,530

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 2
Total Births 1,002
Newborn Days 1,683

069 Marshfield Medical Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	128	8,669	45,941	98.3%	125.9	5.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	244	2,869	131.0%	7.9	11.8
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	16	1,195	3,583	61.4%	9.8	3.0
Obstetrics	1	8	1,057	3,314	113.5%	9.1	3.1
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	24	634	7,505	85.7%	20.6	11.8
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	129	1,365	93.5%	3.7	10.6
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	19	275	5,953	85.8%	16.3	21.6
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	28	0	28.0	Surgical Personnel	26	8	30.4
Physicians & Dentists	238	130	289.4	Radiological Services Personnel	69	19	81.1
Medical & Dental Residents	79	0	79.0	Respiratory Therapists	22	28	41.7
Dental Hygienists	0	0	0.0	Occupational Therapists	11	12	14.9
Registered Nurses	595	289	751.7	Occupational Therapy Assistants/Aides	0	2	1.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	16	10	22.4
Licensed Practical Nurses	1	2	2.1	Physical Therapy Assistants/Aides	2	2	3.0
Ancillary Nursing Personnel	59	109	86.4	Recreational Therapists	0	1	0.6
Physician Assistants	37	6	40.1	Dietitians & Nutritionists	5	4	6.6
Nurse Practitioners	52	27	68.3	Psychologists	9	1	9.4
Certified Registered Nurse Anesthetists	21	9	22.7	Social Workers	11	7	13.4
Clinical Nurse Specialists	10	0	10.0	All Other Health Professionals	751	257	878.9
Health Info Mgmt-Administrators/Technicians	28	6	31.7	All Other Personnel	1,550	226	1,661.7
Pharmacy Personnel	98	28	109.5				
Clinical Laboratory Personnel	71	10	77.2				
				Total	3,935	1,240	4,538.6

069 Marshfield Medical Center
Marshfield, WI 54449

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,014,272,352	50.9%	46.6%	1.09	51.2%	0.99	46.9%	1.08	52.5%	0.97
Medical Assistance	\$280,147,194	14.0%	14.4%	0.97	13.3%	1.06	13.3%	1.06	13.1%	1.07
Commercial	\$601,031,980	30.1%	33.9%	0.89	29.9%	1.01	34.1%	0.88	31.2%	0.96
All Other	\$99,016,294	5.0%	5.1%	0.98	5.7%	0.88	5.7%	0.86	3.1%	1.59
Deductions as % of Total Gross Patient Revenue										
Medicare	\$727,028,063	36.5%	35.2%	1.04	36.0%	1.01	36.2%	1.01	38.8%	0.94
Medical Assistance	\$207,518,658	10.4%	11.1%	0.94	10.1%	1.03	10.3%	1.01	9.7%	1.08
Commercial	\$198,638,746	10.0%	14.9%	0.67	9.2%	1.08	16.2%	0.61	9.9%	1.00
Charity Care	\$12,303,446	0.6%	0.7%	0.86	0.8%	0.81	0.7%	0.88	0.6%	0.96
Bad Debt	\$17,083,666	0.9%	1.0%	0.84	0.8%	1.06	0.8%	1.03	0.5%	1.60
All Other	\$52,229,385	2.6%	2.8%	0.94	3.5%	0.74	3.0%	0.86	1.3%	2.09
Total Deductions	\$1,214,801,964	60.9%	65.8%	0.93	60.4%	1.01	67.3%	0.91	60.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.0%	6.5%	0.15	4.2%	0.23	6.7%	0.15	1.2%	0.83
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	32.5%	N/A	30.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$349,653,754	46.6%	42.4%	1.10	42.4%	1.10	41.3%	1.13	49.7%	0.94
Supplies & Services	\$375,414,247	50.1%	51.3%	0.98	52.7%	0.95	53.3%	0.94	47.1%	1.06
Capital Component	\$24,582,070	3.3%	6.2%	0.53	4.9%	0.66	5.4%	0.60	3.2%	1.02
Fiscal Statistics										
Operating Margin (%)		4.8%	10.4%	0.46	9.6%	0.50	9.3%	0.52	7.8%	0.61
Total Hospital Net Income (%)		4.8%	14.1%	0.34	13.6%	0.35	12.9%	0.37	7.8%	0.61
Return on Equity (%)		1.2%	6.3%	0.19	3.3%	0.36	8.9%	0.13	1.7%	0.71
Current Ratio		2.8	4.1	0.68	2.8	0.98	4.8	0.58	2.3	1.20
Days in Net Patient Accounts Receivable		151.2	87.5	1.73	167.5	0.90	61.8	2.45	153.7	0.98
Average Payment Period		140.9	89.9	1.57	165.5	0.85	62.8	2.25	239.1	0.59
Equity Financing (%)		47.4%	64.7%	0.73	50.9%	0.93	69.5%	0.68	44.0%	1.08
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.20	0.2	4.50	0.9	0.93
Times Interest Earned		0.0	21.0	N/A	48.7	N/A	24.3	N/A	0.0	N/A
Total Asset Turnover		0.2	0.4	0.57	0.2	1.07	0.7	0.37	0.2	1.16
Average Age of Plant (Years)		38.6	17.1	2.26	33.5	1.15	13.3	2.91	45.8	0.84
Increase (Decrease) Total Net Patient Revenue		16.3%	12.7%	1.28	25.1%	0.65	11.2%	1.45	-2.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		66.0%	64.9%	1.02	70.5%	0.94	59.3%	1.11	65.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$20,838	\$18,658	1.12	\$16,540	1.26	\$21,058	0.99	\$20,239	1.03
Inpatient Net Revenue per Day		\$3,650	\$3,656	1.00	\$3,511	1.04	\$3,785	0.96	\$4,028	0.91
Outpatient Net Revenue per Visit		\$988	\$781	1.26	\$799	1.24	\$881	1.12	\$1,020	0.97
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$1,994,467,820		Cash & Cash Equivalents		\$99,648,000	Current Liabilities		\$280,428,000		
Less Deductions	\$1,214,801,964		Net Patient Receivables		\$322,991,000	Long-Term Debt		\$1,268,807,000		
Net Patient Revenue	\$779,665,856		Other Receivables		\$205,942,000	Other Liabilities		\$134,673,000		
Plus Other Revenue	\$7,742,803					Subtotal		\$1,683,908,000		
Total Revenue	\$787,408,659		Land, Buildings & Equipment (Net)		\$1,077,713,000	Unrestricted Fund Balance		\$1,515,971,000		
Less Expenses	\$749,650,071		Other Assets		\$1,493,585,000	Restricted Fund Balance		\$130,865,000		
Non-Operating Gains/Losses	\$0					Total Liabilities & Fund Balance		\$3,199,879,000		
Net Income	\$37,758,588		Total Assets		\$3,199,879,000					

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 18
 Discharges 1,026
 Inpatient Days 3,199

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 5
 Total Births 153
 Newborn Days 259

070 Mile Bluff Medical Center
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	871	2,897	52.9%	7.9	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	155	302	27.6%	0.8	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	35	5	38.3	Surgical Personnel	4	2	4.6
Physicians & Dentists	23	6	25.2	Radiological Services Personnel	15	5	17.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	2	6.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.3
Registered Nurses	67	25	80.8	Occupational Therapy Assistants/Aides	1	1	1.1
Certified Nurse Midwives	1	0	1.0	Physical Therapists	1	2	2.3
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	3	3	4.3
Ancillary Nursing Personnel	10	4	10.7	Recreational Therapists	0	0	0.0
Physician Assistants	14	2	14.5	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	1	2	1.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	57	9	62.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	141	47	164.7
Pharmacy Personnel	18	2	19.6				
Clinical Laboratory Personnel	5	7	9.0				
				Total	444	130	509.4

070 Mile Bluff Medical Center
Mauston, WI 53948

Mauston, WI 53948			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$103,287,733	44.8%	46.6%	0.96	51.2%	0.88	47.0%	0.95	45.5%	0.99	
Medical Assistance	\$45,201,030	19.6%	14.4%	1.36	13.3%	1.48	13.0%	1.50	19.2%	1.02	
Commercial	\$69,782,472	30.3%	33.9%	0.89	29.9%	1.01	36.1%	0.84	29.9%	1.01	
All Other	\$12,073,408	5.2%	5.1%	1.03	5.7%	0.93	3.8%	1.37	5.5%	0.96	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$74,253,870	32.2%	35.2%	0.92	36.0%	0.89	32.5%	0.99	32.0%	1.01	
Medical Assistance	\$30,650,861	13.3%	11.1%	1.20	10.1%	1.32	9.9%	1.35	13.3%	1.00	
Commercial	\$18,361,454	8.0%	14.9%	0.53	9.2%	0.86	14.1%	0.56	8.1%	0.98	
Charity Care	\$2,322,742	1.0%	0.7%	1.41	0.8%	1.32	0.7%	1.52	1.0%	1.02	
Bad Debt	\$2,362,056	1.0%	1.0%	1.01	0.8%	1.26	1.5%	0.68	1.6%	0.63	
All Other	\$5,220,652	2.3%	2.8%	0.81	3.5%	0.64	1.8%	1.28	2.1%	1.06	
Total Deductions	\$133,171,635	57.8%	65.8%	0.88	60.4%	0.96	60.4%	0.96	58.1%	0.99	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		12.5%	6.5%	1.93	4.2%	2.97	7.5%	1.66	14.2%	0.88	
Net Gains/Losses as % of Net Income		3.0%	29.4%	0.10	32.5%	0.09	42.4%	0.07	5.0%	0.59	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$63,445,332	62.1%	42.4%	1.46	42.4%	1.47	50.4%	1.23	64.0%	0.97	
Supplies & Services	\$33,801,487	33.1%	51.3%	0.64	52.7%	0.63	42.2%	0.78	30.6%	1.08	
Capital Component	\$4,883,081	4.8%	6.2%	0.77	4.9%	0.97	7.5%	0.64	5.5%	0.88	
Fiscal Statistics											
Operating Margin (%)		8.0%	10.4%	0.77	9.6%	0.83	8.9%	0.90	3.9%	2.06	
Total Hospital Net Income (%)		8.3%	14.1%	0.59	13.6%	0.61	14.5%	0.57	4.1%	2.01	
Return on Equity (%)		9.9%	6.3%	1.57	3.3%	3.01	11.3%	0.88	5.0%	1.96	
Current Ratio		4.9	4.1	1.18	2.8	1.72	5.3	0.92	3.3	1.50	
Days in Net Patient Accounts Receivable		45.9	87.5	0.52	167.5	0.27	49.1	0.93	49.2	0.93	
Average Payment Period		36.8	89.9	0.41	165.5	0.22	43.7	0.84	59.9	0.61	
Equity Financing (%)		51.1%	64.7%	0.79	50.9%	1.01	76.8%	0.67	0.0%	N/A	
Long-Term Debt to Equity Ratio		0.5	0.3	1.56	0.7	0.74	0.2	2.75	0.0	N/A	
Times Interest Earned		7.5	21.0	0.35	48.7	0.15	19.8	0.38	3.7	2.00	
Total Asset Turnover		1.2	0.4	2.79	0.2	5.19	0.7	1.64	1.2	0.97	
Average Age of Plant (Years)		19.6	17.1	1.15	33.5	0.58	10.5	1.86	18.2	1.08	
Increase (Decrease) Total Net Patient Revenue		17.9%	12.7%	1.41	25.1%	0.71	11.8%	1.51	-0.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)		82.8%	64.9%	1.28	70.5%	1.17	79.7%	1.04	84.0%	0.99	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$19,126		\$18,658	1.03	\$16,540	1.16	\$14,182	1.35	\$20,279	0.94	
Inpatient Net Revenue per Day	\$6,138		\$3,656	1.68	\$3,511	1.75	\$3,541	1.73	\$7,432	0.83	
Outpatient Net Revenue per Visit	\$454		\$781	0.58	\$799	0.57	\$602	0.75	\$421	1.08	

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

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 17
 Discharges 793
 Inpatient Days 2,493

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 4
 Discharges 83
 Inpatient Days 774

Newborn Nursery:

Bassinets 1
 Total Births 155
 Newborn Days 311

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	509	1,837	45.8%	5.0	3.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	0	1	2	0.0%	0.0	2.0
Obstetrics	1	1	167	416	114.0%	1.1	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	80	238	13.0%	0.7	3.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	20	0	20.0	Surgical Personnel	6	1	6.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	6	15.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	7	6.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.8
Registered Nurses	31	82	87.0	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	7.2
Licensed Practical Nurses	3	2	3.8	Physical Therapy Assistants/Aides	5	3	6.4
Ancillary Nursing Personnel	10	46	16.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	39	35.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	46	87	78.4
Pharmacy Personnel	15	5	17.4				
Clinical Laboratory Personnel	2	8	8.4				
				Total	187	302	332.8

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

Medford, WI 54451			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$68,572,453	43.5%	46.6%	0.93	51.2%	0.85	49.5%	0.88	40.6%	1.07	
Medical Assistance	\$23,754,407	15.1%	14.4%	1.04	13.3%	1.14	13.2%	1.15	14.8%	1.02	
Commercial	\$62,716,794	39.8%	33.9%	1.17	29.9%	1.33	33.6%	1.18	42.2%	0.94	
All Other	\$2,649,953	1.7%	5.1%	0.33	5.7%	0.30	3.7%	0.45	2.5%	0.68	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$39,022,942	24.7%	35.2%	0.70	36.0%	0.69	35.9%	0.69	24.2%	1.02	
Medical Assistance	\$15,096,997	9.6%	11.1%	0.86	10.1%	0.95	10.4%	0.92	9.7%	0.99	
Commercial	\$17,707,720	11.2%	14.9%	0.75	9.2%	1.22	13.9%	0.81	11.5%	0.98	
Charity Care	\$1,776,535	1.1%	0.7%	1.58	0.8%	1.47	0.8%	1.49	1.5%	0.75	
Bad Debt	\$909,125	0.6%	1.0%	0.57	0.8%	0.71	1.3%	0.45	0.9%	0.65	
All Other	\$1,113,023	0.7%	2.8%	0.25	3.5%	0.20	2.3%	0.31	0.9%	0.81	
Total Deductions	\$75,626,342	48.0%	65.8%	0.73	60.4%	0.79	64.5%	0.74	48.6%	0.99	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		10.3%	6.5%	1.58	4.2%	2.44	7.3%	1.41	8.9%	1.15	
Net Gains/Losses as % of Net Income		48.8%	29.4%	1.66	32.5%	1.50	21.5%	2.27	10.0%	4.90	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$36,860,739	48.8%	42.4%	1.15	42.4%	1.15	44.5%	1.10	52.9%	0.92	
Supplies & Services	\$34,171,149	45.3%	51.3%	0.88	52.7%	0.86	48.6%	0.93	40.3%	1.12	
Capital Component	\$4,476,602	5.9%	6.2%	0.95	4.9%	1.20	6.9%	0.86	6.9%	0.86	
Fiscal Statistics											
Operating Margin (%)		17.4%	10.4%	1.67	9.6%	1.81	13.9%	1.26	12.7%	1.38	
Total Hospital Net Income (%)		29.2%	14.1%	2.07	13.6%	2.14	17.0%	1.71	13.9%	2.11	
Return on Equity (%)		16.1%	6.3%	2.55	3.3%	4.88	13.1%	1.23	6.9%	2.32	
Current Ratio		3.9	4.1	0.94	2.8	1.36	4.4	0.87	3.6	1.07	
Days in Net Patient Accounts Receivable		45.0	87.5	0.51	167.5	0.27	43.9	1.02	47.4	0.95	
Average Payment Period		84.3	89.9	0.94	165.5	0.51	61.1	1.38	91.5	0.92	
Equity Financing (%)		81.3%	64.7%	1.26	50.9%	1.60	78.9%	1.03	78.4%	1.04	
Long-Term Debt to Equity Ratio		0.1	0.3	0.34	0.7	0.16	0.1	0.87	0.1	0.84	
Times Interest Earned		58.3	21.0	2.77	48.7	1.20	25.9	2.25	22.2	2.63	
Total Asset Turnover		0.5	0.4	1.10	0.2	2.05	0.7	0.64	0.5	0.96	
Average Age of Plant (Years)		12.4	17.1	0.73	33.5	0.37	10.3	1.20	10.5	1.18	
Increase (Decrease) Total Net Patient Revenue		12.1%	12.7%	0.95	25.1%	0.48	14.2%	0.86	0.1%	92.74	
Outpatient Gross Revenue (% of Total GPR)		87.4%	64.9%	1.35	70.5%	1.24	76.7%	1.14	89.4%	0.98	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$14,987		\$18,658	0.80	\$16,540	0.91	\$12,297	1.22	\$14,735	1.02	
Inpatient Net Revenue per Day	\$3,480		\$3,656	0.95	\$3,511	0.99	\$2,830	1.23	\$3,803	0.92	
Outpatient Net Revenue per Visit	\$711		\$781	0.91	\$799	0.89	\$806	0.88	\$752	0.95	

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

072 Froedtert Menomonee Falls Hospital
W180 N8085 Town Hall Road
Menomonee Falls, WI 53051
262-251-1000

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

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

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

Total Hospital:

Beds Set Up & Staffed 202
Discharges 9,050
Inpatient Days 35,776

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 18
Total Births 773
Newborn Days 1,327

072 Froedtert Menomonee Falls Hospital
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	106	5,303	20,196	52.2%	55.3	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	796	1,730	26.3%	4.7	2.2
Psychiatric	1	16	817	3,634	62.2%	10.0	4.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	318	2,745	50.1%	7.5	8.6
Step-Down (Special Care)	1	39	1,763	7,116	50.0%	19.5	4.0
Neonatal Intensive/Intermediate Care	1	8	53	355	12.2%	1.0	6.7
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	75	2	76.5	Surgical Personnel	21	16	28.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	17	57	52.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	6	17.2
Dental Hygienists	0	0	0.0	Occupational Therapists	1	17	11.4
Registered Nurses	194	215	330.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	19	14.6
Licensed Practical Nurses	2	2	2.9	Physical Therapy Assistants/Aides	0	3	1.5
Ancillary Nursing Personnel	14	69	54.2	Recreational Therapists	0	1	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	3	6.4
Nurse Practitioners	3	2	3.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.1	Social Workers	11	10	15.2
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	101	111	158.0
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	118	111	176.9
Pharmacy Personnel	39	36	56.2				
Clinical Laboratory Personnel	19	8	22.3				
				Total	647	700	1,042.7

072 Froedtert Menomonee Falls Hospital

Menomonee Falls, WI 53051

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

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

073 Mayo Clinic Health System - Red Cedar in Menomonie
 2321 Stout Road
 Menomonie, WI 54751
 715-235-5531

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

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

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

Total Hospital:

Beds Set Up & Staffed 23
 Discharges 1,096
 Inpatient Days 3,748

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 4
 Discharges 132
 Inpatient Days 1,322

Newborn Nursery:

Bassinets 6
 Total Births 244
 Newborn Days 437

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	749	2,693	52.7%	7.4	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	252	547	25.0%	1.5	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	3	95	508	46.4%	1.4	5.3
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	7	5.8
Physicians & Dentists	19	10	25.7	Radiological Services Personnel	12	8	18.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	5.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	43	84	104.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	5	13.9
Licensed Practical Nurses	12	20	25.5	Physical Therapy Assistants/Aides	2	3	4.1
Ancillary Nursing Personnel	6	20	16.4	Recreational Therapists	0	0	0.0
Physician Assistants	10	4	13.2	Dietitians & Nutritionists	0	1	0.9
Nurse Practitioners	5	4	8.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	13	29.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	24	10	31.6
Pharmacy Personnel	10	7	14.6				
Clinical Laboratory Personnel	9	4	11.3				
				Total	203	218	355.4

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

Menomonie, WI 54751			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$126,010,438	47.7%	46.6%	1.02	50.7%	0.94	49.9%	0.96	45.7%	1.04	
Medical Assistance	\$33,196,614	12.6%	14.4%	0.87	12.0%	1.05	15.6%	0.81	13.1%	0.96	
Commercial	\$96,192,054	36.4%	33.9%	1.07	32.9%	1.11	30.3%	1.20	38.0%	0.96	
All Other	\$8,883,884	3.4%	5.1%	0.66	4.5%	0.75	4.2%	0.79	3.2%	1.05	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$78,472,160	29.7%	35.2%	0.84	33.4%	0.89	36.9%	0.80	26.0%	1.14	
Medical Assistance	\$23,446,957	8.9%	11.1%	0.80	8.6%	1.03	11.4%	0.78	9.2%	0.96	
Commercial	\$24,392,893	9.2%	14.9%	0.62	10.0%	0.93	11.8%	0.78	8.6%	1.07	
Charity Care	\$2,086,117	0.8%	0.7%	1.11	0.6%	1.35	0.9%	0.84	1.5%	0.54	
Bad Debt	\$5,940,298	2.2%	1.0%	2.21	1.1%	1.97	1.2%	1.91	2.3%	1.00	
All Other	\$3,565,059	1.3%	2.8%	0.48	2.7%	0.51	2.5%	0.55	1.0%	1.35	
Total Deductions	\$137,903,484	52.2%	65.8%	0.79	56.4%	0.92	64.7%	0.81	48.6%	1.07	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.5%	6.5%	0.54	5.6%	0.62	4.5%	0.78	6.0%	0.58	
Net Gains/Losses as % of Net Income		5.2%	29.4%	0.18	37.6%	0.14	43.7%	0.12	7.6%	0.68	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$53,687,595	51.7%	42.4%	1.22	50.5%	1.02	38.8%	1.33	53.5%	0.97	
Supplies & Services	\$46,579,807	44.9%	51.3%	0.87	44.3%	1.01	54.3%	0.83	43.0%	1.04	
Capital Component	\$3,504,819	3.4%	6.2%	0.54	5.1%	0.66	6.9%	0.49	3.5%	0.96	
Fiscal Statistics											
Operating Margin (%)		20.7%	10.4%	1.99	9.6%	2.16	9.6%	2.16	13.1%	1.58	
Total Hospital Net Income (%)		21.6%	14.1%	1.53	14.5%	1.49	15.9%	1.36	14.0%	1.54	
Return on Equity (%)		30.1%	6.3%	4.77	2.4%	12.55	11.2%	2.69	19.4%	1.55	
Current Ratio		9.9	4.1	2.41	2.7	3.68	3.9	2.54	10.5	0.94	
Days in Net Patient Accounts Receivable		49.3	87.5	0.56	250.3	0.20	51.2	0.96	49.9	0.99	
Average Payment Period		21.4	89.9	0.24	256.1	0.08	62.2	0.34	16.4	1.30	
Equity Financing (%)		80.4%	64.7%	1.24	51.4%	1.56	78.3%	1.03	72.2%	1.11	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned		1,971.5	21.0	93.76	45.6	43.20	21.6	91.41	955.6	2.06	
Total Asset Turnover		1.4	0.4	3.21	0.2	8.81	0.7	2.10	1.4	1.01	
Average Age of Plant (Years)		13.8	17.1	0.81	51.5	0.27	10.5	1.31	13.8	1.00	
Increase (Decrease) Total Net Patient Revenue		23.3%	12.7%	1.83	13.4%	1.74	8.7%	2.69	-1.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)		88.4%	64.9%	1.36	75.1%	1.18	69.3%	1.28	87.6%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$17,717	\$18,658	0.95	\$16,496	1.07	\$13,373	1.32	\$17,834	0.99	
Inpatient Net Revenue per Day		\$4,088	\$3,656	1.12	\$3,511	1.16	\$3,024	1.35	\$4,137	0.99	
Outpatient Net Revenue per Visit		\$989	\$781	1.27	\$874	1.13	\$626	1.58	\$894	1.11	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$264,282,990		Cash & Cash Equivalents		\$227,427		Current Liabilities		\$5,884,735		
Less Deductions	\$137,903,484		Net Patient Receivables		\$17,075,855		Long-Term Debt		\$0		
Net Patient Revenue	\$126,379,506		Other Receivables		\$99,672		Other Liabilities		\$12,709,639		
Plus Other Revenue	\$4,554,512						Subtotal		\$18,594,374		
Total Revenue	\$130,934,019		Land, Buildings & Equipment (Net)		\$27,380,960		Unrestricted Fund Balance		\$76,420,161		
Less Expenses	\$103,772,221		Other Assets		\$50,230,621		Restricted Fund Balance		\$7,282,496		
Non-Operating Gains/Losses	\$1,479,067						Total Liabilities & Fund Balance		\$95,014,535		
Net Income	\$28,640,865		Total Assets		\$95,014,535						

110 Ascension Columbia St. Mary's Hospital Ozaukee
 13111 N Port Washington Rd
 Mequon, WI 53097
 262-243-7300

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 16
 Total Births 383
 Newborn Days 715

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	49	2,618	11,202	62.6%	30.7	4.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	418	1,020	18.6%	2.8	2.4
Psychiatric	1	16	464	2,728	46.7%	7.5	5.9
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	32	1,000	6,074	52.0%	16.6	6.1
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	3	14.5	Surgical Personnel	23	14	30.2
Physicians & Dentists	34	28	44.3	Radiological Services Personnel	24	27	38.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	7	9.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	11	4.5
Registered Nurses	130	151	188.9	Occupational Therapy Assistants/Aides	0	3	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	12	11.7
Licensed Practical Nurses	4	4	7.0	Physical Therapy Assistants/Aides	1	1	1.0
Ancillary Nursing Personnel	3	7	4.4	Recreational Therapists	0	0	0.0
Physician Assistants	5	3	7.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	9	14	13.6	Psychologists	0	1	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	41	61	58.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	23	60.7
Pharmacy Personnel	19	4	21.5				
Clinical Laboratory Personnel	16	16	21.7				
				Total	442	409	597.9

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

Mequon, WI 53097			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$279,166,917	56.9%	46.6%	1.22	51.5%	1.11	49.9%	1.14	59.4%	0.96	
Medical Assistance	\$35,095,875	7.2%	14.4%	0.50	11.3%	0.63	15.6%	0.46	6.0%	1.19	
Commercial	\$165,503,997	33.8%	33.9%	1.00	34.7%	0.97	30.3%	1.11	32.5%	1.04	
All Other	\$10,579,904	2.2%	5.1%	0.43	2.5%	0.88	4.2%	0.51	2.1%	1.04	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$229,595,245	46.8%	35.2%	1.33	41.5%	1.13	36.9%	1.27	48.7%	0.96	
Medical Assistance	\$30,132,380	6.1%	11.1%	0.56	9.1%	0.67	11.4%	0.54	4.9%	1.24	
Commercial	\$89,312,203	18.2%	14.9%	1.22	16.0%	1.14	11.8%	1.55	16.4%	1.11	
Charity Care	\$2,875,203	0.6%	0.7%	0.82	0.9%	0.66	0.9%	0.63	0.7%	0.89	
Bad Debt	\$3,788,642	0.8%	1.0%	0.76	1.0%	0.76	1.2%	0.66	1.4%	0.54	
All Other	\$5,963,176	1.2%	2.8%	0.44	1.2%	1.00	2.5%	0.49	0.9%	1.29	
Total Deductions	\$361,666,849	73.8%	65.8%	1.12	69.8%	1.06	64.7%	1.14	73.0%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.8%	6.5%	0.13	5.3%	0.16	4.5%	0.19	3.4%	0.24	
Net Gains/Losses as % of Net Income		81.2%	29.4%	2.77	13.2%	6.14	43.7%	1.86	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$45,163,847	36.0%	42.4%	0.85	38.6%	0.93	38.8%	0.93	37.6%	0.96	
Supplies & Services	\$71,595,879	57.1%	51.3%	1.11	53.1%	1.08	54.3%	1.05	55.2%	1.04	
Capital Component	\$8,622,214	6.9%	6.2%	1.10	8.4%	0.82	6.9%	1.00	7.2%	0.95	
Fiscal Statistics											
Operating Margin (%)		3.4%	10.4%	0.32	13.6%	0.25	9.6%	0.35	7.0%	0.48	
Total Hospital Net Income (%)		15.6%	14.1%	1.11	15.4%	1.02	15.9%	0.98	6.7%	2.34	
Return on Equity (%)		16.2%	6.3%	2.57	9.8%	1.66	11.2%	1.45	7.6%	2.14	
Current Ratio		6.5	4.1	1.58	7.4	0.88	3.9	1.66	2.8	2.29	
Days in Net Patient Accounts Receivable		50.3	87.5	0.58	51.6	0.98	51.2	0.98	44.8	1.12	
Average Payment Period		30.4	89.9	0.34	51.5	0.59	62.2	0.49	31.9	0.95	
Equity Financing (%)		83.8%	64.7%	1.30	80.1%	1.05	78.3%	1.07	79.6%	1.05	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	21.6	N/A	0.0	N/A	
Total Asset Turnover		0.9	0.4	2.11	0.6	1.45	0.7	1.38	1.1	0.79	
Average Age of Plant (Years)		16.7	17.1	0.98	11.1	1.51	10.5	1.58	15.5	1.08	
Increase (Decrease) Total Net Patient Revenue		5.4%	12.7%	0.42	7.7%	0.69	8.7%	0.62	-7.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		62.2%	64.9%	0.96	65.6%	0.95	69.3%	0.90	60.6%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$11,472	\$18,658	0.61	\$14,982	0.77	\$13,373	0.86	\$11,699	0.98	
Inpatient Net Revenue per Day		\$2,461	\$3,656	0.67	\$3,228	0.76	\$3,024	0.81	\$2,510	0.98	
Outpatient Net Revenue per Visit		\$331	\$781	0.42	\$697	0.47	\$626	0.53	\$333	0.99	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$490,346,693		Cash & Cash Equivalents		\$3,182	Current Liabilities		\$9,805,595			
Less Deductions	\$361,666,849		Net Patient Receivables		\$17,738,465	Long-Term Debt		\$0			
Net Patient Revenue	\$128,679,844		Other Receivables		\$74,011	Other Liabilities		\$13,359,358			
Plus Other Revenue	\$1,076,581					Subtotal		\$23,164,953			
Total Revenue	\$129,756,425		Land, Buildings & Equipment (Net)		\$77,684,262						
Less Expenses	\$125,381,940		Other Assets		\$47,796,086	Unrestricted Fund Balance		\$120,131,053			
Non-Operating Gains/Losses	\$18,879,219					Restricted Fund Balance		\$0			
Net Income	\$23,253,704		Total Assets		\$143,296,006	Total Liabilities & Fund Balance		\$143,296,006			

074 Aspirus Merrill Hospital
601 Center Avenue South
Merrill, WI 54452
715-536-5511

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

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

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

Total Hospital:

Beds Set Up & Staffed 10
Discharges 361
Inpatient Days 1,251

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 7
Inpatient Days 64

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

074 Aspirus Merrill Hospital
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	350	1,251	34.3%	3.4	3.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	1	2.0	Surgical Personnel	0	1	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	3	6.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	4.5
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	22	7	23.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	1	3.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	2	5.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	1	0	1.0
Pharmacy Personnel	2	1	2.0				
Clinical Laboratory Personnel	5	4	6.2				
				Total	50	23	55.5

074 Aspirus Merrill Hospital

Merrill, WI 54452

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 347
 Discharges 11,695
 Inpatient Days 70,640

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:

Bassinet 17
 Total Births 2,440
 Newborn Days 4,118

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	210	7,215	45,002	58.7%	123.3	6.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	49	2,637	6,620	37.0%	18.1	2.5
Psychiatric	1	15	533	2,840	51.9%	7.8	5.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	1	12	206	3,156	72.1%	8.6	15.3
Mixed Intensive Care	1	36	784	8,622	65.6%	23.6	11.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	320	4,400	48.2%	12.1	13.8
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	94	27	102.1	Surgical Personnel	51	12	53.5
Physicians & Dentists	195	37	209.9	Radiological Services Personnel	66	20	70.1
Medical & Dental Residents	9	0	9.0	Respiratory Therapists	25	14	32.1
Dental Hygienists	0	9	7.6	Occupational Therapists	9	11	12.7
Registered Nurses	577	282	688.2	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	14	18	20.7
Licensed Practical Nurses	4	0	4.0	Physical Therapy Assistants/Aides	3	6	4.2
Ancillary Nursing Personnel	14	46	23.3	Recreational Therapists	0	1	0.3
Physician Assistants	27	4	29.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	46	13	51.9	Psychologists	4	1	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	1	8.5
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	176	136	221.3
Health Info Mgmt-Administrators/Technicians	4	2	4.2	All Other Personnel	188	62	211.3
Pharmacy Personnel	51	15	52.7				
Clinical Laboratory Personnel	81	40	96.2				
				Total	1,825	796	2,114.7

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

Milwaukee, WI 53211			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$651,936,530	47.5%	46.6%	1.02	44.6%	1.07	46.9%	1.01	45.6%	1.04	
Medical Assistance	\$333,852,447	24.3%	14.4%	1.69	21.6%	1.12	13.3%	1.83	24.8%	0.98	
Commercial	\$343,050,988	25.0%	33.9%	0.74	30.1%	0.83	34.1%	0.73	26.8%	0.93	
All Other	\$44,079,124	3.2%	5.1%	0.63	3.7%	0.88	5.7%	0.56	2.8%	1.14	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$515,386,923	37.5%	35.2%	1.07	35.8%	1.05	36.2%	1.04	34.3%	1.10	
Medical Assistance	\$247,452,666	18.0%	11.1%	1.63	16.4%	1.10	10.3%	1.75	18.9%	0.96	
Commercial	\$171,143,584	12.5%	14.9%	0.83	14.1%	0.89	16.2%	0.77	13.0%	0.96	
Charity Care	\$19,797,681	1.4%	0.7%	2.02	0.9%	1.64	0.7%	2.07	1.4%	1.05	
Bad Debt	\$18,840,225	1.4%	1.0%	1.35	0.9%	1.46	0.8%	1.66	2.0%	0.67	
All Other	\$11,051,263	0.8%	2.8%	0.29	1.3%	0.63	3.0%	0.26	0.9%	0.88	
Total Deductions	\$983,672,342	71.6%	65.8%	1.09	69.4%	1.03	67.3%	1.06	70.5%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		7.0%	6.5%	1.08	5.3%	1.31	6.7%	1.04	14.6%	0.48	
Net Gains/Losses as % of Net Income		10.4%	29.4%	0.35	N/A	N/A	30.5%	0.34	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$132,903,519	30.6%	42.4%	0.72	34.5%	0.89	41.3%	0.74	33.9%	0.90	
Supplies & Services	\$268,150,606	61.7%	51.3%	1.20	59.5%	1.04	53.3%	1.16	57.9%	1.07	
Capital Component	\$33,381,853	7.7%	6.2%	1.23	6.0%	1.29	5.4%	1.41	8.2%	0.94	
Fiscal Statistics											
Operating Margin (%)		-3.8%	10.4%	N/A	11.2%	N/A	9.3%	N/A	10.5%	N/A	
Total Hospital Net Income (%)		-4.3%	14.1%	N/A	10.9%	N/A	12.9%	N/A	10.5%	N/A	
Return on Equity (%)		-3.0%	6.3%	N/A	7.1%	N/A	8.9%	N/A	8.0%	N/A	
Current Ratio		3.5	4.1	0.84	6.9	0.50	4.8	0.73	2.2	1.59	
Days in Net Patient Accounts Receivable		50.5	87.5	0.58	56.9	0.89	61.8	0.82	41.4	1.22	
Average Payment Period		49.9	89.9	0.55	51.3	0.97	62.8	0.79	66.4	0.75	
Equity Financing (%)		73.5%	64.7%	1.14	83.8%	0.88	69.5%	1.06	73.6%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	14.2	N/A	24.3	N/A	0.0	N/A	
Total Asset Turnover		0.7	0.4	1.65	0.7	1.08	0.7	1.06	0.8	0.93	
Average Age of Plant (Years)		13.6	17.1	0.80	11.7	1.17	13.3	1.03	13.5	1.01	
Increase (Decrease) Total Net Patient Revenue		7.9%	12.7%	0.62	11.5%	0.69	11.2%	0.71	7.7%	1.04	
Outpatient Gross Revenue (% of Total GPR)		50.0%	64.9%	0.77	52.8%	0.95	59.3%	0.84	51.2%	0.98	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$18,273	\$18,658	0.98	\$25,873	0.71	\$21,058	0.87	\$15,109	1.21	
Inpatient Net Revenue per Day		\$3,022	\$3,656	0.83	\$4,216	0.72	\$3,785	0.80	\$2,693	1.12	
Outpatient Net Revenue per Visit		\$284	\$781	0.36	\$852	0.33	\$881	0.32	\$317	0.90	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$1,372,919,089		Cash & Cash Equivalents		\$261,332	Current Liabilities		\$55,389,712			
Less Deductions	\$983,672,342		Net Patient Receivables		\$53,814,501	Long-Term Debt		\$0			
Net Patient Revenue	\$389,246,747		Other Receivables		\$2,679,495	Other Liabilities		\$101,869,687			
Plus Other Revenue	\$29,156,432					Subtotal		\$157,259,399			
Total Revenue	\$418,403,179		Land, Buildings & Equipment (Net)		\$393,022,118						
Less Expenses	\$434,435,978		Other Assets		\$142,642,768	Unrestricted Fund Balance		\$435,160,815			
Non-Operating Gains/Losses	-\$1,855,532					Restricted Fund Balance		\$0			
Net Income	-\$17,888,331		Total Assets		\$592,420,214	Total Liabilities & Fund Balance		\$592,420,214			

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

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

Total Hospital:

Beds Set Up & Staffed 167
 Discharges 4,900
 Inpatient Days 25,436

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 20
 Total Births 1,718
 Newborn Days 2,548

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	59	2,310	10,430	48.4%	28.6	4.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	38	1,835	4,525	32.6%	12.4	2.5
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	443	4,161	47.5%	11.4	9.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	46	312	6,320	37.6%	17.3	20.3
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	23	4	26.1	Surgical Personnel	14	7	17.4
Physicians & Dentists	0	2	0.0	Radiological Services Personnel	28	21	35.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	15	10	18.1
Dental Hygienists	0	0	0.0	Occupational Therapists	4	9	7.3
Registered Nurses	176	121	247.4	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	10	7	11.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	36	35	51.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	1.1
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	17	13	19.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	28	7	31.9
Pharmacy Personnel	22	10	23.1				
Clinical Laboratory Personnel	20	17	29.7				
				Total	414	270	542.6

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

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021					2B		5			
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$109,603,193	26.3%	46.6%	0.56	44.6%	0.59	49.9%	0.53	27.0%	0.98
Medical Assistance	\$244,686,296	58.7%	14.4%	4.07	21.6%	2.72	15.6%	3.77	55.3%	1.06
Commercial	\$50,857,333	12.2%	33.9%	0.36	30.1%	0.41	30.3%	0.40	12.5%	0.98
All Other	\$11,419,687	2.7%	5.1%	0.54	3.7%	0.75	4.2%	0.65	5.2%	0.52
Deductions as % of Total Gross Patient Revenue										
Medicare	\$79,728,846	19.1%	35.2%	0.54	35.8%	0.53	36.9%	0.52	19.4%	0.99
Medical Assistance	\$161,406,750	38.7%	11.1%	3.50	16.4%	2.36	11.4%	3.40	36.1%	1.07
Commercial	\$21,103,100	5.1%	14.9%	0.34	14.1%	0.36	11.8%	0.43	4.4%	1.15
Charity Care	\$6,599,618	1.6%	0.7%	2.22	0.9%	1.80	0.9%	1.69	4.9%	0.33
Bad Debt	\$8,536,610	2.0%	1.0%	2.01	0.9%	2.18	1.2%	1.74	1.6%	1.27
All Other	\$2,383,775	0.6%	2.8%	0.20	1.3%	0.45	2.5%	0.23	0.5%	1.07
Total Deductions	\$279,758,699	67.2%	65.8%	1.02	69.4%	0.97	64.7%	1.04	66.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	6.5%	0.31	5.3%	0.37	4.5%	0.44	5.8%	0.35
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	N/A	N/A	43.7%	N/A	0.4%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,519,019	38.4%	42.4%	0.90	34.5%	1.11	38.8%	0.99	38.4%	1.00
Supplies & Services	\$84,954,939	59.8%	51.3%	1.17	59.5%	1.00	54.3%	1.10	60.4%	0.99
Capital Component	\$2,526,923	1.8%	6.2%	0.29	6.0%	0.30	6.9%	0.26	1.2%	1.52
Fiscal Statistics										
Operating Margin (%)		-1.7%	10.4%	N/A	11.2%	N/A	9.6%	N/A	-12.0%	0.14
Total Hospital Net Income (%)		-1.1%	14.1%	N/A	10.9%	N/A	15.9%	N/A	-12.1%	0.09
Return on Equity (%)		-2.4%	6.3%	N/A	7.1%	N/A	11.2%	N/A	-19.4%	0.12
Current Ratio		0.7	4.1	0.17	6.9	0.10	3.9	0.18	1.1	0.63
Days in Net Patient Accounts Receivable		30.2	87.5	0.34	56.9	0.53	51.2	0.59	29.4	1.02
Average Payment Period		111.2	89.9	1.24	51.3	2.17	62.2	1.79	108.5	1.02
Equity Financing (%)		0.0%	64.7%	N/A	83.8%	N/A	78.3%	N/A	0.0%	2.39
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.2	N/A	21.6	N/A	0.0	N/A
Total Asset Turnover		2.1	0.4	4.97	0.7	3.25	0.7	3.25	1.6	1.32
Average Age of Plant (Years)		5.5	17.1	0.32	11.7	0.47	10.5	0.52	6.2	0.89
Increase (Decrease) Total Net Patient Revenue		8.8%	12.7%	0.69	11.5%	0.76	8.7%	1.01	-6.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		54.0%	64.9%	0.83	52.8%	1.02	69.3%	0.78	54.4%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,249	\$18,658	0.82	\$25,873	0.59	\$13,373	1.14	\$12,523	1.22
Inpatient Net Revenue per Day		\$2,862	\$3,656	0.78	\$4,216	0.68	\$3,024	0.95	\$2,577	1.11
Outpatient Net Revenue per Visit		\$488	\$781	0.63	\$852	0.57	\$626	0.78	\$494	0.99
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$416,566,510		Cash & Cash Equivalents		\$37,139	Current Liabilities		\$42,580,877		
Less Deductions	\$279,758,699		Net Patient Receivables		\$11,301,021	Long-Term Debt		\$0		
Net Patient Revenue	\$136,807,811		Other Receivables		\$107,614	Other Liabilities		\$59,028,699		
Plus Other Revenue	\$2,775,292					Subtotal		\$101,609,576		
Total Revenue	\$139,583,103		Land, Buildings & Equipment (Net)		\$35,527,131					
Less Expenses	\$142,000,881		Other Assets		\$18,577,396	Unrestricted Fund Balance		-\$36,059,274		
Non-Operating Gains/Losses	\$849,738					Restricted Fund Balance		\$0		
Net Income	-\$1,568,040		Total Assets		\$65,550,301	Total Liabilities & Fund Balance		\$65,550,302		

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

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

Total Hospital:

Beds Set Up & Staffed 50
 Discharges 4,231
 Inpatient Days 23,174

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:

Bassinet 2
 Total Births 406
 Newborn Days 685

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	7	12	0.2%	0.0	1.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	478	1,565	142.9%	4.3	3.3
Psychiatric	1	13	921	3,914	82.5%	10.7	4.2
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	166	2,982	204.2%	8.2	18.0
Step-Down (Special Care)	1	11	2,659	14,701	366.2%	40.3	5.5
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	18	0	18.0	Surgical Personnel	13	2	14.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	20	18	28.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	4	14.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	13	6.5
Registered Nurses	130	64	158.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	13	16.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	29	30	38.7	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	12	21.4
Health Info Mgmt-Administrators/Technicians	11	1	11.8	All Other Personnel	38	11	43.9
Pharmacy Personnel	27	13	29.1				
Clinical Laboratory Personnel	5	9	9.3				
				Total	343	197	423.5

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021					2B		5			
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$215,046,986	48.2%	46.6%	1.03	44.6%	1.08	49.9%	0.97	47.1%	1.02
Medical Assistance	\$120,497,760	27.0%	14.4%	1.87	21.6%	1.25	15.6%	1.74	25.4%	1.06
Commercial	\$85,900,911	19.3%	33.9%	0.57	30.1%	0.64	30.3%	0.63	21.7%	0.89
All Other	\$24,586,476	5.5%	5.1%	1.09	3.7%	1.51	4.2%	1.30	5.8%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$156,503,424	35.1%	35.2%	1.00	35.8%	0.98	36.9%	0.95	34.4%	1.02
Medical Assistance	\$90,124,966	20.2%	11.1%	1.83	16.4%	1.23	11.4%	1.77	18.6%	1.09
Commercial	\$35,439,461	7.9%	14.9%	0.53	14.1%	0.56	11.8%	0.67	7.8%	1.02
Charity Care	\$13,997,744	3.1%	0.7%	4.40	0.9%	3.57	0.9%	3.35	4.8%	0.65
Bad Debt	\$7,156,135	1.6%	1.0%	1.58	0.9%	1.71	1.2%	1.37	1.8%	0.89
All Other	\$7,805,416	1.7%	2.8%	0.63	1.3%	1.37	2.5%	0.71	0.7%	2.43
Total Deductions	\$311,027,146	69.7%	65.8%	1.06	69.4%	1.00	64.7%	1.08	68.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.9%	6.5%	1.22	5.3%	1.49	4.5%	1.77	12.5%	0.63
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	N/A	N/A	43.7%	N/A	2.8%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$47,283,864	29.5%	42.4%	0.70	34.5%	0.86	38.8%	0.76	31.3%	0.94
Supplies & Services	\$107,965,674	67.3%	51.3%	1.31	59.5%	1.13	54.3%	1.24	65.9%	1.02
Capital Component	\$5,067,985	3.2%	6.2%	0.51	6.0%	0.53	6.9%	0.46	2.8%	1.12
Fiscal Statistics										
Operating Margin (%)		-9.3%	10.4%	N/A	11.2%	N/A	9.6%	N/A	-1.1%	8.51
Total Hospital Net Income (%)		-1.2%	14.1%	N/A	10.9%	N/A	15.9%	N/A	-1.1%	1.08
Return on Equity (%)		-2.1%	6.3%	N/A	7.1%	N/A	11.2%	N/A	-1.7%	1.19
Current Ratio		1.3	4.1	0.32	6.9	0.19	3.9	0.34	1.6	0.84
Days in Net Patient Accounts Receivable		43.5	87.5	0.50	56.9	0.76	51.2	0.85	36.8	1.18
Average Payment Period		60.2	89.9	0.67	51.3	1.17	62.2	0.97	69.7	0.86
Equity Financing (%)		53.9%	64.7%	0.83	83.8%	0.64	78.3%	0.69	32.5%	1.66
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.2	N/A	21.6	N/A	0.0	N/A
Total Asset Turnover		1.6	0.4	3.67	0.7	2.40	0.7	2.40	1.5	1.02
Average Age of Plant (Years)		5.3	17.1	0.31	11.7	0.46	10.5	0.51	4.4	1.20
Increase (Decrease) Total Net Patient Revenue		-10.1%	12.7%	N/A	11.5%	N/A	8.7%	N/A	-5.1%	1.97
Outpatient Gross Revenue (% of Total GPR)		67.9%	64.9%	1.05	52.8%	1.29	69.3%	0.98	67.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,596	\$18,658	0.68	\$25,873	0.49	\$13,373	0.94	\$11,580	1.09
Inpatient Net Revenue per Day		\$2,313	\$3,656	0.63	\$4,216	0.55	\$3,024	0.76	\$2,158	1.07
Outpatient Net Revenue per Visit		\$671	\$781	0.86	\$852	0.79	\$626	1.07	\$801	0.84
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$446,032,131		Cash & Cash Equivalents		\$6,665	Current Liabilities		\$25,607,410		
Less Deductions	\$311,027,146		Net Patient Receivables		\$16,079,760	Long-Term Debt		\$0		
Net Patient Revenue	\$135,004,985		Other Receivables		\$791,169	Other Liabilities		\$17,344,549		
Plus Other Revenue	\$11,607,587					Subtotal		\$42,951,959		
Total Revenue	\$146,612,571		Land, Buildings & Equipment (Net)		\$59,502,602					
Less Expenses	\$160,317,523		Other Assets		\$16,802,740	Unrestricted Fund Balance		\$50,230,974		
Non-Operating Gains/Losses	\$11,779,485					Restricted Fund Balance		\$0		
Net Income	-\$1,925,467		Total Assets		\$93,182,936	Total Liabilities & Fund Balance		\$93,182,933		

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 35
 Total Births 2,166
 Newborn Days 3,524

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	99	2,799	15,840	43.8%	43.4	5.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	2	18	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	46	2,385	7,013	41.8%	19.2	2.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	467	4,186	47.8%	11.5	9.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	408	8,200	52.2%	22.5	20.1
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	36	0	36.0	Surgical Personnel	29	9	33.1
Physicians & Dentists	88	50	108.1	Radiological Services Personnel	33	21	43.3
Medical & Dental Residents	58	0	58.0	Respiratory Therapists	28	8	32.9
Dental Hygienists	0	0	0.0	Occupational Therapists	7	9	10.7
Registered Nurses	382	206	505.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	9	4	10.7	Physical Therapists	23	15	30.3
Licensed Practical Nurses	1	2	1.7	Physical Therapy Assistants/Aides	6	8	7.9
Ancillary Nursing Personnel	82	143	165.6	Recreational Therapists	0	0	0.0
Physician Assistants	24	8	27.5	Dietitians & Nutritionists	7	8	11.4
Nurse Practitioners	20	3	22.4	Psychologists	6	1	6.6
Certified Registered Nurse Anesthetists	4	1	4.3	Social Workers	15	5	18.7
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	189	62	219.2
Health Info Mgmt-Administrators/Technicians	22	1	22.6	All Other Personnel	337	77	377.1
Pharmacy Personnel	63	22	73.0				
Clinical Laboratory Personnel	28	18	38.8				
				Total	1,563	698	1,940.2

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Milwaukee, WI 53233			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$261,130,824	30.0%	46.6%	0.64	44.6%	0.67	43.4%	0.69	30.5%	0.98	
Medical Assistance	\$416,186,116	47.8%	14.4%	3.31	21.6%	2.21	18.4%	2.60	47.3%	1.01	
Commercial	\$164,370,982	18.9%	33.9%	0.56	30.1%	0.63	33.8%	0.56	18.9%	1.00	
All Other	\$29,196,898	3.4%	5.1%	0.66	3.7%	0.92	4.3%	0.77	3.2%	1.04	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$216,506,377	24.9%	35.2%	0.71	35.8%	0.69	33.7%	0.74	25.2%	0.99	
Medical Assistance	\$334,405,456	38.4%	11.1%	3.47	16.4%	2.33	14.1%	2.72	36.5%	1.05	
Commercial	\$78,134,887	9.0%	14.9%	0.60	14.1%	0.64	13.7%	0.66	9.0%	0.99	
Charity Care	\$14,906,954	1.7%	0.7%	2.40	0.9%	1.95	0.7%	2.60	1.9%	0.89	
Bad Debt	\$11,144,525	1.3%	1.0%	1.26	0.9%	1.36	1.3%	1.02	1.4%	0.91	
All Other	\$8,190,327	0.9%	2.8%	0.34	1.3%	0.74	2.7%	0.35	0.8%	1.12	
Total Deductions	\$663,288,526	76.2%	65.8%	1.16	69.4%	1.10	66.0%	1.15	74.9%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.0%	6.5%	0.77	5.3%	0.94	6.7%	0.74	11.8%	0.42	
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	N/A	N/A	20.9%	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$98,402,066	45.0%	42.4%	1.06	34.5%	1.31	43.3%	1.04	43.8%	1.03	
Supplies & Services	\$108,477,485	49.6%	51.3%	0.97	59.5%	0.83	49.2%	1.01	51.1%	0.97	
Capital Component	\$11,755,988	5.4%	6.2%	0.86	6.0%	0.90	7.4%	0.72	5.1%	1.05	
Fiscal Statistics											
Operating Margin (%)		-0.1%	10.4%	N/A	11.2%	N/A	12.2%	N/A	0.1%	N/A	
Total Hospital Net Income (%)		-0.1%	14.1%	N/A	10.9%	N/A	15.0%	N/A	0.1%	N/A	
Return on Equity (%)		0.0%	6.3%	N/A	7.1%	N/A	3.8%	N/A	0.0%	N/A	
Current Ratio		0.0	4.1	N/A	6.9	N/A	4.0	N/A	0.0	N/A	
Days in Net Patient Accounts Receivable		0.0	87.5	N/A	56.9	N/A	139.1	N/A	0.0	N/A	
Average Payment Period		0.0	89.9	N/A	51.3	N/A	140.8	N/A	0.0	N/A	
Equity Financing (%)		0.0%	64.7%	N/A	83.8%	N/A	62.1%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned		0.9	21.0	0.04	14.2	0.06	15.1	0.06	1.1	0.81	
Total Asset Turnover		0.0	0.4	N/A	0.7	N/A	0.2	N/A	0.0	N/A	
Average Age of Plant (Years)		0.0	17.1	N/A	11.7	N/A	23.5	N/A	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue		8.8%	12.7%	0.69	11.5%	0.76	18.6%	0.47	-4.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		60.0%	64.9%	0.92	52.8%	1.14	69.2%	0.87	55.7%	1.08	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$11,642		\$18,658	0.62	\$25,873	0.45	\$18,023	0.65	\$14,679	0.79	
Inpatient Net Revenue per Day	\$2,141		\$3,656	0.59	\$4,216	0.51	\$3,813	0.56	\$2,650	0.81	
Outpatient Net Revenue per Visit	\$769		\$781	0.98	\$852	0.90	\$729	1.05	\$535	1.44	

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	428	18,127	116,896	74.8%	320.3	6.4
Orthopedic	1	48	2,064	12,747	72.8%	34.9	6.2
Rehabilitation & Physical Medicine	1	31	1,003	12,655	111.8%	34.7	12.6
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	1	9	296	344	0.0%	0.9	1.2
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	45	908	13,891	84.6%	38.1	15.3
Cardiac Intensive Unit	1	54	1,176	16,259	82.5%	44.5	13.8
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	27	799	8,072	81.9%	22.1	10.1
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	57	0	57.0	Surgical Personnel	176	24	185.7
Physicians & Dentists	319	36	332.4	Radiological Services Personnel	181	59	221.5
Medical & Dental Residents	106	0	106.0	Respiratory Therapists	63	15	71.9
Dental Hygienists	0	0	0.0	Occupational Therapists	38	32	57.3
Registered Nurses	1,647	547	1,999.2	Occupational Therapy Assistants/Aides	3	7	8.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	64	38	86.5
Licensed Practical Nurses	19	16	29.1	Physical Therapy Assistants/Aides	39	34	52.4
Ancillary Nursing Personnel	372	525	664.8	Recreational Therapists	1	2	2.4
Physician Assistants	56	10	61.5	Dietitians & Nutritionists	18	5	21.7
Nurse Practitioners	155	15	164.8	Psychologists	9	1	9.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	31	14	40.1
Clinical Nurse Specialists	19	1	19.9	All Other Health Professionals	569	254	684.6
Health Info Mgmt-Administrators/Technicians	159	39	182.1	All Other Personnel	903	306	1,073.3
Pharmacy Personnel	210	65	249.3				
Clinical Laboratory Personnel	117	73	161.9				
				Total	5,486	2,167	6,727.9

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

Milwaukee, WI 53215			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs.		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$3,223,436,935	56.8%	46.6%	1.22	44.6%	1.27	46.9%	1.21	0.0%	N/A	
Medical Assistance	\$847,494,788	14.9%	14.4%	1.04	21.6%	0.69	13.3%	1.13	0.0%	N/A	
Commercial	\$1,484,101,097	26.1%	33.9%	0.77	30.1%	0.87	34.1%	0.77	0.0%	N/A	
All Other	\$121,883,244	2.1%	5.1%	0.42	3.7%	0.59	5.7%	0.37	0.0%	N/A	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$2,707,579,531	47.7%	35.2%	1.35	35.8%	1.33	36.2%	1.32	0.0%	N/A	
Medical Assistance	\$694,582,755	12.2%	11.1%	1.11	16.4%	0.74	10.3%	1.19	0.0%	N/A	
Commercial	\$757,366,397	13.3%	14.9%	0.89	14.1%	0.95	16.2%	0.82	0.0%	N/A	
Charity Care	\$57,772,498	1.0%	0.7%	1.43	0.9%	1.16	0.7%	1.46	0.0%	N/A	
Bad Debt	\$36,002,506	0.6%	1.0%	0.62	0.9%	0.67	0.8%	0.77	0.0%	N/A	
All Other	\$47,773,068	0.8%	2.8%	0.30	1.3%	0.66	3.0%	0.28	0.0%	N/A	
Total Deductions	\$4,301,076,755	75.8%	65.8%	1.15	69.4%	1.09	67.3%	1.13	0.0%	N/A	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		9.9%	6.5%	1.53	5.3%	1.86	6.7%	1.48	0.0%	N/A	
Net Gains/Losses as % of Net Income		0.3%	29.4%	0.01	N/A	N/A	30.5%	0.01	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$432,177,845	33.1%	42.4%	0.78	34.5%	0.96	41.3%	0.80	0.0%	N/A	
Supplies & Services	\$815,316,368	62.5%	51.3%	1.22	59.5%	1.05	53.3%	1.17	0.0%	N/A	
Capital Component	\$57,338,824	4.4%	6.2%	0.71	6.0%	0.74	5.4%	0.81	0.0%	N/A	
Fiscal Statistics											
Operating Margin (%)		14.5%	10.4%	1.40	11.2%	1.30	9.3%	1.56	0.0%	N/A	
Total Hospital Net Income (%)		14.6%	14.1%	1.03	10.9%	1.34	12.9%	1.13	0.0%	N/A	
Return on Equity (%)		6.5%	6.3%	1.03	7.1%	0.91	8.9%	0.73	0.0%	N/A	
Current Ratio		14.1	4.1	3.43	6.9	2.05	4.8	2.96	0.0	N/A	
Days in Net Patient Accounts Receivable		82.3	87.5	0.94	56.9	1.45	61.8	1.33	0.0	N/A	
Average Payment Period		60.3	89.9	0.67	51.3	1.17	62.8	0.96	0.0	N/A	
Equity Financing (%)		93.7%	64.7%	1.45	83.8%	1.12	69.5%	1.35	0.0%	N/A	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		23.0	21.0	1.10	14.2	1.62	24.3	0.95	0.0	N/A	
Total Asset Turnover		0.4	0.4	1.04	0.7	0.68	0.7	0.67	0.0	N/A	
Average Age of Plant (Years)		18.2	17.1	1.07	11.7	1.56	13.3	1.38	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue		12.4%	12.7%	0.98	11.5%	1.08	11.2%	1.11	0.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)		51.1%	64.9%	0.79	52.8%	0.97	59.3%	0.86	N/A	N/A	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$32,936	\$18,658	1.77	\$25,873	1.27	\$21,058	1.56	\$0	N/A	
Inpatient Net Revenue per Day		\$4,259	\$3,656	1.16	\$4,216	1.01	\$3,785	1.13	\$0	N/A	
Outpatient Net Revenue per Visit		\$1,192	\$781	1.53	\$852	1.40	\$881	1.35	\$0	N/A	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$5,676,916,062		Cash & Cash Equivalents		\$2,576,302,275	Current Liabilities		\$208,474,604			
Less Deductions	\$4,301,076,755		Net Patient Receivables		\$310,267,995	Long-Term Debt		\$0			
Net Patient Revenue	\$1,375,839,307		Other Receivables		\$23,130,839	Other Liabilities		\$6,191,291			
Plus Other Revenue	\$151,046,862					Subtotal		\$214,665,895			
Total Revenue	\$1,526,886,170		Land, Buildings & Equipment (Net)		\$480,366,997	Unrestricted Fund Balance		\$3,218,836,535			
Less Expenses	\$1,304,833,037		Other Assets		\$43,434,323	Restricted Fund Balance		\$0			
Non-Operating Gains/Losses	\$562,412					Total Liabilities & Fund Balance		\$3,433,502,430			
Net Income	\$222,615,545		Total Assets		\$3,433,502,429						

075 Children's Wisconsin-Milwaukee Hospital
 9000 W Wisconsin Ave
 Milwaukee, WI 53226
 414-266-2000

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

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

Total Hospital:

Beds Set Up & Staffed 203
 Discharges 9,065
 Inpatient Days 66,149

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:

Bassinet 0
 Total Births 0
 Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	76	6,237	21,877	78.9%	59.9	3.5
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	50	1,303	17,037	93.4%	46.7	13.1
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	59	752	21,293	98.9%	58.3	28.3
Other Intensive Care	1	18	773	5,942	90.4%	16.3	7.7
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	37	0	37.0	Surgical Personnel	26	9	29.9
Physicians & Dentists	9	7	10.3	Radiological Services Personnel	67	46	89.5
Medical & Dental Residents	7	0	7.0	Respiratory Therapists	64	21	72.0
Dental Hygienists	2	2	3.0	Occupational Therapists	11	13	19.5
Registered Nurses	629	667	938.4	Occupational Therapy Assistants/Aides	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	29	21	39.7
Licensed Practical Nurses	0	2	0.8	Physical Therapy Assistants/Aides	0	2	1.1
Ancillary Nursing Personnel	52	160	102.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	20	13	27.5
Nurse Practitioners	40	16	48.4	Psychologists	6	3	8.4
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	30	31	39.4
Clinical Nurse Specialists	14	1	14.6	All Other Health Professionals	367	91	406.0
Health Info Mgmt-Administrators/Technicians	0	2	0.0	All Other Personnel	351	182	421.9
Pharmacy Personnel	78	56	101.7				
Clinical Laboratory Personnel	80	32	90.6				
				Total	1,974	1,395	2,575.0

075 Children's Wisconsin-Milwaukee Hospital

Milwaukee, WI 53226

Milwaukee, WI 53226			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$4,602,548	0.3%	46.6%	0.01	44.6%	0.01	43.4%	0.01	0.7%	0.47	
Medical Assistance	\$703,130,849	52.3%	14.4%	3.63	21.6%	2.42	18.4%	2.84	49.9%	1.05	
Commercial	\$609,438,903	45.4%	33.9%	1.34	30.1%	1.51	33.8%	1.34	47.6%	0.95	
All Other	\$26,160,873	1.9%	5.1%	0.38	3.7%	0.53	4.3%	0.45	1.8%	1.09	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$3,085,450	0.2%	35.2%	0.01	35.8%	0.01	33.7%	0.01	0.5%	0.44	
Medical Assistance	\$439,483,639	32.7%	11.1%	2.96	16.4%	1.99	14.1%	2.32	30.4%	1.08	
Commercial	\$138,967,396	10.3%	14.9%	0.69	14.1%	0.73	13.7%	0.76	10.7%	0.96	
Charity Care	\$2,070,120	0.2%	0.7%	0.22	0.9%	0.18	0.7%	0.23	0.2%	0.70	
Bad Debt	\$5,260,784	0.4%	1.0%	0.38	0.9%	0.42	1.3%	0.31	0.5%	0.78	
All Other	\$21,320,940	1.6%	2.8%	0.57	1.3%	1.24	2.7%	0.59	1.3%	1.20	
Total Deductions	\$610,188,329	45.4%	65.8%	0.69	69.4%	0.65	66.0%	0.69	43.7%	1.04	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		6.9%	6.5%	1.06	5.3%	1.29	6.7%	1.02	8.0%	0.86	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	N/A	N/A	20.9%	N/A	19.4%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$273,633,073	39.9%	42.4%	0.94	34.5%	1.16	43.3%	0.92	39.6%	1.01	
Supplies & Services	\$331,114,448	48.3%	51.3%	0.94	59.5%	0.81	49.2%	0.98	49.6%	0.97	
Capital Component	\$80,869,602	11.8%	6.2%	1.89	6.0%	1.97	7.4%	1.59	10.8%	1.09	
Fiscal Statistics											
Operating Margin (%)		12.9%	10.4%	1.24	11.2%	1.15	12.2%	1.05	6.8%	1.90	
Total Hospital Net Income (%)		12.8%	14.1%	0.91	10.9%	1.18	15.0%	0.85	8.3%	1.54	
Return on Equity (%)		4.1%	6.3%	0.64	7.1%	0.57	3.8%	1.08	2.6%	1.57	
Current Ratio		2.7	4.1	0.67	6.9	0.40	4.0	0.68	2.7	1.01	
Days in Net Patient Accounts Receivable		58.9	87.5	0.67	56.9	1.04	139.1	0.42	47.9	1.23	
Average Payment Period		71.5	89.9	0.80	51.3	1.39	140.8	0.51	63.0	1.14	
Equity Financing (%)		74.0%	64.7%	1.14	83.8%	0.88	62.1%	1.19	70.5%	1.05	
Long-Term Debt to Equity Ratio		0.3	0.3	0.77	0.1	3.84	0.4	0.61	0.3	0.79	
Times Interest Earned		7.4	21.0	0.35	14.2	0.52	15.1	0.49	7.3	1.02	
Total Asset Turnover		0.3	0.4	0.74	0.7	0.48	0.2	1.31	0.3	1.04	
Average Age of Plant (Years)		9.2	17.1	0.54	11.7	0.78	23.5	0.39	9.2	0.99	
Increase (Decrease) Total Net Patient Revenue		14.2%	12.7%	1.12	11.5%	1.23	18.6%	0.76	-7.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)		42.5%	64.9%	0.65	52.8%	0.80	69.2%	0.61	41.1%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$48,893	\$18,658	2.62	\$25,873	1.89	\$18,023	2.71	\$51,247	0.95	
Inpatient Net Revenue per Day		\$6,671	\$3,656	1.82	\$4,216	1.58	\$3,813	1.75	\$6,210	1.07	
Outpatient Net Revenue per Visit		\$773	\$781	0.99	\$852	0.91	\$729	1.06	\$827	0.93	

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 32
 Total Births 3,205
 Newborn Days 4,887

079 Froedtert Hospital
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	396	25,000	124,692	86.3%	341.6	5.0
Orthopedic	1	32	1,775	9,699	83.0%	26.6	5.5
Rehabilitation & Physical Medicine	1	26	639	8,113	85.5%	22.2	12.7
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	94	3,618	28,643	0.0%	78.5	7.9
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	3,351	8,501	45.7%	23.3	2.5
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	59	542	11,491	53.4%	31.5	21.2
Cardiac Intensive Unit	1	19	153	6,451	93.0%	17.7	42.2
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	40	639	12,231	83.8%	33.5	19.1
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	276	6	279.9	Surgical Personnel	86	19	96.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	256	168	329.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	61	28	72.3
Dental Hygienists	0	0	0.0	Occupational Therapists	39	56	68.0
Registered Nurses	1,621	957	2,173.6	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	57	63	88.2
Licensed Practical Nurses	4	5	5.7	Physical Therapy Assistants/Aides	5	8	9.3
Ancillary Nursing Personnel	180	505	396.1	Recreational Therapists	1	0	1.0
Physician Assistants	0	3	1.8	Dietitians & Nutritionists	25	19	37.2
Nurse Practitioners	3	7	5.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	51	10	53.4	Social Workers	74	20	81.9
Clinical Nurse Specialists	18	5	21.4	All Other Health Professionals	765	475	1,000.4
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	955	294	1,095.5
Pharmacy Personnel	240	105	276.6				
Clinical Laboratory Personnel	15	3	16.3				
				Total	4,886	2,814	6,300.5

079 Froedtert Hospital
Milwaukee, WI 53226

Milwaukee, WI 53226			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$2,841,127,275	45.0%	46.6%	0.96	44.6%	1.01	46.9%	0.96	44.9%	1.00	
Medical Assistance	\$1,025,504,474	16.2%	14.4%	1.13	21.6%	0.75	13.3%	1.23	15.2%	1.07	
Commercial	\$2,076,396,809	32.9%	33.9%	0.97	30.1%	1.09	34.1%	0.96	33.3%	0.99	
All Other	\$370,377,482	5.9%	5.1%	1.16	3.7%	1.60	5.7%	1.02	6.6%	0.89	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$2,190,118,789	34.7%	35.2%	0.99	35.8%	0.97	36.2%	0.96	34.6%	1.00	
Medical Assistance	\$812,318,349	12.9%	11.1%	1.16	16.4%	0.78	10.3%	1.25	12.1%	1.06	
Commercial	\$1,039,424,535	16.5%	14.9%	1.10	14.1%	1.17	16.2%	1.01	15.7%	1.05	
Charity Care	\$30,042,781	0.5%	0.7%	0.67	0.9%	0.54	0.7%	0.68	0.9%	0.50	
Bad Debt	\$60,367,244	1.0%	1.0%	0.94	0.9%	1.02	0.8%	1.15	0.9%	1.01	
All Other	\$117,913,166	1.9%	2.8%	0.67	1.3%	1.46	3.0%	0.61	1.7%	1.09	
Total Deductions	\$4,250,184,864	67.3%	65.8%	1.02	69.4%	0.97	67.3%	1.00	66.0%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.3%	6.5%	0.36	5.3%	0.44	6.7%	0.35	4.2%	0.55	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	N/A	N/A	30.5%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$599,656,495	31.7%	42.4%	0.75	34.5%	0.92	41.3%	0.77	31.9%	0.99	
Supplies & Services	\$1,191,566,299	63.0%	51.3%	1.23	59.5%	1.06	53.3%	1.18	62.5%	1.01	
Capital Component	\$100,993,784	5.3%	6.2%	0.86	6.0%	0.89	5.4%	0.98	5.6%	0.95	
Fiscal Statistics											
Operating Margin (%)		10.4%	10.4%	1.00	11.2%	0.93	9.3%	1.12	9.4%	1.11	
Total Hospital Net Income (%)		8.7%	14.1%	0.62	10.9%	0.80	12.9%	0.68	7.4%	1.18	
Return on Equity (%)		15.0%	6.3%	2.37	7.1%	2.11	8.9%	1.68	11.4%	1.32	
Current Ratio		1.4	4.1	0.35	6.9	0.21	4.8	0.30	1.2	1.18	
Days in Net Patient Accounts Receivable		51.0	87.5	0.58	56.9	0.90	61.8	0.83	45.8	1.12	
Average Payment Period		43.4	89.9	0.48	51.3	0.84	62.8	0.69	51.9	0.84	
Equity Financing (%)		78.5%	64.7%	1.21	83.8%	0.94	69.5%	1.13	75.7%	1.04	
Long-Term Debt to Equity Ratio		0.0	0.3	0.12	0.1	0.62	0.2	0.22	0.0	0.90	
Times Interest Earned		10.5	21.0	0.50	14.2	0.74	24.3	0.43	8.5	1.23	
Total Asset Turnover		1.8	0.4	4.08	0.7	2.67	0.7	2.64	1.6	1.11	
Average Age of Plant (Years)		11.3	17.1	0.66	11.7	0.97	13.3	0.85	9.8	1.15	
Increase (Decrease) Total Net Patient Revenue		12.9%	12.7%	1.01	11.5%	1.12	11.2%	1.15	2.4%	5.46	
Outpatient Gross Revenue (% of Total GPR)		52.0%	64.9%	0.80	52.8%	0.99	59.3%	0.88	49.9%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$30,015	\$18,658	1.61	\$25,873	1.16	\$21,058	1.43	\$30,109	1.00	
Inpatient Net Revenue per Day		\$5,065	\$3,656	1.39	\$4,216	1.20	\$3,785	1.34	\$5,060	1.00	
Outpatient Net Revenue per Visit		\$1,180	\$781	1.51	\$852	1.38	\$881	1.34	\$1,164	1.01	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$6,313,406,040		Cash & Cash Equivalents		\$2,461,721		Current Liabilities		\$216,239,923		
Less Deductions	\$4,250,184,864		Net Patient Receivables		\$288,539,264		Long-Term Debt		\$38,714,851		
Net Patient Revenue	\$2,063,221,176		Other Receivables		\$5,402,127		Other Liabilities		\$4,844,226		
Plus Other Revenue	\$49,600,090						Subtotal		\$259,799,000		
Total Revenue	\$2,112,821,268		Land, Buildings & Equipment (Net)		\$893,396,218						
Less Expenses	\$1,892,216,578		Other Assets		\$17,014,670		Unrestricted Fund Balance		\$947,015,000		
Non-Operating Gains/Losses	-\$40,126,690						Restricted Fund Balance		\$32,513,000		
Net Income	\$180,478,000		Total Assets		\$1,206,814,000		Total Liabilities & Fund Balance		\$1,206,814,000		

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 19
Discharges 1,230
Inpatient Days 4,552

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:

Bassinet 4
Total Births 210
Newborn Days 411

323 Marshfield Medical Center - Minocqua
Minocqua, WI 54548

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	976	4,017	78.6%	11.0	4.1
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	254	535	29.3%	1.5	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	6	6	8.4
Physicians & Dentists	3	1	3.0	Radiological Services Personnel	16	7	17.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	51	57	81.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	1	0.7
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	8	8.2	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	1	1.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	16	69.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	3	10.0
Pharmacy Personnel	12	8	13.6				
Clinical Laboratory Personnel	7	0	7.0				
				Total	186	116	245.1

323 Marshfield Medical Center - Minocqua

Minocqua, WI 54548

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 58
Discharges 2,414
Inpatient Days 9,375

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:

Bassinet 10
Total Births 470
Newborn Days 746

091 SSM Health Monroe Hospital
Monroe, WI 53566

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	40	1,740	7,204	49.3%	19.7	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	489	985	22.5%	2.7	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	165	1,186	54.2%	3.2	7.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	1	16.2	Surgical Personnel	3	0	3.0
Physicians & Dentists	18	7	18.0	Radiological Services Personnel	5	5	9.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	2	5.7
Registered Nurses	133	60	170.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	1	12.7
Licensed Practical Nurses	2	3	3.0	Physical Therapy Assistants/Aides	1	3	2.2
Ancillary Nursing Personnel	1	5	4.9	Recreational Therapists	1	1	1.0
Physician Assistants	2	2	2.0	Dietitians & Nutritionists	4	4	5.7
Nurse Practitioners	3	1	3.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	5	4.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	127	57	149.3
Health Info Mgmt-Administrators/Technicians	21	2	21.0	All Other Personnel	84	52	104.1
Pharmacy Personnel	17	1	17.0				
Clinical Laboratory Personnel	41	20	49.9				
				Total	510	236	619.6

091 SSM Health Monroe Hospital
Monroe, WI 53566

Monroe, WI 53566			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$314,583,749	48.3%	46.6%	1.04	42.1%	1.15	43.4%	1.11	48.0%	1.01	
Medical Assistance	\$74,642,875	11.5%	14.4%	0.80	12.0%	0.95	18.4%	0.62	11.8%	0.97	
Commercial	\$247,163,665	38.0%	33.9%	1.12	37.4%	1.01	33.8%	1.12	38.2%	0.99	
All Other	\$14,275,007	2.2%	5.1%	0.43	8.4%	0.26	4.3%	0.51	1.9%	1.15	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$245,626,215	37.8%	35.2%	1.07	31.8%	1.19	33.7%	1.12	37.1%	1.02	
Medical Assistance	\$64,456,946	9.9%	11.1%	0.89	9.3%	1.07	14.1%	0.70	10.0%	0.99	
Commercial	\$124,962,872	19.2%	14.9%	1.29	19.0%	1.01	13.7%	1.40	18.0%	1.07	
Charity Care	\$3,595,464	0.6%	0.7%	0.77	0.5%	1.04	0.7%	0.84	0.7%	0.85	
Bad Debt	\$8,835,820	1.4%	1.0%	1.33	1.0%	1.32	1.3%	1.08	1.4%	1.00	
All Other	\$11,803,268	1.8%	2.8%	0.65	4.5%	0.40	2.7%	0.68	1.7%	1.06	
Total Deductions	\$459,280,585	70.6%	65.8%	1.07	66.2%	1.07	66.0%	1.07	68.8%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.5%	6.5%	0.86	6.8%	0.82	6.7%	0.82	7.7%	0.72	
Net Gains/Losses as % of Net Income		84.6%	29.4%	2.88	49.6%	1.70	20.9%	4.05	137.6%	0.62	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$110,872,468	55.5%	42.4%	1.31	44.5%	1.25	43.3%	1.28	57.4%	0.97	
Supplies & Services	\$75,686,604	37.9%	51.3%	0.74	48.9%	0.78	49.2%	0.77	34.6%	1.10	
Capital Component	\$13,074,800	6.5%	6.2%	1.05	6.6%	0.99	7.4%	0.88	8.0%	0.81	
Fiscal Statistics											
Operating Margin (%)		1.5%	10.4%	0.14	8.0%	0.18	12.2%	0.12	-3.3%	N/A	
Total Hospital Net Income (%)		8.9%	14.1%	0.63	14.8%	0.60	15.0%	0.59	7.8%	1.14	
Return on Equity (%)		4.7%	6.3%	0.75	10.2%	0.47	3.8%	1.26	4.5%	1.05	
Current Ratio		5.8	4.1	1.41	2.7	2.18	4.0	1.45	2.9	2.01	
Days in Net Patient Accounts Receivable		47.6	87.5	0.54	50.7	0.94	139.1	0.34	56.6	0.84	
Average Payment Period		46.3	89.9	0.52	78.2	0.59	140.8	0.33	60.9	0.76	
Equity Financing (%)		61.2%	64.7%	0.95	59.6%	1.03	62.1%	0.99	66.7%	0.92	
Long-Term Debt to Equity Ratio		0.3	0.3	0.78	0.3	1.01	0.4	0.61	0.3	0.92	
Times Interest Earned		9.4	21.0	0.45	18.0	0.52	15.1	0.63	7.8	1.20	
Total Asset Turnover		0.5	0.4	1.15	0.6	0.78	0.2	2.04	0.5	0.96	
Average Age of Plant (Years)		3.5	17.1	0.20	12.6	0.28	23.5	0.15	2.4	1.45	
Increase (Decrease) Total Net Patient Revenue		16.2%	12.7%	1.27	11.3%	1.44	18.6%	0.87	-4.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)		84.8%	64.9%	1.31	61.9%	1.37	69.2%	1.22	84.4%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$17,612	\$18,658	0.94	\$18,949	0.93	\$18,023	0.98	\$14,902	1.18	
Inpatient Net Revenue per Day		\$4,535	\$3,656	1.24	\$3,664	1.24	\$3,813	1.19	\$4,481	1.01	
Outpatient Net Revenue per Visit		\$577	\$781	0.74	\$753	0.77	\$729	0.79	\$560	1.03	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$650,665,296		Cash & Cash Equivalents		\$108,010,012	Current Liabilities		\$24,034,129			
Less Deductions	\$459,280,585		Net Patient Receivables		\$24,952,745	Long-Term Debt		\$64,193,805			
Net Patient Revenue	\$191,384,711		Other Receivables		\$2,844,691	Other Liabilities		\$70,498,754			
Plus Other Revenue	\$11,229,899					Subtotal		\$158,726,688			
Total Revenue	\$202,614,610		Land, Buildings & Equipment (Net)		\$125,581,230						
Less Expenses	\$199,633,872		Other Assets		\$148,211,962	Unrestricted Fund Balance		\$250,873,952			
Non-Operating Gains/Losses	\$16,429,053					Restricted Fund Balance		\$5,947,737			
Net Income	\$19,409,791		Total Assets		\$409,600,640	Total Liabilities & Fund Balance		\$409,600,640			

194 Children's Wisconsin-Fox Valley Hospital
130 Second Street, PO Box 476
Neenah, WI 54956
920-969-7900

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

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

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

Total Hospital:

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

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	3	268	685	62.6%	1.9	2.6
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	14	254	4,303	84.2%	11.8	16.9
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

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

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

Neenah, WI 54956			All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$29,999	0.1%	46.6%	0.00	48.5%	0.00	46.0%	0.00	0.1%	1.23	
Medical Assistance	\$14,421,304	36.7%	14.4%	2.55	11.1%	3.31	12.0%	3.06	30.1%	1.22	
Commercial	\$23,852,419	60.7%	33.9%	1.79	37.0%	1.64	37.7%	1.61	67.6%	0.90	
All Other	\$960,780	2.4%	5.1%	0.48	3.4%	0.72	4.2%	0.58	2.3%	1.07	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$18,965	0.0%	35.2%	0.00	34.4%	0.00	24.4%	0.00	0.0%	1.21	
Medical Assistance	\$7,060,324	18.0%	11.1%	1.62	8.5%	2.13	8.3%	2.16	14.7%	1.23	
Commercial	\$3,801,579	9.7%	14.9%	0.65	14.3%	0.68	11.4%	0.85	9.0%	1.08	
Charity Care	\$33,656	0.1%	0.7%	0.12	0.6%	0.13	0.7%	0.12	0.2%	0.48	
Bad Debt	\$314,532	0.8%	1.0%	0.79	1.4%	0.57	1.4%	0.57	0.8%	1.01	
All Other	\$982,756	2.5%	2.8%	0.90	2.5%	1.01	2.2%	1.13	2.3%	1.07	
Total Deductions	\$12,211,812	31.1%	65.8%	0.47	61.6%	0.50	48.5%	0.64	27.0%	1.15	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		18.0%	6.5%	2.78	2.9%	6.28	5.2%	3.48	16.3%	1.10	
Net Gains/Losses as % of Net Income		24.3%	29.4%	0.83	25.8%	0.94	16.4%	1.48	14.8%	1.64	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$19,895,928	56.5%	42.4%	1.33	39.7%	1.43	49.0%	1.15	57.7%	0.98	
Supplies & Services	\$13,703,564	38.9%	51.3%	0.76	53.8%	0.72	44.0%	0.88	37.7%	1.03	
Capital Component	\$1,593,035	4.5%	6.2%	0.73	6.5%	0.69	7.0%	0.65	4.7%	0.97	
Fiscal Statistics											
Operating Margin (%)		-6.7%	10.4%	N/A	14.3%	N/A	12.2%	N/A	-2.9%	2.34	
Total Hospital Net Income (%)		-9.0%	14.1%	N/A	18.3%	N/A	14.2%	N/A	-3.4%	2.68	
Return on Equity (%)		-94.1%	6.3%	N/A	17.0%	N/A	21.6%	N/A	-16.2%	5.82	
Current Ratio		-0.4	4.1	N/A	9.1	N/A	2.1	N/A	0.4	N/A	
Days in Net Patient Accounts Receivable		91.0	87.5	1.04	53.2	1.71	53.3	1.71	50.7	1.79	
Average Payment Period		38.5	89.9	0.43	32.2	1.20	54.9	0.70	52.5	0.73	
Equity Financing (%)		0.0%	64.7%	N/A	109.2%	N/A	43.0%	N/A	12.3%	N/A	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A	0.7	N/A	1.0	N/A	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	13.9	N/A	0.0	N/A	
Total Asset Turnover		10.7	0.4	24.85	0.9	12.05	1.5	7.18	4.8	2.21	
Average Age of Plant (Years)		6.2	17.1	0.37	7.7	0.81	8.5	0.74	6.6	0.95	
Increase (Decrease) Total Net Patient Revenue		2.1%	12.7%	0.16	13.9%	0.15	15.6%	0.13	0.3%	6.16	
Outpatient Gross Revenue (% of Total GPR)		40.6%	64.9%	0.63	70.3%	0.58	82.0%	0.50	40.7%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$35,777	\$18,658	1.92	\$13,612	2.63	\$21,986	1.63	\$32,067	1.12	
Inpatient Net Revenue per Day		\$3,860	\$3,656	1.06	\$3,085	1.25	\$3,295	1.17	\$3,599	1.07	
Outpatient Net Revenue per Visit		\$463	\$781	0.59	\$815	0.57	\$696	0.66	\$576	0.80	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$39,264,502		Cash & Cash Equivalents		\$0	Current Liabilities		\$3,660,167			
Less Deductions	\$12,211,812		Net Patient Receivables		\$6,745,949	Long-Term Debt		\$0			
Net Patient Revenue	\$27,052,690		Other Receivables		\$1,509,359	Other Liabilities		\$1,466,548			
Plus Other Revenue	\$5,934,299					Subtotal		\$5,126,715			
Total Revenue	\$32,986,989		Land, Buildings & Equipment (Net)		\$1,642,016						
Less Expenses	\$35,192,527		Other Assets		-\$6,800,418	Unrestricted Fund Balance		-\$2,029,809			
Non-Operating Gains/Losses	-\$708,969					Restricted Fund Balance		\$0			
Net Income	-\$2,914,507		Total Assets		\$3,096,906	Total Liabilities & Fund Balance		\$3,096,906			

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

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

Total Hospital:

Beds Set Up & Staffed 164
Discharges 7,872
Inpatient Days 34,692

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:

Bassinet 22
Total Births 1,564
Newborn Days 2,783

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	3,901	15,598	57.0%	42.7	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	240	2,709	61.8%	7.4	11.3
Hospice	2	0	169	326	0.0%	0.9	1.9
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	28	1,538	3,695	36.2%	10.1	2.4
Psychiatric	1	19	1,073	4,905	70.7%	13.4	4.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	238	3,038	59.5%	8.3	12.8
Step-Down (Special Care)	1	16	882	4,421	75.7%	12.1	5.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	30	0	30.0	Surgical Personnel	42	11	45.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	59	21	66.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	9	14.8
Dental Hygienists	0	0	0.0	Occupational Therapists	8	2	8.4
Registered Nurses	281	138	331.2	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	4	6.8
Licensed Practical Nurses	9	5	9.9	Physical Therapy Assistants/Aides	1	1	1.1
Ancillary Nursing Personnel	20	58	34.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	6	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	48	38	59.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	230	75	257.9
Pharmacy Personnel	23	5	24.5				
Clinical Laboratory Personnel	26	5	28.8				
				Total	797	383	926.5

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Neenah, WI 54956			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$242,316,486	39.3%	46.6%	0.84	48.5%	0.81	43.4%	0.91	40.0%	0.98	
Medical Assistance	\$77,902,044	12.6%	14.4%	0.88	11.1%	1.14	18.4%	0.69	12.4%	1.02	
Commercial	\$272,905,199	44.3%	33.9%	1.31	37.0%	1.20	33.8%	1.31	44.3%	1.00	
All Other	\$22,762,626	3.7%	5.1%	0.73	3.4%	1.08	4.3%	0.85	3.4%	1.10	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$166,849,522	27.1%	35.2%	0.77	34.4%	0.79	33.7%	0.80	27.2%	1.00	
Medical Assistance	\$59,133,703	9.6%	11.1%	0.87	8.5%	1.14	14.1%	0.68	9.4%	1.02	
Commercial	\$109,518,235	17.8%	14.9%	1.19	14.3%	1.24	13.7%	1.30	17.6%	1.01	
Charity Care	\$4,325,294	0.7%	0.7%	0.98	0.6%	1.10	0.7%	1.07	0.5%	1.35	
Bad Debt	\$9,835,079	1.6%	1.0%	1.57	1.4%	1.14	1.3%	1.28	1.9%	0.84	
All Other	\$9,134,757	1.5%	2.8%	0.53	2.5%	0.60	2.7%	0.55	1.3%	1.11	
Total Deductions	\$358,796,590	58.3%	65.8%	0.89	61.6%	0.95	66.0%	0.88	58.0%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.2%	6.5%	0.80	2.9%	1.80	6.7%	0.77	7.3%	0.71	
Net Gains/Losses as % of Net Income		48.2%	29.4%	1.64	25.8%	1.87	20.9%	2.31	0.5%	104.20	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$96,553,680	42.4%	42.4%	1.00	39.7%	1.07	43.3%	0.98	40.0%	1.06	
Supplies & Services	\$118,366,031	51.9%	51.3%	1.01	53.8%	0.97	49.2%	1.05	53.6%	0.97	
Capital Component	\$13,018,658	5.7%	6.2%	0.92	6.5%	0.88	7.4%	0.77	6.5%	0.88	
Fiscal Statistics											
Operating Margin (%)		15.9%	10.4%	1.53	14.3%	1.12	12.2%	1.30	12.0%	1.33	
Total Hospital Net Income (%)		26.8%	14.1%	1.90	18.3%	1.46	15.0%	1.78	12.1%	2.22	
Return on Equity (%)		18.2%	6.3%	2.89	17.0%	1.07	3.8%	4.86	18.6%	0.98	
Current Ratio		232.4	4.1	56.40	9.1	25.62	4.0	57.84	14.6	15.91	
Days in Net Patient Accounts Receivable		52.9	87.5	0.60	53.2	0.99	139.1	0.38	56.9	0.93	
Average Payment Period		2.8	89.9	0.03	32.2	0.09	140.8	0.02	10.9	0.26	
Equity Financing (%)		96.9%	64.7%	1.50	109.2%	0.89	62.1%	1.56	96.1%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.3	0.09	-0.1	N/A	0.4	0.07	0.0	106.98	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	15.1	N/A	3,969.7	N/A	
Total Asset Turnover		0.6	0.4	1.39	0.9	0.67	0.2	2.45	1.5	0.38	
Average Age of Plant (Years)		9.9	17.1	0.58	7.7	1.29	23.5	0.42	9.2	1.07	
Increase (Decrease) Total Net Patient Revenue		16.0%	12.7%	1.25	13.9%	1.15	18.6%	0.86	-8.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)		59.6%	64.9%	0.92	70.3%	0.85	69.2%	0.86	57.4%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$13,042	\$18,658	0.70	\$13,612	0.96	\$18,023	0.72	\$11,846	1.10	
Inpatient Net Revenue per Day		\$2,959	\$3,656	0.81	\$3,085	0.96	\$3,813	0.78	\$2,764	1.07	
Outpatient Net Revenue per Visit		\$1,415	\$781	1.81	\$815	1.74	\$729	1.94	\$1,686	0.84	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$615,886,354		Cash & Cash Equivalents			\$348,528,536	Current Liabilities			\$1,686,088	
Less Deductions	\$358,796,590		Net Patient Receivables			\$37,267,956	Long-Term Debt			\$12,616,643	
Net Patient Revenue	\$257,089,764		Other Receivables			\$2,332,032	Other Liabilities			\$0	
Plus Other Revenue	\$14,014,657						Subtotal			\$14,302,731	
Total Revenue	\$271,104,421		Land, Buildings & Equipment (Net)			\$64,679,065					
Less Expenses	\$227,938,370		Other Assets			\$3,768,181	Unrestricted Fund Balance			\$442,273,040	
Non-Operating Gains/Losses	\$40,107,351						Restricted Fund Balance			\$0	
Net Income	\$83,273,402		Total Assets			\$456,575,770	Total Liabilities & Fund Balance			\$456,575,771	

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

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

Total Hospital:

Beds Set Up & Staffed 8
Discharges 219
Inpatient Days 655

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
Discharges 43
Inpatient Days 742

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 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	219	655	22.4%	1.8	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	5	0	5.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	24	6	25.8	Occupational Therapy Assistants/Aides	2	4	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	1	3.1
Ancillary Nursing Personnel	5	9	9.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	5	24.1
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	22	10	27.2
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	108	39	125.4

093 Marshfield Medical Center - Neillsville

Neillsville, WI 54456

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

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

094 ThedaCare Medical Center - New London
 1405 Mill Street, PO Box 307
 New London, WI 54961
 920-982-5330

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 398
 Inpatient Days 1,238

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 3
 Discharges 99
 Inpatient Days 1,104

Newborn Nursery:

Bassinet 0
 Total Births 0
 Newborn Days 0

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	398	1,131	12.4%	3.1	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	12	107	0.0%	0.3	8.9
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	2	4	3.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	6	11.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	36	14	40.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.1
Licensed Practical Nurses	1	2	1.3	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	1	1	1.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	6	5.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	48	32	60.7
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	1	8.1				
				Total	123	71	149.0

094 ThedaCare Medical Center - New London

New London, WI 54961

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$43,054,737	50.9%	46.6%	1.09	48.5%	1.05	47.0%	1.08	49.9%	1.02
Medical Assistance	\$8,407,023	9.9%	14.4%	0.69	11.1%	0.90	13.0%	0.76	8.8%	1.12
Commercial	\$31,384,534	37.1%	33.9%	1.10	37.0%	1.00	36.1%	1.03	38.7%	0.96
All Other	\$1,700,090	2.0%	5.1%	0.40	3.4%	0.59	3.8%	0.53	2.5%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$27,928,870	33.0%	35.2%	0.94	34.4%	0.96	32.5%	1.02	31.4%	1.05
Medical Assistance	\$7,227,575	8.5%	11.1%	0.77	8.5%	1.01	9.9%	0.87	6.6%	1.30
Commercial	\$10,659,689	12.6%	14.9%	0.84	14.3%	0.88	14.1%	0.89	13.0%	0.97
Charity Care	\$458,209	0.5%	0.7%	0.76	0.6%	0.85	0.7%	0.82	0.5%	1.00
Bad Debt	\$909,944	1.1%	1.0%	1.06	1.4%	0.77	1.5%	0.72	3.0%	0.36
All Other	\$577,431	0.7%	2.8%	0.24	2.5%	0.28	1.8%	0.39	0.8%	0.82
Total Deductions	\$47,761,718	56.5%	65.8%	0.86	61.6%	0.92	60.4%	0.94	55.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.3%	6.5%	0.20	2.9%	0.45	7.5%	0.17	10.5%	0.12
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	25.8%	N/A	42.4%	N/A	0.7%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,180,060	50.4%	42.4%	1.19	39.7%	1.27	50.4%	1.00	47.5%	1.06
Supplies & Services	\$13,994,335	43.6%	51.3%	0.85	53.8%	0.81	42.2%	1.03	46.2%	0.94
Capital Component	\$1,906,953	5.9%	6.2%	0.95	6.5%	0.91	7.5%	0.80	6.3%	0.94
Fiscal Statistics										
Operating Margin (%)		13.9%	10.4%	1.34	14.3%	0.98	8.9%	1.57	16.2%	0.86
Total Hospital Net Income (%)		13.9%	14.1%	0.98	18.3%	0.76	14.5%	0.96	16.2%	0.86
Return on Equity (%)		16.4%	6.3%	2.59	17.0%	0.96	11.3%	1.45	18.6%	0.88
Current Ratio		35.6	4.1	8.65	9.1	3.93	5.3	6.72	18.4	1.94
Days in Net Patient Accounts Receivable		48.5	87.5	0.55	53.2	0.91	49.1	0.99	46.0	1.05
Average Payment Period		5.4	89.9	0.06	32.2	0.17	43.7	0.12	10.5	0.52
Equity Financing (%)		98.8%	64.7%	1.53	109.2%	0.91	76.8%	1.29	97.6%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	0.03	0.2	N/A	0.0	1.05
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	19.8	N/A	0.0	N/A
Total Asset Turnover		1.2	0.4	2.75	0.9	1.33	0.7	1.61	1.1	1.03
Average Age of Plant (Years)		11.7	17.1	0.68	7.7	1.52	10.5	1.11	11.6	1.01
Increase (Decrease) Total Net Patient Revenue		12.5%	12.7%	0.98	13.9%	0.90	11.8%	1.06	-1.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.8%	64.9%	1.40	70.3%	1.29	79.7%	1.14	85.5%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,088	\$18,658	0.33	\$13,612	0.45	\$14,182	0.43	\$7,143	0.85
Inpatient Net Revenue per Day		\$1,292	\$3,656	0.35	\$3,085	0.42	\$3,541	0.36	\$1,499	0.86
Outpatient Net Revenue per Visit		\$606	\$781	0.78	\$815	0.74	\$602	1.01	\$695	0.87
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$84,546,384		Cash & Cash Equivalents		\$10,000,000	Current Liabilities		\$450,436		
Less Deductions	\$47,761,718		Net Patient Receivables		\$4,884,651	Long-Term Debt		-\$67,662		
Net Patient Revenue	\$36,784,666		Other Receivables		\$0	Other Liabilities		\$0		
Plus Other Revenue	\$482,859					Subtotal		\$382,774		
Total Revenue	\$37,267,522		Land, Buildings & Equipment (Net)		\$15,595,198	Unrestricted Fund Balance		\$31,264,168		
Less Expenses	\$32,081,348		Other Assets		\$1,167,092	Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	-\$9,140					Total Liabilities & Fund Balance		\$31,646,942		
Net Income	\$5,177,034		Total Assets		\$31,646,941					

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

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

Total Hospital:

Beds Set Up & Staffed 24
Discharges 815
Inpatient Days 2,654

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
Discharges 63
Inpatient Days 664

Newborn Nursery:

Bassinets 1
Total Births 114
Newborn Days 187

095 Westfields Hospital & Clinic
New Richmond, WI 54017

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	687	2,404	38.7%	6.6	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	128	250	9.8%	0.7	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	32	6	35.7	Surgical Personnel	1	7	6.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	4	11.0
Medical & Dental Residents	3	0	3.0	Respiratory Therapists	2	4	4.3
Dental Hygienists	0	0	0.0	Occupational Therapists	2	5	4.2
Registered Nurses	13	96	58.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	8	5.0
Licensed Practical Nurses	4	6	6.5	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	2	20	12.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	1.1	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	5	6.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	15	28.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	42	62.3
Pharmacy Personnel	3	22	14.2				
Clinical Laboratory Personnel	2	5	4.4				
				Total	149	263	282.5

095 Westfields Hospital & Clinic

New Richmond, WI 54017

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 63
 Discharges 2,895
 Inpatient Days 13,320

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 357
 Newborn Days 735

098 ProHealth Oconomowoc Memorial Hospital
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	35	2,150	9,333	73.1%	25.6	4.3
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	12	744	1,700	38.8%	4.7	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	11	327	1,553	38.7%	4.3	4.7
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	5	357	734	40.2%	2.0	2.1
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	7	3	7.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	13	16.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	7.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	7	5.7
Registered Nurses	72	76	109.6	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	5	12.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	4	3.1
Ancillary Nursing Personnel	8	23	17.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	15	25.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	46	27	60.1
Pharmacy Personnel	14	11	17.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	196	193	288.1

098 ProHealth Oconomowoc Memorial Hospital

Oconomowoc, WI 53066

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

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

306 Bellin Health Oconto Hospital
820 Arbutus Avenue
Oconto, WI 54153
920-835-1100

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

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

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

Total Hospital:

Beds Set Up & Staffed 10
Discharges 85
Inpatient Days 282

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 8
Discharges 97
Inpatient Days 1,433

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

306 Bellin Health Oconto Hospital
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	10	85	282	7.7%	0.8	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	7	4	8.6
Physicians & Dentists	16	20	21.1	Radiological Services Personnel	13	10	15.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	0.6
Registered Nurses	54	37	67.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	2	0.5	Physical Therapists	2	8	3.1
Licensed Practical Nurses	33	9	38.9	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	2	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	6	3	6.6	Dietitians & Nutritionists	0	3	0.9
Nurse Practitioners	21	15	25.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	10	17.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	14	51.3
Pharmacy Personnel	23	3	24.6				
Clinical Laboratory Personnel	12	6	15.9				
				Total	283	154	341.5

306 Bellin Health Oconto Hospital

Oconto, WI 54153

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

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

101 St Clare Memorial Hospital
855 South Main Street
Oconto Falls, WI 54154
920-846-3444

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

County: Oconto
Analysis Area: Northeastern (4)
Volume Group: 2

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

Total Hospital:

Beds Set Up & Staffed 20
Discharges 182
Inpatient Days 594

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 144
Inpatient Days 1,756

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

101 St Clare Memorial Hospital
Oconto Falls, WI 54154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	181	594	8.1%	1.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	4	3.6
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	1	5	3.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.3
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	13	26	29.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.0
Ancillary Nursing Personnel	2	6	6.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	1	4.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	13	13.8
Pharmacy Personnel	9	6	12.9				
Clinical Laboratory Personnel	10	4	12.2				
				Total	59	74	104.6

101 St Clare Memorial Hospital

Oconto Falls, WI 54154

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$31,414,514	46.1%	46.6%	0.99	47.1%	0.98	47.7%	0.97	49.4%	0.93
Medical Assistance	\$17,623,793	25.9%	14.4%	1.79	12.3%	2.10	12.6%	2.05	21.6%	1.20
Commercial	\$16,489,076	24.2%	33.9%	0.71	36.3%	0.67	35.5%	0.68	24.3%	1.00
All Other	\$2,645,880	3.9%	5.1%	0.77	4.2%	0.92	4.2%	0.92	4.6%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,022,699	25.0%	35.2%	0.71	35.4%	0.71	27.4%	0.91	28.4%	0.88
Medical Assistance	\$10,803,851	15.8%	11.1%	1.43	9.8%	1.62	8.8%	1.79	12.4%	1.28
Commercial	\$7,605,618	11.2%	14.9%	0.75	16.0%	0.70	12.2%	0.92	9.1%	1.23
Charity Care	\$662,890	1.0%	0.7%	1.36	0.7%	1.42	0.7%	1.38	0.8%	1.15
Bad Debt	\$934,825	1.4%	1.0%	1.35	1.1%	1.28	1.3%	1.09	1.7%	0.82
All Other	\$1,877,089	2.8%	2.8%	0.98	2.9%	0.94	2.4%	1.14	3.2%	0.87
Total Deductions	\$38,906,972	57.1%	65.8%	0.87	65.9%	0.87	52.8%	1.08	55.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.4%	6.5%	2.07	6.1%	2.22	4.2%	3.22	24.7%	0.54
Net Gains/Losses as % of Net Income		35.7%	29.4%	1.22	31.1%	1.15	27.5%	1.30	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,437,629	31.9%	42.4%	0.75	42.5%	0.75	46.9%	0.68	38.9%	0.82
Supplies & Services	\$18,335,208	62.0%	51.3%	1.21	50.9%	1.22	45.9%	1.35	55.3%	1.12
Capital Component	\$1,806,014	6.1%	6.2%	0.98	6.6%	0.92	7.1%	0.85	5.8%	1.06
Fiscal Statistics										
Operating Margin (%)		12.5%	10.4%	1.20	15.9%	0.79	14.1%	0.89	8.2%	1.52
Total Hospital Net Income (%)		18.2%	14.1%	1.29	21.5%	0.85	18.4%	0.99	7.7%	2.37
Return on Equity (%)		15.6%	6.3%	2.47	15.0%	1.04	1.6%	9.79	7.7%	2.04
Current Ratio		0.3	4.1	0.06	3.7	0.07	2.8	0.09	0.3	0.80
Days in Net Patient Accounts Receivable		49.0	87.5	0.56	56.7	0.87	469.6	0.10	71.5	0.69
Average Payment Period		379.1	89.9	4.22	76.1	4.98	503.0	0.75	331.6	1.14
Equity Financing (%)		9.7%	64.7%	0.15	75.3%	0.13	50.7%	0.19	0.0%	N/A
Long-Term Debt to Equity Ratio		1.3	0.3	4.06	0.2	8.75	0.7	1.81	-9.1	N/A
Times Interest Earned		61.2	21.0	2.91	32.4	1.89	28.6	2.14	14.8	4.15
Total Asset Turnover		0.8	0.4	1.87	0.7	1.23	0.1	9.77	1.0	0.80
Average Age of Plant (Years)		11.4	17.1	0.67	10.6	1.07	72.9	0.16	11.5	0.99
Increase (Decrease) Total Net Patient Revenue		19.3%	12.7%	1.52	10.0%	1.93	13.5%	1.43	14.3%	1.35
Outpatient Gross Revenue (% of Total GPR)		90.2%	64.9%	1.39	74.4%	1.21	80.3%	1.12	89.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$16,777	\$18,658	0.90	\$15,148	1.11	\$17,504	0.96	\$13,752	1.22
Inpatient Net Revenue per Day		\$2,201	\$3,656	0.60	\$3,286	0.67	\$4,490	0.49	\$2,458	0.90
Outpatient Net Revenue per Visit		\$1,286	\$781	1.65	\$699	1.84	\$784	1.64	\$1,276	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,173,263	Cash & Cash Equivalents	-\$98,511	Current Liabilities	\$29,187,486
Less Deductions	\$38,906,972	Net Patient Receivables	\$3,930,364	Long-Term Debt	\$5,456,000
Net Patient Revenue	\$29,266,291	Other Receivables	\$1,495,178	Other Liabilities	\$3,346,752
Plus Other Revenue	\$4,538,255			Subtotal	\$37,990,238
Total Revenue	\$33,804,546	Land, Buildings & Equipment (Net)	\$10,710,689	Unrestricted Fund Balance	\$4,083,802
Less Expenses	\$29,578,851	Other Assets	\$26,036,320	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,347,754			Total Liabilities & Fund Balance	\$42,074,040
Net Income	\$6,573,449	Total Assets	\$42,074,040		

102 Osceola Medical Center
 2600 65th Avenue, PO Box 218
 Osceola, WI 54020
 715-294-2111

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 3

		All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.3%	57.9%	0.94	49.7%	1.09	36.8%	1.48	38.1%	1.42
Obstetrics	21.7%	36.8%	0.59	28.0%	0.03	23.3%	0.93	11.0%	1.97
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.9%	58.7%	0.71	50.3%	0.83	42.9%	0.98	29.3%	1.43
Average Census (Patients)									
Adult Medical-Surgical	4.3	26.8	0.16	11.9	0.37	7.2	0.60	3.8	1.14
Obstetrics	0.9	4.8	0.18	2.0	0.44	0.9	0.94	0.4	1.97
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.4	49.8	0.11	18.8	0.29	10.9	0.50	4.4	1.24
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.93	4.2	1.02	3.5	1.22	4.2	1.02
Obstetrics	2.6	2.4	1.07	2.2	1.20	2.1	1.27	2.1	1.24
Pediatrics	0.0	3.8	N/A	0.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.4	0.79	3.8	0.92	3.7	0.93
Surgical Operations									
Inpatient	70	1,037	0.07	390	0.18	234	0.30	167	0.42
Outpatient	1,602	3,865	0.41	2,637	0.61	1,718	0.93	1,145	1.40
Inpatient as % of All Surgeries	4.2%	21.2%	0.20	12.9%	0.32	12.0%	0.35	12.7%	0.33
Outpatient Visits									
Non-Emergency Visits	31,618	145,246	0.22	85,077	0.37	77,301	0.41	26,317	1.20
Emergency Visits	3,726	16,058	0.23	8,132	0.46	9,586	0.39	2,813	1.32
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	10.7	0.37	11.2	0.36	4.0	1.00
Nurses, Licensed	29.5	247.5	0.12	127.1	0.23	81.2	0.36	32.5	0.91
Ancillary Nursing Personnel	6.0	40.3	0.15	20.5	0.29	13.2	0.45	6.2	0.96
All Other Personnel	114.0	496.2	0.23	291.6	0.39	206.7	0.55	120.5	0.95
Total FTEs	153.5	803.0	0.19	450.0	0.34	312.3	0.49	163.2	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.9	13.0	0.92	14.3	0.83	20.5	0.58	16.6	0.71
Nurses, Licensed	87.4	168.4	0.52	169.5	0.52	148.3	0.59	135.0	0.65
Ancillary Nursing Personnel	17.8	27.4	0.65	27.3	0.65	24.2	0.74	26.0	0.69
All Other Personnel	338.2	337.6	1.00	388.8	0.87	377.6	0.90	501.1	0.67
Total FTEs	455.3	546.4	0.83	599.9	0.76	570.6	0.80	678.7	0.67

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 576
 Inpatient Days 1,989

Contract with:

Health Maintenance
 Organization (HMO) No
 Preferred Provider
 Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 54
 Inpatient Days 651

Newborn Nursery:

Bassinet 4
 Total Births 121
 Newborn Days 250

102 Osceola Medical Center
Osceola, WI 54020

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	8	373	1,585	54.3%	4.3	4.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	121	317	21.7%	0.9	2.6
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	1	28	87	23.8%	0.2	3.1
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	3	2.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	10	8.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	9	32	29.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	7	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	2.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	11	16.7
Health Info Mgmt-Administrators/Technicians	9	0	9.0	All Other Personnel	46	15	55.1
Pharmacy Personnel	1	3	2.7				
Clinical Laboratory Personnel	4	6	8.3				
				Total	97	92	153.5

102 Osceola Medical Center
Osceola, WI 54020

Osceola, WI 54020			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$36,939,637	43.6%	46.6%	0.93	50.7%	0.86	47.0%	0.93	45.1%	0.97	
Medical Assistance	\$9,882,304	11.7%	14.4%	0.81	12.0%	0.97	13.0%	0.89	9.5%	1.23	
Commercial	\$36,341,949	42.9%	33.9%	1.27	32.9%	1.30	36.1%	1.19	42.4%	1.01	
All Other	\$1,645,938	1.9%	5.1%	0.38	4.5%	0.43	3.8%	0.51	3.1%	0.63	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$19,482,015	23.0%	35.2%	0.65	33.4%	0.69	32.5%	0.71	21.0%	1.09	
Medical Assistance	\$6,794,199	8.0%	11.1%	0.72	8.6%	0.93	9.9%	0.81	6.3%	1.27	
Commercial	\$12,763,527	15.0%	14.9%	1.01	10.0%	1.51	14.1%	1.06	15.5%	0.97	
Charity Care	\$619,330	0.7%	0.7%	1.02	0.6%	1.25	0.7%	1.10	0.4%	1.68	
Bad Debt	\$1,493,076	1.8%	1.0%	1.73	1.1%	1.55	1.5%	1.17	1.4%	1.30	
All Other	\$1,391,166	1.6%	2.8%	0.59	2.7%	0.62	1.8%	0.92	2.7%	0.62	
Total Deductions	\$42,543,313	50.2%	65.8%	0.76	56.4%	0.89	60.4%	0.83	47.3%	1.06	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		19.3%	6.5%	2.98	5.6%	3.45	7.5%	2.56	12.9%	1.49	
Net Gains/Losses as % of Net Income		24.8%	29.4%	0.84	37.6%	0.66	42.4%	0.59	25.7%	0.96	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$17,107,111	40.6%	42.4%	0.96	50.5%	0.80	50.4%	0.81	42.5%	0.96	
Supplies & Services	\$22,940,239	54.4%	51.3%	1.06	44.3%	1.23	42.2%	1.29	51.3%	1.06	
Capital Component	\$2,112,881	5.0%	6.2%	0.80	5.1%	0.97	7.5%	0.67	6.2%	0.81	
Fiscal Statistics											
Operating Margin (%)		19.5%	10.4%	1.87	9.6%	2.03	8.9%	2.19	1.4%	14.08	
Total Hospital Net Income (%)		24.3%	14.1%	1.72	14.5%	1.68	14.5%	1.68	1.9%	13.14	
Return on Equity (%)		26.7%	6.3%	4.23	2.4%	11.11	11.3%	2.36	1.6%	16.52	
Current Ratio		6.0	4.1	1.47	2.7	2.24	5.3	1.14	2.0	3.09	
Days in Net Patient Accounts Receivable		54.5	87.5	0.62	250.3	0.22	49.1	1.11	74.5	0.73	
Average Payment Period		47.1	89.9	0.52	256.1	0.18	43.7	1.08	126.4	0.37	
Equity Financing (%)		69.1%	64.7%	1.07	51.4%	1.34	76.8%	0.90	46.3%	1.49	
Long-Term Debt to Equity Ratio		0.3	0.3	0.90	0.7	0.44	0.2	1.60	0.6	0.54	
Times Interest Earned		37.4	21.0	1.78	45.6	0.82	19.8	1.89	3.1	12.23	
Total Asset Turnover		1.0	0.4	2.40	0.2	6.59	0.7	1.41	0.9	1.19	
Average Age of Plant (Years)		13.7	17.1	0.81	51.5	0.27	10.5	1.30	10.6	1.30	
Increase (Decrease) Total Net Patient Revenue		18.6%	12.7%	1.46	13.4%	1.38	11.8%	1.57	-6.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)		87.3%	64.9%	1.34	75.1%	1.16	79.7%	1.09	81.7%	1.07	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$10,842	\$18,658	0.58	\$16,496	0.66	\$14,182	0.76	\$14,673	0.74	
Inpatient Net Revenue per Day		\$3,082	\$3,656	0.84	\$3,511	0.88	\$3,541	0.87	\$3,664	0.84	
Outpatient Net Revenue per Visit		\$1,045	\$781	1.34	\$874	1.20	\$602	1.74	\$992	1.05	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$84,809,826		Cash & Cash Equivalents		\$24,072,045	Current Liabilities		\$5,243,834			
Less Deductions	\$42,543,313		Net Patient Receivables		\$6,308,517	Long-Term Debt		\$10,446,384			
Net Patient Revenue	\$42,266,513		Other Receivables		\$0	Other Liabilities		\$0			
Plus Other Revenue	\$10,095,487					Subtotal		\$15,690,218			
Total Revenue	\$52,361,999		Land, Buildings & Equipment (Net)		\$17,151,311	Unrestricted Fund Balance		\$35,124,830			
Less Expenses	\$42,160,231		Other Assets		\$3,283,175	Restricted Fund Balance		\$0			
Non-Operating Gains/Losses	\$3,362,565					Total Liabilities & Fund Balance		\$50,815,048			
Net Income	\$13,564,333		Total Assets		\$50,815,048						

103 Ascension NE Wisconsin - Mercy Campus
500 S Oakwood Rd
Oshkosh, WI 54904
920-223-0501

Fiscal Year: 07/01 to 06/30
Type: GMS
General Medical & Surgical
Control: Religious Organization

County: Winnebago
Analysis Area: Lake Winnebago (3)
Volume Group: 5

		All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.1%	57.9%	0.66	50.0%	0.76	54.3%	0.70	27.4%	1.39
Obstetrics	14.3%	36.8%	0.39	28.9%	0.09	31.5%	0.45	20.1%	0.71
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.4%	58.7%	0.64	50.4%	0.74	55.3%	0.68	28.7%	1.30
Average Census (Patients)									
Adult Medical-Surgical	24.4	26.8	0.91	23.2	1.05	18.1	1.35	18.4	1.33
Obstetrics	2.7	4.8	0.56	4.6	0.59	3.1	0.88	3.2	0.84
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	44.8	49.8	0.90	37.4	1.20	37.4	1.20	37.6	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.92	4.2	1.01	4.1	1.04	3.4	1.23
Obstetrics	2.1	2.4	0.88	2.3	0.94	2.3	0.93	2.4	0.87
Pediatrics	0.0	3.8	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.91	4.4	1.01	4.4	1.01	4.0	1.11
Surgical Operations									
Inpatient	948	1,037	0.91	1,060	0.89	612	1.55	992	0.96
Outpatient	4,674	3,865	1.21	5,859	0.80	2,709	1.73	4,425	1.06
Inpatient as % of All Surgeries	16.9%	21.2%	0.80	15.3%	1.10	18.4%	0.91	18.3%	0.92
Outpatient Visits									
Non-Emergency Visits	138,330	145,246	0.95	100,098	1.38	120,713	1.15	112,397	1.23
Emergency Visits	12,991	16,058	0.81	15,000	0.87	16,865	0.77	13,866	0.94
Full-Time Equivalents (FTEs)									
Administrators	11.9	19.0	0.63	14.2	0.84	17.0	0.70	8.9	1.34
Nurses, Licensed	149.6	247.5	0.60	181.5	0.82	164.3	0.91	147.0	1.02
Ancillary Nursing Personnel	2.3	40.3	0.06	13.1	0.18	24.6	0.09	3.6	0.63
All Other Personnel	168.0	496.2	0.34	298.4	0.56	297.6	0.56	178.7	0.94
Total FTEs	331.8	803.0	0.41	507.2	0.65	503.6	0.66	338.3	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	13.0	0.71	11.3	0.82	14.0	0.66	8.3	1.12
Nurses, Licensed	115.8	168.4	0.69	144.6	0.80	134.7	0.86	136.2	0.85
Ancillary Nursing Personnel	1.8	27.4	0.06	10.4	0.17	20.2	0.09	3.4	0.53
All Other Personnel	130.0	337.6	0.38	237.6	0.55	244.0	0.53	165.6	0.78
Total FTEs	256.7	546.4	0.47	403.9	0.64	412.8	0.62	313.4	0.82

Total Hospital:

Beds Set Up & Staffed 120
Discharges 3,707
Inpatient Days 16,363

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 20
Total Births 379
Newborn Days 566

103 Ascension NE Wisconsin - Mercy Campus
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	64	2,111	8,899	38.1%	24.4	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	110	1,538	42.1%	4.2	14.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	463	991	14.3%	2.7	2.1
Psychiatric	1	15	728	3,070	56.1%	8.4	4.2
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	295	1,865	42.6%	5.1	6.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	2	11.9	Surgical Personnel	13	5	14.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	15	23	25.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	9	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	9	4.8
Registered Nurses	100	109	149.1	Occupational Therapy Assistants/Aides	0	3	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	4	10.8
Licensed Practical Nurses	0	1	0.5	Physical Therapy Assistants/Aides	3	1	3.5
Ancillary Nursing Personnel	1	2	2.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	58	50.9
Health Info Mgmt-Administrators/Technicians	0	1	0.0	All Other Personnel	8	10	12.7
Pharmacy Personnel	9	5	12.5				
Clinical Laboratory Personnel	19	0	19.0				
				Total	236	247	331.8

103 Ascension NE Wisconsin - Mercy Campus

Oshkosh, WI 54904

Oshkosh, WI 54904			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$125,607,107	51.8%	46.6%	1.11	48.5%	1.07	49.9%	1.04	50.7%	1.02	
Medical Assistance	\$27,924,704	11.5%	14.4%	0.80	11.1%	1.04	15.6%	0.74	11.8%	0.98	
Commercial	\$75,733,732	31.2%	33.9%	0.92	37.0%	0.85	30.3%	1.03	32.7%	0.96	
All Other	\$13,155,781	5.4%	5.1%	1.07	3.4%	1.59	4.2%	1.28	4.8%	1.12	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$86,967,777	35.9%	35.2%	1.02	34.4%	1.04	36.9%	0.97	35.1%	1.02	
Medical Assistance	\$19,354,694	8.0%	11.1%	0.72	8.5%	0.94	11.4%	0.70	7.6%	1.04	
Commercial	\$30,059,307	12.4%	14.9%	0.83	14.3%	0.87	11.8%	1.05	12.0%	1.03	
Charity Care	\$2,747,183	1.1%	0.7%	1.59	0.6%	1.77	0.9%	1.21	1.4%	0.82	
Bad Debt	\$3,602,663	1.5%	1.0%	1.46	1.4%	1.06	1.2%	1.26	1.1%	1.30	
All Other	\$10,841,975	4.5%	2.8%	1.60	2.5%	1.81	2.5%	1.82	4.2%	1.07	
Total Deductions	\$153,573,599	63.3%	65.8%	0.96	61.6%	1.03	64.7%	0.98	61.5%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.4%	6.5%	0.21	2.9%	0.48	4.5%	0.31	3.8%	0.36	
Net Gains/Losses as % of Net Income		164.8%	29.4%	5.61	25.8%	6.40	43.7%	3.77	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$32,438,077	35.3%	42.4%	0.83	39.7%	0.89	38.8%	0.91	36.3%	0.97	
Supplies & Services	\$53,813,504	58.6%	51.3%	1.14	53.8%	1.09	54.3%	1.08	57.6%	1.02	
Capital Component	\$5,581,549	6.1%	6.2%	0.98	6.5%	0.93	6.9%	0.88	6.1%	0.99	
Fiscal Statistics											
Operating Margin (%)		-1.9%	10.4%	N/A	14.3%	N/A	9.6%	N/A	1.1%	N/A	
Total Hospital Net Income (%)		2.9%	14.1%	0.20	18.3%	0.16	15.9%	0.18	1.1%	2.68	
Return on Equity (%)		2.4%	6.3%	0.39	17.0%	0.14	11.2%	0.22	0.9%	2.79	
Current Ratio		18.1	4.1	4.38	9.1	1.99	3.9	4.61	4.4	4.06	
Days in Net Patient Accounts Receivable		58.1	87.5	0.66	53.2	1.09	51.2	1.13	54.6	1.06	
Average Payment Period		6.7	89.9	0.07	32.2	0.21	62.2	0.11	22.7	0.29	
Equity Financing (%)		89.7%	64.7%	1.39	109.2%	0.82	78.3%	1.15	85.7%	1.05	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	21.6	N/A	0.0	N/A	
Total Asset Turnover		0.8	0.4	1.90	0.9	0.92	0.7	1.24	0.8	0.99	
Average Age of Plant (Years)		8.3	17.1	0.49	7.7	1.09	10.5	0.79	6.9	1.21	
Increase (Decrease) Total Net Patient Revenue		4.0%	12.7%	0.31	13.9%	0.29	8.7%	0.46	-4.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)		66.3%	64.9%	1.02	70.3%	0.94	69.3%	0.96	66.2%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$9,915	\$18,658	0.53	\$13,612	0.73	\$13,373	0.74	\$9,909	1.00	
Inpatient Net Revenue per Day		\$2,312	\$3,656	0.63	\$3,085	0.75	\$3,024	0.76	\$2,578	0.90	
Outpatient Net Revenue per Visit		\$368	\$781	0.47	\$815	0.45	\$626	0.59	\$425	0.87	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$242,421,325		Cash & Cash Equivalents		\$35,092	Current Liabilities		\$1,597,572
Less Deductions	\$153,573,599		Net Patient Receivables		\$14,141,962	Long-Term Debt		\$0
Net Patient Revenue	\$88,847,726		Other Receivables		\$318,361	Other Liabilities		\$9,795,961
Plus Other Revenue	\$1,232,006					Subtotal		\$11,393,533
Total Revenue	\$90,079,730		Land, Buildings & Equipment (Net)		\$77,823,161			
Less Expenses	\$91,833,130		Other Assets		\$18,379,395	Unrestricted Fund Balance		\$99,304,438
Non-Operating Gains/Losses	\$4,460,053					Restricted Fund Balance		\$0
Net Income	\$2,706,653		Total Assets		\$110,697,971	Total Liabilities & Fund Balance		\$110,697,971

303 Aurora Medical Center in Oshkosh
855 N Westhaven Drive
Oshkosh, WI 54904
920-456-6000

Fiscal Year: 01/01 to 12/31
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Winnebago
Analysis Area: Lake Winnebago (3)
Volume Group: 6

		All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.3%	57.9%	0.87	50.0%	1.01	58.1%	0.87	49.6%	1.01
Obstetrics	37.0%	36.8%	1.00	28.9%	0.15	31.4%	1.18	30.1%	1.23
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	49.6%	58.7%	0.85	50.4%	0.99	55.7%	0.89	48.9%	1.01
Average Census (Patients)									
Adult Medical-Surgical	28.7	26.8	1.07	23.2	1.23	31.3	0.92	28.3	1.01
Obstetrics	4.4	4.8	0.92	4.6	0.96	4.8	0.92	3.6	1.23
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	41.7	49.8	0.84	37.4	1.12	61.6	0.68	41.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.84	4.2	0.93	4.4	0.88	3.4	1.12
Obstetrics	2.0	2.4	0.83	2.3	0.89	2.4	0.86	1.9	1.04
Pediatrics	0.0	3.8	N/A	2.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.76	4.4	0.84	4.6	0.79	3.6	1.01
Surgical Operations									
Inpatient	1,117	1,037	1.08	1,060	1.05	1,302	0.86	1,168	0.96
Outpatient	5,184	3,865	1.34	5,859	0.88	5,418	0.96	4,297	1.21
Inpatient as % of All Surgeries	17.7%	21.2%	0.84	15.3%	1.16	19.4%	0.91	21.4%	0.83
Outpatient Visits									
Non-Emergency Visits	149,206	145,246	1.03	100,098	1.49	219,131	0.68	121,982	1.22
Emergency Visits	23,929	16,058	1.49	15,000	1.60	24,739	0.97	21,345	1.12
Full-Time Equivalents (FTEs)									
Administrators	15.0	19.0	0.79	14.2	1.06	20.7	0.73	16.0	0.94
Nurses, Licensed	424.7	247.5	1.72	181.5	2.34	342.9	1.24	422.2	1.01
Ancillary Nursing Personnel	60.2	40.3	1.49	13.1	4.59	54.5	1.11	63.4	0.95
All Other Personnel	823.7	496.2	1.66	298.4	2.76	656.1	1.26	806.1	1.02
Total FTEs	1,323.7	803.0	1.65	507.2	2.61	1,074.1	1.23	1,307.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.6	13.0	0.59	11.3	0.67	10.1	0.75	9.7	0.78
Nurses, Licensed	214.9	168.4	1.28	144.6	1.49	168.5	1.28	257.0	0.84
Ancillary Nursing Personnel	30.5	27.4	1.11	10.4	2.92	26.8	1.14	38.6	0.79
All Other Personnel	416.8	337.6	1.23	237.6	1.75	322.3	1.29	490.7	0.85
Total FTEs	669.8	546.4	1.23	403.9	1.66	527.7	1.27	796.0	0.84

Total Hospital:

Beds Set Up & Staffed 84
Discharges 4,131
Inpatient Days 15,221

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 712
Newborn Days 1,226

303 Aurora Medical Center in Oshkosh
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	57	2,717	10,468	50.3%	28.7	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	799	1,619	37.0%	4.4	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	358	2,634	90.2%	7.2	7.4
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	64	500	19.6%	1.4	7.8
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	0	15.0	Surgical Personnel	31	7	35.2
Physicians & Dentists	68	32	78.7	Radiological Services Personnel	35	31	52.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	3	13.0
Dental Hygienists	0	0	0.0	Occupational Therapists	7	6	10.8
Registered Nurses	220	179	331.7	Occupational Therapy Assistants/Aides	1	4	2.9
Certified Nurse Midwives	5	0	5.0	Physical Therapists	25	9	30.9
Licensed Practical Nurses	31	17	40.9	Physical Therapy Assistants/Aides	5	9	9.6
Ancillary Nursing Personnel	34	67	60.2	Recreational Therapists	0	0	0.0
Physician Assistants	10	1	10.9	Dietitians & Nutritionists	1	2	2.3
Nurse Practitioners	36	5	39.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	7	7	7.3	Social Workers	5	4	6.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	73	24	86.7
Health Info Mgmt-Administrators/Technicians	43	3	44.8	All Other Personnel	242	108	298.1
Pharmacy Personnel	26	10	31.4				
Clinical Laboratory Personnel	30	8	34.6				
				Total	1,015	567	1,323.7

303 Aurora Medical Center in Oshkosh
Oshkosh, WI 54904

Oshkosh, WI 54904			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$321,333,555	46.8%	46.6%	1.00	48.5%	0.97	43.4%	1.08	46.0%	1.02	
Medical Assistance	\$85,372,338	12.4%	14.4%	0.86	11.1%	1.12	18.4%	0.68	12.1%	1.03	
Commercial	\$246,906,215	36.0%	33.9%	1.06	37.0%	0.97	33.8%	1.06	37.0%	0.97	
All Other	\$32,551,262	4.7%	5.1%	0.94	3.4%	1.39	4.3%	1.09	4.8%	0.98	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$254,968,238	37.2%	35.2%	1.06	34.4%	1.08	33.7%	1.10	36.1%	1.03	
Medical Assistance	\$70,003,259	10.2%	11.1%	0.92	8.5%	1.21	14.1%	0.72	9.8%	1.04	
Commercial	\$111,625,002	16.3%	14.9%	1.09	14.3%	1.14	13.7%	1.19	16.1%	1.01	
Charity Care	\$5,176,150	0.8%	0.7%	1.06	0.6%	1.18	0.7%	1.15	0.9%	0.80	
Bad Debt	\$7,483,120	1.1%	1.0%	1.07	1.4%	0.78	1.3%	0.87	1.1%	1.01	
All Other	\$19,986,894	2.9%	2.8%	1.04	2.5%	1.18	2.7%	1.09	2.9%	1.01	
Total Deductions	\$469,242,663	68.4%	65.8%	1.04	61.6%	1.11	66.0%	1.04	66.9%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.8%	6.5%	0.13	2.9%	0.30	6.7%	0.13	4.0%	0.21	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	25.8%	N/A	20.9%	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$53,319,055	31.4%	42.4%	0.74	39.7%	0.79	43.3%	0.72	32.3%	0.97	
Supplies & Services	\$107,336,227	63.2%	51.3%	1.23	53.8%	1.17	49.2%	1.28	61.6%	1.03	
Capital Component	\$9,142,816	5.4%	6.2%	0.86	6.5%	0.82	7.4%	0.72	6.1%	0.88	
Fiscal Statistics											
Operating Margin (%)		22.4%	10.4%	2.15	14.3%	1.57	12.2%	1.83	18.1%	1.24	
Total Hospital Net Income (%)		22.4%	14.1%	1.59	18.3%	1.22	15.0%	1.49	18.1%	1.24	
Return on Equity (%)		10.9%	6.3%	1.73	17.0%	0.64	3.8%	2.91	8.8%	1.24	
Current Ratio		18.7	4.1	4.55	9.1	2.07	4.0	4.66	21.0	0.89	
Days in Net Patient Accounts Receivable		53.4	87.5	0.61	53.2	1.00	139.1	0.38	53.7	0.99	
Average Payment Period		43.1	89.9	0.48	32.2	1.34	140.8	0.31	35.3	1.22	
Equity Financing (%)		95.0%	64.7%	1.47	109.2%	0.87	62.1%	1.53	94.0%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned		23.7	21.0	1.13	32.4	0.73	15.1	1.57	19.3	1.23	
Total Asset Turnover		0.5	0.4	1.14	0.9	0.55	0.2	2.01	0.5	1.00	
Average Age of Plant (Years)		10.1	17.1	0.59	7.7	1.31	23.5	0.43	8.4	1.20	
Increase (Decrease) Total Net Patient Revenue		16.7%	12.7%	1.31	13.9%	1.20	18.6%	0.90	1.5%	11.21	
Outpatient Gross Revenue (% of Total GPR)		77.5%	64.9%	1.19	70.3%	1.10	69.2%	1.12	73.8%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$14,797	\$18,658	0.79	\$13,612	1.09	\$18,023	0.82	\$14,642	1.01	
Inpatient Net Revenue per Day		\$3,761	\$3,656	1.03	\$3,085	1.22	\$3,813	0.99	\$3,834	0.98	
Outpatient Net Revenue per Visit		\$943	\$781	1.21	\$815	1.16	\$729	1.29	\$938	1.01	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$686,163,369		Cash & Cash Equivalents		\$324,342,969		Current Liabilities		\$19,285,363		
Less Deductions	\$469,242,663		Net Patient Receivables		\$31,745,521		Long-Term Debt		\$0		
Net Patient Revenue	\$216,920,706		Other Receivables		\$174,795		Other Liabilities		\$2,945,658		
Plus Other Revenue	\$1,854,715						Subtotal		\$22,231,021		
Total Revenue	\$218,775,423		Land, Buildings & Equipment (Net)		\$83,471,506		Unrestricted Fund Balance		\$425,827,576		
Less Expenses	\$169,798,098		Other Assets		\$8,323,806		Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	-\$15,275						Total Liabilities & Fund Balance		\$448,058,597		
Net Income	\$48,962,050		Total Assets		\$448,058,597						

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

		All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.7%	57.9%	0.25	44.6%	0.33	14.2%	1.03	8.0%	1.84
Obstetrics	0.0%	36.8%	N/A	52.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	14.7%	58.7%	0.25	48.8%	0.30	18.3%	0.80	8.0%	1.84
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	17.0	0.10	2.1	0.86	1.3	1.38
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.8	49.8	0.04	28.6	0.06	2.8	0.64	1.3	1.38
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.76	4.1	0.86	3.6	0.96	3.3	1.07
Obstetrics	0.0	2.4	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.9	0.71	4.3	0.81	3.3	1.07
Surgical Operations									
Inpatient	0	1,037	N/A	828	N/A	54	N/A	0	N/A
Outpatient	0	3,865	N/A	2,810	N/A	1,655	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	22.8%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	24,726	145,246	0.17	141,645	0.17	27,310	0.91	22,648	1.09
Emergency Visits	3,019	16,058	0.19	14,182	0.21	3,184	0.95	2,600	1.16
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	11.3	0.09	1.7	0.58	1.0	1.00
Nurses, Licensed	49.5	247.5	0.20	150.4	0.33	37.1	1.33	51.9	0.95
Ancillary Nursing Personnel	11.8	40.3	0.29	22.0	0.53	6.4	1.85	10.2	1.15
All Other Personnel	68.6	496.2	0.14	396.9	0.17	71.3	0.96	80.8	0.85
Total FTEs	130.8	803.0	0.16	580.7	0.23	116.6	1.12	143.9	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.8	13.0	1.14	8.5	1.74	11.4	1.29	21.1	0.70
Nurses, Licensed	732.7	168.4	4.35	113.4	6.46	246.5	2.97	1,094.7	0.67
Ancillary Nursing Personnel	174.5	27.4	6.36	16.6	10.51	42.3	4.13	215.1	0.81
All Other Personnel	1,015.7	337.6	3.01	299.2	3.40	473.5	2.14	1,704.7	0.60
Total FTEs	1,937.6	546.4	3.55	437.7	4.43	773.8	2.50	3,035.6	0.64

Total Hospital:

Beds Set Up & Staffed 12
Discharges 184
Inpatient Days 644

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 9
Discharges 223
Inpatient Days 3,148

Newborn Nursery:

Bassinetts 0
Total Births 0
Newborn Days 0

104 Mayo Clinic Health System - Oakridge in Osseo
Osseo, WI 54758

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	12	184	644	14.7%	1.8	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	6	2	7.7	Radiological Services Personnel	1	6	5.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	12	37	40.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	4.4
Licensed Practical Nurses	3	4	6.3	Physical Therapy Assistants/Aides	0	5	2.4
Ancillary Nursing Personnel	1	14	11.8	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	4.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	3	5.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	2	8.6
Pharmacy Personnel	1	5	4.5				
Clinical Laboratory Personnel	6	9	12.7				
				Total	59	96	130.8

104 Mayo Clinic Health System - Oakridge in Osseo

Osseo, WI 54758

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,453,472	55.8%	46.6%	1.20	45.7%	1.22	46.0%	1.21	57.1%	0.98
Medical Assistance	\$6,691,419	14.1%	14.4%	0.98	10.5%	1.34	12.0%	1.17	12.1%	1.17
Commercial	\$12,438,285	26.2%	33.9%	0.77	35.7%	0.73	37.7%	0.69	27.2%	0.96
All Other	\$1,859,868	3.9%	5.1%	0.77	8.1%	0.49	4.2%	0.93	3.6%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,232,639	19.5%	35.2%	0.55	32.9%	0.59	24.4%	0.80	19.2%	1.01
Medical Assistance	\$3,992,059	8.4%	11.1%	0.76	8.2%	1.03	8.3%	1.01	7.8%	1.08
Commercial	\$3,155,540	6.7%	14.9%	0.45	16.1%	0.41	11.4%	0.58	6.1%	1.08
Charity Care	\$1,538,344	3.2%	0.7%	4.55	0.4%	7.36	0.7%	4.56	3.4%	0.95
Bad Debt	\$1,253,820	2.6%	1.0%	2.59	0.9%	2.91	1.4%	1.89	2.3%	1.13
All Other	\$612,191	1.3%	2.8%	0.46	5.9%	0.22	2.2%	0.58	0.9%	1.51
Total Deductions	\$19,784,593	41.7%	65.8%	0.63	64.5%	0.65	48.5%	0.86	39.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		10.8%	6.5%	1.67	19.4%	0.56	5.2%	2.09	12.9%	0.84
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	94.5%	N/A	16.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,653,444	55.9%	42.4%	1.32	55.8%	1.00	49.0%	1.14	56.1%	1.00
Supplies & Services	\$12,857,198	40.7%	51.3%	0.79	39.5%	1.03	44.0%	0.92	40.4%	1.01
Capital Component	\$1,088,930	3.4%	6.2%	0.55	4.7%	0.73	7.0%	0.49	3.5%	0.98
Fiscal Statistics										
Operating Margin (%)		-1.9%	10.4%	N/A	0.2%	N/A	12.2%	N/A	-2.1%	0.90
Total Hospital Net Income (%)		-1.9%	14.1%	N/A	4.3%	N/A	14.2%	N/A	-2.1%	0.90
Return on Equity (%)		-3.5%	6.3%	N/A	3.3%	N/A	21.6%	N/A	-2.8%	1.28
Current Ratio		3.7	4.1	0.89	21.9	0.17	2.1	1.73	9.9	0.37
Days in Net Patient Accounts Receivable		52.6	87.5	0.60	56.7	0.93	53.3	0.99	46.7	1.13
Average Payment Period		21.3	89.9	0.24	17.0	1.26	54.9	0.39	16.9	1.26
Equity Financing (%)		64.7%	64.7%	1.00	87.4%	0.74	43.0%	1.50	58.7%	1.10
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		-73.8	21.0	N/A	10.7	N/A	13.9	N/A	-66.0	1.12
Total Asset Turnover		1.9	0.4	4.34	0.7	2.53	1.5	1.25	1.3	1.43
Average Age of Plant (Years)		14.7	17.1	0.86	9.0	1.63	8.5	1.74	15.1	0.97
Increase (Decrease) Total Net Patient Revenue		11.3%	12.7%	0.88	15.9%	0.71	15.6%	0.72	0.8%	14.60
Outpatient Gross Revenue (% of Total GPR)		73.8%	64.9%	1.14	80.2%	0.92	82.0%	0.90	72.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$25,378		\$18,658	1.36	\$17,806	1.43	\$21,986	1.15	\$27,988	0.91
Inpatient Net Revenue per Day	\$2,495		\$3,656	0.68	\$3,646	0.68	\$3,295	0.76	\$2,629	0.95
Outpatient Net Revenue per Visit	\$610		\$781	0.78	\$806	0.76	\$696	0.88	\$572	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$47,443,044	Cash & Cash Equivalents	\$706	Current Liabilities	\$1,786,170
Less Deductions	\$19,784,593	Net Patient Receivables	\$3,984,407	Long-Term Debt	\$0
Net Patient Revenue	\$27,658,451	Other Receivables	\$160,262	Other Liabilities	\$4,104,752
Plus Other Revenue	\$3,351,558			Subtotal	\$5,890,922
Total Revenue	\$31,010,009	Land, Buildings & Equipment (Net)	\$10,074,859		
Less Expenses	\$31,599,570	Other Assets	\$2,453,628	Unrestricted Fund Balance	\$10,782,940
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$36,000
Net Income	-\$589,561	Total Assets	\$16,673,862	Total Liabilities & Fund Balance	\$16,673,862

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

		All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.5%	57.9%	0.32	25.1%	0.73	19.3%	0.96	13.7%	1.35
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	18.5%	58.7%	0.31	28.2%	0.65	20.9%	0.88	13.4%	1.38
Average Census (Patients)									
Adult Medical-Surgical	4.6	26.8	0.17	5.0	0.93	3.3	1.38	3.0	1.54
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	49.8	0.09	6.5	0.71	4.2	1.10	3.3	1.38
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.86	3.6	1.10	3.6	1.10	3.0	1.31
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.9	0.70	3.9	0.88	3.1	1.11	3.2	1.06
Surgical Operations									
Inpatient	4	1,037	0.00	70	0.06	202	0.02	0	N/A
Outpatient	871	3,865	0.23	1,013	0.86	1,213	0.72	522	1.67
Inpatient as % of All Surgeries	0.5%	21.2%	0.02	6.4%	0.07	14.3%	0.03	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	78,666	145,246	0.54	40,762	1.93	37,326	2.11	24,707	3.18
Emergency Visits	5,484	16,058	0.34	6,148	0.89	4,868	1.13	5,371	1.02
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	2.8	N/A	5.6	N/A	1.0	0.00
Nurses, Licensed	26.6	247.5	0.11	61.3	0.43	48.0	0.55	31.5	0.84
Ancillary Nursing Personnel	9.7	40.3	0.24	8.9	1.09	5.7	1.70	11.8	0.82
All Other Personnel	86.0	496.2	0.17	146.9	0.59	98.5	0.87	199.1	0.43
Total FTEs	122.2	803.0	0.15	219.9	0.56	157.8	0.77	243.3	0.50
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	5.7	N/A	26.2	N/A	3.9	0.00
Nurses, Licensed	60.0	168.4	0.36	125.8	0.48	225.1	0.27	121.2	0.50
Ancillary Nursing Personnel	21.8	27.4	0.80	18.3	1.20	26.6	0.82	45.3	0.48
All Other Personnel	194.1	337.6	0.57	301.1	0.64	461.9	0.42	766.6	0.25
Total FTEs	276.0	546.4	0.51	450.8	0.61	739.8	0.37	937.0	0.29

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 493
 Inpatient Days 1,685

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 2
 Discharges 26
 Inpatient Days 270

Newborn Nursery:

Bassinet 0
 Total Births 1
 Newborn Days 0

106 Marshfield Medical Center - Park Falls
Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	427	1,685	18.5%	4.6	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	7	1	8.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	13	20	26.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	14	9.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	27	26.5
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	19	9	24.3
Pharmacy Personnel	3	3	4.5				
Clinical Laboratory Personnel	8	3	8.6				
				Total	81	81	122.2

106 Marshfield Medical Center - Park Falls

Park Falls, WI 54552

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$44,109,559	59.1%	46.6%	1.27	50.8%	1.16	47.7%	1.24	62.6%	0.94
Medical Assistance	\$9,375,923	12.6%	14.4%	0.87	16.7%	0.75	12.6%	1.00	11.5%	1.09
Commercial	\$17,397,031	23.3%	33.9%	0.69	26.9%	0.87	35.5%	0.66	18.5%	1.26
All Other	\$3,761,874	5.0%	5.1%	0.99	5.6%	0.91	4.2%	1.20	7.3%	0.69
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,418,073	26.0%	35.2%	0.74	27.0%	0.96	27.4%	0.95	21.6%	1.20
Medical Assistance	\$5,781,153	7.7%	11.1%	0.70	11.1%	0.70	8.8%	0.88	5.6%	1.39
Commercial	\$3,391,728	4.5%	14.9%	0.30	5.5%	0.83	12.2%	0.37	7.0%	0.65
Charity Care	\$692,481	0.9%	0.7%	1.30	0.7%	1.37	0.7%	1.32	0.8%	1.16
Bad Debt	\$755,923	1.0%	1.0%	0.99	1.5%	0.68	1.3%	0.80	2.1%	0.49
All Other	\$1,150,716	1.5%	2.8%	0.55	2.7%	0.57	2.4%	0.64	3.5%	0.44
Total Deductions	\$31,190,074	41.8%	65.8%	0.64	48.5%	0.86	52.8%	0.79	40.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.8%	6.5%	0.58	3.4%	1.12	4.2%	0.91	2.9%	1.29
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	46.4%	0.00	27.5%	0.00	4,342.4%	0.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$17,350,514	50.7%	42.4%	1.19	52.8%	0.96	46.9%	1.08	56.1%	0.90
Supplies & Services	\$15,856,676	46.3%	51.3%	0.90	40.1%	1.16	45.9%	1.01	38.3%	1.21
Capital Component	\$1,017,738	3.0%	6.2%	0.48	7.1%	0.42	7.1%	0.42	5.6%	0.53
Fiscal Statistics										
Operating Margin (%)		24.2%	10.4%	2.33	12.3%	1.97	14.1%	1.72	6.4%	3.77
Total Hospital Net Income (%)		24.2%	14.1%	1.72	20.8%	1.17	18.4%	1.32	-0.2%	N/A
Return on Equity (%)		0.3%	6.3%	0.05	2.3%	0.15	1.6%	0.21	-0.2%	N/A
Current Ratio		2.8	4.1	0.68	3.1	0.89	2.8	1.00	1.5	1.89
Days in Net Patient Accounts Receivable		2,713.0	87.5	31.01	372.2	7.29	469.6	5.78	54.3	49.92
Average Payment Period		3,074.5	89.9	34.21	407.2	7.55	503.0	6.11	176.9	17.38
Equity Financing (%)		47.4%	64.7%	0.73	51.8%	0.92	50.7%	0.94	47.5%	1.00
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.23	0.7	1.14	0.0	110.64
Times Interest Earned		1,143.7	21.0	54.39	56.7	20.17	28.6	40.00	-0.2	N/A
Total Asset Turnover		0.0	0.4	0.03	0.1	0.14	0.1	0.17	1.1	0.01
Average Age of Plant (Years)		956.5	17.1	56.06	55.6	17.20	72.9	13.13	16.5	57.93
Increase (Decrease) Total Net Patient Revenue		71.3%	12.7%	5.60	17.4%	4.10	13.5%	5.29	8.2%	8.70
Outpatient Gross Revenue (% of Total GPR)		87.9%	64.9%	1.35	86.8%	1.01	80.3%	1.10	87.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,517	\$18,658	0.46	\$14,908	0.57	\$17,504	0.49	\$9,699	0.88
Inpatient Net Revenue per Day		\$2,016	\$3,656	0.55	\$3,393	0.59	\$4,490	0.45	\$3,032	0.66
Outpatient Net Revenue per Visit		\$472	\$781	0.60	\$924	0.51	\$784	0.60	\$749	0.63

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$74,644,387	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$31,190,074	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$43,454,313	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$1,708,007			Subtotal	\$1,683,908,000
Total Revenue	\$45,162,320	Land, Buildings & Equipment (Net)	\$1,077,713,000		
Less Expenses	\$34,224,928	Other Assets	\$1,493,585,000	Unrestricted Fund Balance	\$1,515,971,000
Non-Operating Gains/Losses	\$9,310			Restricted Fund Balance	\$130,865,000
Net Income	\$10,946,702	Total Assets	\$3,199,879,000	Total Liabilities & Fund Balance	\$3,199,879,000

108 Southwest Health
 1400 East Side Road
 Platteville, WI 53818
 608-348-2331

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 3

		All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.7%	57.9%	0.44	58.2%	0.44	36.8%	0.70	22.5%	1.14
Obstetrics	17.4%	36.8%	0.47	41.0%	0.02	23.3%	0.74	16.3%	1.06
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	34.3%	58.7%	0.58	62.3%	0.55	42.9%	0.80	28.8%	1.19
Average Census (Patients)									
Adult Medical-Surgical	5.1	26.8	0.19	25.0	0.21	7.2	0.71	4.5	1.14
Obstetrics	0.9	4.8	0.18	4.5	0.19	0.9	0.94	0.8	1.06
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.0	49.8	0.24	53.8	0.22	10.9	1.10	10.1	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	2.0	4.6	0.44	4.5	0.44	3.5	0.58	1.9	1.07
Obstetrics	1.6	2.4	0.64	2.5	0.62	2.1	0.76	1.5	1.05
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.86	4.5	0.93	3.8	1.11	3.6	1.15
Surgical Operations									
Inpatient	418	1,037	0.40	947	0.44	234	1.79	414	1.01
Outpatient	1,186	3,865	0.31	3,798	0.31	1,718	0.69	967	1.23
Inpatient as % of All Surgeries	26.1%	21.2%	1.23	20.0%	1.31	12.0%	2.18	30.0%	0.87
Outpatient Visits									
Non-Emergency Visits	93,640	145,246	0.64	172,458	0.54	77,301	1.21	69,512	1.35
Emergency Visits	6,340	16,058	0.39	16,037	0.40	9,586	0.66	6,056	1.05
Full-Time Equivalents (FTEs)									
Administrators	33.0	19.0	1.73	20.3	1.63	11.2	2.94	33.0	1.00
Nurses, Licensed	106.4	247.5	0.43	270.6	0.39	81.2	1.31	138.0	0.77
Ancillary Nursing Personnel	13.3	40.3	0.33	38.3	0.35	13.2	1.01	49.6	0.27
All Other Personnel	247.0	496.2	0.50	620.2	0.40	206.7	1.20	308.1	0.80
Total FTEs	399.8	803.0	0.50	949.5	0.42	312.3	1.28	528.8	0.76
FTEs per 100 Patient Census (Adjusted)									
Administrators	63.8	13.0	4.92	12.6	5.05	20.5	3.11	79.6	0.80
Nurses, Licensed	205.6	168.4	1.22	168.2	1.22	148.3	1.39	332.8	0.62
Ancillary Nursing Personnel	25.8	27.4	0.94	23.8	1.08	24.2	1.07	119.6	0.22
All Other Personnel	477.3	337.6	1.41	385.4	1.24	377.6	1.26	742.9	0.64
Total FTEs	772.5	546.4	1.41	590.0	1.31	570.6	1.35	1,274.9	0.61

Total Hospital:

Beds Set Up & Staffed 35
 Discharges 1,051
 Inpatient Days 4,387

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 20
 Inpatient Days 156

Newborn Nursery:

Bassinets 5
 Total Births 204
 Newborn Days 317

108 Southwest Health
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	935	1,879	25.7%	5.1	2.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	2	5	202	317	17.4%	0.9	1.6
Psychiatric	1	10	87	2,191	60.0%	6.0	25.2
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	33	0	33.0	Surgical Personnel	5	1	5.6
Physicians & Dentists	20	5	24.0	Radiological Services Personnel	8	4	8.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.9
Registered Nurses	70	39	80.1	Occupational Therapy Assistants/Aides	1	2	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	2	9.3
Licensed Practical Nurses	10	9	14.3	Physical Therapy Assistants/Aides	1	2	1.6
Ancillary Nursing Personnel	10	12	13.3	Recreational Therapists	1	0	1.0
Physician Assistants	6	3	7.1	Dietitians & Nutritionists	1	2	1.0
Nurse Practitioners	6	5	6.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	6	2	6.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	41	15	43.4
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	80	44	97.5
Pharmacy Personnel	7	12	11.3				
Clinical Laboratory Personnel	7	5	9.8				
				Total	345	170	399.8

108 Southwest Health

Platteville, WI 53818

Platteville, WI 53818			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$69,947,780	42.4%	46.6%	0.91	42.1%	1.01	47.0%	0.90	40.6%	1.05	
Medical Assistance	\$21,026,998	12.8%	14.4%	0.88	12.0%	1.06	13.0%	0.98	11.6%	1.10	
Commercial	\$71,890,370	43.6%	33.9%	1.29	37.4%	1.16	36.1%	1.21	45.8%	0.95	
All Other	\$2,007,929	1.2%	5.1%	0.24	8.4%	0.14	3.8%	0.32	2.1%	0.58	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$43,248,601	26.2%	35.2%	0.74	31.8%	0.82	32.5%	0.81	26.3%	1.00	
Medical Assistance	\$15,080,742	9.1%	11.1%	0.83	9.3%	0.99	9.9%	0.93	9.0%	1.02	
Commercial	\$29,360,856	17.8%	14.9%	1.19	19.0%	0.94	14.1%	1.26	17.6%	1.01	
Charity Care	\$232,897	0.1%	0.7%	0.20	0.5%	0.27	0.7%	0.21	0.2%	0.70	
Bad Debt	\$1,352,656	0.8%	1.0%	0.81	1.0%	0.80	1.5%	0.55	2.3%	0.35	
All Other	\$704,869	0.4%	2.8%	0.15	4.5%	0.09	1.8%	0.24	-0.4%	N/A	
Total Deductions	\$89,980,621	54.6%	65.8%	0.83	66.2%	0.82	60.4%	0.90	55.0%	0.99	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		7.9%	6.5%	1.22	6.8%	1.16	7.5%	1.05	8.0%	0.99	
Net Gains/Losses as % of Net Income		57.0%	29.4%	1.94	49.6%	1.15	42.4%	1.34	197.7%	0.29	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$46,362,433	63.4%	42.4%	1.49	44.5%	1.43	50.4%	1.26	60.6%	1.05	
Supplies & Services	\$22,226,229	30.4%	51.3%	0.59	48.9%	0.62	42.2%	0.72	32.2%	0.94	
Capital Component	\$4,495,426	6.2%	6.2%	0.99	6.6%	0.93	7.5%	0.82	7.2%	0.86	
Fiscal Statistics											
Operating Margin (%)		10.1%	10.4%	0.97	8.0%	1.26	8.9%	1.14	-1.3%	N/A	
Total Hospital Net Income (%)		20.7%	14.1%	1.47	14.8%	1.40	14.5%	1.43	1.3%	16.12	
Return on Equity (%)		14.2%	6.3%	2.25	10.2%	1.40	11.3%	1.26	0.7%	19.16	
Current Ratio		1.9	4.1	0.46	2.7	0.71	5.3	0.35	3.0	0.63	
Days in Net Patient Accounts Receivable		56.1	87.5	0.64	50.7	1.11	49.1	1.14	60.2	0.93	
Average Payment Period		95.2	89.9	1.06	78.2	1.22	43.7	2.18	72.2	1.32	
Equity Financing (%)		78.6%	64.7%	1.21	59.6%	1.32	76.8%	1.02	66.6%	1.18	
Long-Term Debt to Equity Ratio		0.1	0.3	0.27	0.3	0.35	0.2	0.47	0.2	0.44	
Times Interest Earned		41.0	21.0	1.95	18.0	2.28	19.8	2.08	2.4	17.38	
Total Asset Turnover		0.6	0.4	1.41	0.6	0.95	0.7	0.83	0.6	1.08	
Average Age of Plant (Years)		13.0	17.1	0.76	12.6	1.03	10.5	1.23	13.7	0.94	
Increase (Decrease) Total Net Patient Revenue		27.9%	12.7%	2.19	11.3%	2.48	11.8%	2.36	-9.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		78.1%	64.9%	1.20	61.9%	1.26	79.7%	0.98	76.5%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$17,095		\$18,658	0.92	\$18,949	0.90	\$14,182	1.21	\$14,306	1.19	
Inpatient Net Revenue per Day	\$4,255		\$3,656	1.16	\$3,664	1.16	\$3,541	1.20	\$3,865	1.10	
Outpatient Net Revenue per Visit	\$578		\$781	0.74	\$753	0.77	\$602	0.96	\$616	0.94	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$164,873,075		Cash & Cash Equivalents	\$21,127,873		Current Liabilities	\$18,233,927	
Less Deductions	\$89,980,621		Net Patient Receivables	\$11,503,086		Long-Term Debt	\$9,244,841	
Net Patient Revenue	\$74,892,454		Other Receivables	\$270,365		Other Liabilities	\$1,316,062	
Plus Other Revenue	\$6,408,739					Subtotal	\$28,794,830	
Total Revenue	\$81,301,195		Land, Buildings & Equipment (Net)	\$37,877,003				
Less Expenses	\$73,084,088		Other Assets	\$63,472,231		Unrestricted Fund Balance	\$105,455,728	
Non-Operating Gains/Losses	\$10,880,939					Restricted Fund Balance	\$828,130	
Net Income	\$19,098,046		Total Assets	\$134,250,558		Total Liabilities & Fund Balance	\$134,250,558	

111 Aspirus Divine Savior Hospital & Clinics
 2817 New Pinery Road
 Portage, WI 53901
 608-742-4131

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Columbia
 Analysis Area: Southern (1)
 Volume Group: 4

		All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.2%	57.9%	0.50	58.2%	0.50	42.2%	0.69	34.0%	0.86
Obstetrics	4.6%	36.8%	0.12	41.0%	0.02	19.9%	0.23	17.4%	0.26
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	20.2%	58.7%	0.34	62.3%	0.32	42.0%	0.48	31.5%	0.64
Average Census (Patients)									
Adult Medical-Surgical	11.7	26.8	0.44	25.0	0.47	12.3	0.95	12.6	0.93
Obstetrics	0.8	4.8	0.17	4.5	0.18	1.4	0.59	1.0	0.78
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.0	49.8	0.26	53.8	0.24	19.1	0.68	15.4	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.80	4.5	0.81	3.8	0.97	3.7	1.00
Obstetrics	1.7	2.4	0.68	2.5	0.65	2.1	0.81	2.0	0.83
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.66	4.5	0.71	4.0	0.79	3.9	0.82
Surgical Operations									
Inpatient	313	1,037	0.30	947	0.33	334	0.94	331	0.95
Outpatient	1,703	3,865	0.44	3,798	0.45	2,451	0.69	1,169	1.46
Inpatient as % of All Surgeries	15.5%	21.2%	0.73	20.0%	0.78	12.0%	1.30	22.1%	0.70
Outpatient Visits									
Non-Emergency Visits	55,129	145,246	0.38	172,458	0.32	76,359	0.72	125,741	0.44
Emergency Visits	12,460	16,058	0.78	16,037	0.78	11,733	1.06	14,354	0.87
Full-Time Equivalents (FTEs)									
Administrators	26.3	19.0	1.38	20.3	1.29	12.6	2.09	30.0	0.88
Nurses, Licensed	103.8	247.5	0.42	270.6	0.38	121.7	0.85	142.6	0.73
Ancillary Nursing Personnel	22.1	40.3	0.55	38.3	0.58	21.5	1.03	13.9	1.59
All Other Personnel	301.9	496.2	0.61	620.2	0.49	244.0	1.24	446.7	0.68
Total FTEs	454.0	803.0	0.57	949.5	0.48	399.8	1.14	633.2	0.72
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.4	13.0	2.27	12.6	2.33	14.8	1.99	37.5	0.78
Nurses, Licensed	116.3	168.4	0.69	168.2	0.69	143.7	0.81	178.2	0.65
Ancillary Nursing Personnel	24.8	27.4	0.90	23.8	1.04	25.4	0.98	17.3	1.43
All Other Personnel	338.5	337.6	1.00	385.4	0.88	288.0	1.18	558.3	0.61
Total FTEs	509.1	546.4	0.93	590.0	0.86	471.8	1.08	791.3	0.64

Total Hospital:

Beds Set Up & Staffed 64
 Discharges 1,474
 Inpatient Days 4,730

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 1
 Inpatient Days 13

Newborn Nursery:

Bassinet 18
 Total Births 178
 Newborn Days 281

111 Aspirus Divine Savior Hospital & Clinics
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	40	1,160	4,262	29.2%	11.7	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	180	299	4.6%	0.8	1.7
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	29	169	7.7%	0.5	5.8
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	25	1	26.3	Surgical Personnel	9	2	10.0
Physicians & Dentists	21	10	28.2	Radiological Services Personnel	12	5	12.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	1	5.0
Dental Hygienists	0	0	0.0	Occupational Therapists	6	3	8.0
Registered Nurses	73	35	92.1	Occupational Therapy Assistants/Aides	2	3	3.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	7	22.4
Licensed Practical Nurses	6	7	11.6	Physical Therapy Assistants/Aides	8	6	12.2
Ancillary Nursing Personnel	12	19	22.1	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	2.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	10	35.4
Health Info Mgmt-Administrators/Technicians	0	1	0.3	All Other Personnel	102	59	122.8
Pharmacy Personnel	9	0	9.0				
Clinical Laboratory Personnel	7	1	7.3				
				Total	364	177	454.0

111 Aspirus Divine Savior Hospital & Clinics
Portage, WI 53901

Portage, WI 53901			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$88,196,461	40.6%	46.6%	0.87	42.1%	0.96	49.5%	0.82	44.1%	0.92	
Medical Assistance	\$31,543,733	14.5%	14.4%	1.01	12.0%	1.21	13.2%	1.10	15.0%	0.97	
Commercial	\$89,513,545	41.2%	33.9%	1.22	37.4%	1.10	33.6%	1.23	35.7%	1.15	
All Other	\$7,870,279	3.6%	5.1%	0.72	8.4%	0.43	3.7%	0.97	5.2%	0.70	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$67,921,032	31.3%	35.2%	0.89	31.8%	0.98	35.9%	0.87	32.4%	0.96	
Medical Assistance	\$28,512,597	13.1%	11.1%	1.19	9.3%	1.42	10.4%	1.27	11.3%	1.16	
Commercial	\$30,433,365	14.0%	14.9%	0.94	19.0%	0.74	13.9%	1.01	13.5%	1.04	
Charity Care	\$516,631	0.2%	0.7%	0.33	0.5%	0.45	0.8%	0.31	0.5%	0.44	
Bad Debt	\$3,265,359	1.5%	1.0%	1.48	1.0%	1.46	1.3%	1.16	3.0%	0.50	
All Other	\$6,940,892	3.2%	2.8%	1.14	4.5%	0.70	2.3%	1.39	2.2%	1.46	
Total Deductions	\$137,589,876	63.4%	65.8%	0.96	66.2%	0.96	64.5%	0.98	63.0%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.5%	6.5%	0.39	6.8%	0.38	7.3%	0.35	10.6%	0.24	
Net Gains/Losses as % of Net Income		279.5%	29.4%	9.52	49.6%	5.63	21.5%	12.99	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$50,366,471	59.2%	42.4%	1.39	44.5%	1.33	44.5%	1.33	61.1%	0.97	
Supplies & Services	\$29,467,945	34.6%	51.3%	0.67	48.9%	0.71	48.6%	0.71	29.8%	1.16	
Capital Component	\$5,254,601	6.2%	6.2%	0.99	6.6%	0.93	6.9%	0.89	9.1%	0.68	
Fiscal Statistics											
Operating Margin (%)		-4.3%	10.4%	N/A	8.0%	N/A	13.9%	N/A	-3.8%	1.11	
Total Hospital Net Income (%)		2.2%	14.1%	0.16	14.8%	0.15	17.0%	0.13	-1.7%	N/A	
Return on Equity (%)		1.3%	6.3%	0.21	10.2%	0.13	13.1%	0.10	-1.0%	N/A	
Current Ratio		1.5	4.1	0.37	2.7	0.57	4.4	0.34	1.4	1.04	
Days in Net Patient Accounts Receivable		55.9	87.5	0.64	50.7	1.10	43.9	1.27	51.0	1.10	
Average Payment Period		89.1	89.9	0.99	78.2	1.14	61.1	1.46	94.2	0.95	
Equity Financing (%)		58.8%	64.7%	0.91	59.6%	0.99	78.9%	0.75	57.8%	1.02	
Long-Term Debt to Equity Ratio		0.4	0.3	1.23	0.3	1.60	0.1	3.14	0.4	0.91	
Times Interest Earned		4.5	21.0	0.21	18.0	0.25	25.9	0.17	0.6	7.71	
Total Asset Turnover		0.6	0.4	1.30	0.6	0.88	0.7	0.75	0.6	0.95	
Average Age of Plant (Years)		15.0	17.1	0.88	12.6	1.19	10.3	1.45	14.9	1.00	
Increase (Decrease) Total Net Patient Revenue		5.0%	12.7%	0.40	11.3%	0.45	14.2%	0.36	-12.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		83.9%	64.9%	1.29	61.9%	1.35	76.7%	1.09	82.7%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$10,150	\$18,658	0.54	\$18,949	0.54	\$12,297	0.83	\$11,282	0.90	
Inpatient Net Revenue per Day		\$2,815	\$3,656	0.77	\$3,664	0.77	\$2,830	0.99	\$3,248	0.87	
Outpatient Net Revenue per Visit		\$1,001	\$781	1.28	\$753	1.33	\$806	1.24	\$466	2.15	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$217,124,017		Cash & Cash Equivalents		\$11,875,353		Current Liabilities		\$19,651,391		
Less Deductions	\$137,589,876		Net Patient Receivables		\$12,174,220		Long-Term Debt		\$34,904,417		
Net Patient Revenue	\$79,534,141		Other Receivables		\$3,344,319		Other Liabilities		\$5,748,462		
Plus Other Revenue	\$2,079,640						Subtotal		\$60,304,270		
Total Revenue	\$81,613,782		Land, Buildings & Equipment (Net)		\$71,693,328						
Less Expenses	\$85,089,017		Other Assets		\$47,284,105		Unrestricted Fund Balance		\$86,067,055		
Non-Operating Gains/Losses	\$5,411,492						Restricted Fund Balance		\$33,094		
Net Income	\$1,936,257		Total Assets		\$146,371,325		Total Liabilities & Fund Balance		\$146,371,325		

112 Crossing Rivers Health
 37868 US Highway 18
 Prairie du Chien, WI 53821
 608-357-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Crawford
 Analysis Area: Southwestern (5B)
 Volume Group: 2

		All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.4%	57.9%	0.39	44.6%	0.50	19.3%	1.16	21.9%	1.02
Obstetrics	24.0%	36.8%	0.65	52.1%	0.02	21.6%	1.11	21.6%	1.11
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	23.2%	58.7%	0.39	48.8%	0.47	20.9%	1.11	22.0%	1.05
Average Census (Patients)									
Adult Medical-Surgical	4.7	26.8	0.18	17.0	0.28	3.3	1.41	4.6	1.02
Obstetrics	1.0	4.8	0.20	4.5	0.21	0.9	1.06	0.9	1.11
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.8	49.8	0.12	28.6	0.20	4.2	1.38	5.5	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	4.1	0.83	3.6	0.94	3.3	1.01
Obstetrics	2.4	2.4	0.98	3.2	0.75	2.2	1.10	2.2	1.08
Pediatrics	0.0	3.8	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.67	4.9	0.66	3.1	1.06	3.1	1.05
Surgical Operations									
Inpatient	84	1,037	0.08	828	0.10	202	0.42	81	1.04
Outpatient	859	3,865	0.22	2,810	0.31	1,213	0.71	729	1.18
Inpatient as % of All Surgeries	8.9%	21.2%	0.42	22.8%	0.39	14.3%	0.62	10.0%	0.89
Outpatient Visits									
Non-Emergency Visits	5,135	145,246	0.04	141,645	0.04	37,326	0.14	4,230	1.21
Emergency Visits	4,944	16,058	0.31	14,182	0.35	4,868	1.02	4,253	1.16
Full-Time Equivalents (FTEs)									
Administrators	16.0	19.0	0.84	11.3	1.41	5.6	2.86	0.0	N/A
Nurses, Licensed	89.5	247.5	0.36	150.4	0.60	48.0	1.87	96.9	0.92
Ancillary Nursing Personnel	9.0	40.3	0.22	22.0	0.41	5.7	1.59	9.2	0.98
All Other Personnel	182.6	496.2	0.37	396.9	0.46	98.5	1.85	194.1	0.94
Total FTEs	297.2	803.0	0.37	580.7	0.51	157.8	1.88	300.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	59.9	13.0	4.62	8.5	7.02	26.2	2.28	0.0	N/A
Nurses, Licensed	335.3	168.4	1.99	113.4	2.96	225.1	1.49	415.0	0.81
Ancillary Nursing Personnel	33.8	27.4	1.23	16.6	2.04	26.6	1.27	39.4	0.86
All Other Personnel	683.9	337.6	2.03	299.2	2.29	461.9	1.48	830.9	0.82
Total FTEs	1,112.9	546.4	2.04	437.7	2.54	739.8	1.50	1,285.3	0.87

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 653
 Inpatient Days 2,116

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 71
 Inpatient Days 568

Newborn Nursery:

Bassinet 4
 Total Births 143
 Newborn Days 256

112 Crossing Rivers Health
Prairie du Chien, WI 53821

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	21	507	1,714	22.4%	4.7	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	11	52	0.0%	0.1	4.7
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	146	350	24.0%	1.0	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	0	16.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	6	2	7.5	Radiological Services Personnel	9	2	10.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	1	8.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.8
Registered Nurses	67	7	75.2	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	3	3	4.6
Licensed Practical Nurses	3	1	3.0	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	9	2	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.8	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	6	4	6.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	3	3.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	4	25.9
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	72	11	79.1
Pharmacy Personnel	4	2	5.2				
Clinical Laboratory Personnel	7	2	8.0				
				Total	265	50	297.2

112 Crossing Rivers Health
Prairie du Chien, WI 53821

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$42,402,051	43.7%	46.6%	0.94	45.7%	0.96	47.7%	0.92	48.7%	0.90
Medical Assistance	\$10,066,249	10.4%	14.4%	0.72	10.5%	0.99	12.6%	0.82	9.5%	1.09
Commercial	\$38,669,754	39.8%	33.9%	1.18	35.7%	1.12	35.5%	1.12	37.3%	1.07
All Other	\$5,953,703	6.1%	5.1%	1.21	8.1%	0.76	4.2%	1.46	4.5%	1.36
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,640,246	21.3%	35.2%	0.60	32.9%	0.65	27.4%	0.78	22.4%	0.95
Medical Assistance	\$6,615,827	6.8%	11.1%	0.62	8.2%	0.83	8.8%	0.77	6.7%	1.01
Commercial	\$7,617,238	7.8%	14.9%	0.53	16.1%	0.49	12.2%	0.64	6.6%	1.19
Charity Care	\$1,212,325	1.2%	0.7%	1.75	0.4%	2.83	0.7%	1.77	1.5%	0.85
Bad Debt	\$481,928	0.5%	1.0%	0.49	0.9%	0.55	1.3%	0.39	0.4%	1.23
All Other	\$3,071,741	3.2%	2.8%	1.13	5.9%	0.53	2.4%	1.31	2.3%	1.37
Total Deductions	\$39,639,305	40.8%	65.8%	0.62	64.5%	0.63	52.8%	0.77	39.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		12.9%	6.5%	1.99	19.4%	0.66	4.2%	3.08	11.7%	1.10
Net Gains/Losses as % of Net Income		12.6%	29.4%	0.43	94.5%	0.13	27.5%	0.46	32.0%	0.40
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,110,696	60.1%	42.4%	1.42	55.8%	1.08	46.9%	1.28	59.8%	1.00
Supplies & Services	\$17,426,367	31.6%	51.3%	0.62	39.5%	0.80	45.9%	0.69	29.5%	1.07
Capital Component	\$4,599,503	8.3%	6.2%	1.34	4.7%	1.76	7.1%	1.17	10.6%	0.78
Fiscal Statistics										
Operating Margin (%)		16.4%	10.4%	1.57	0.2%	66.35	14.1%	1.16	7.0%	2.33
Total Hospital Net Income (%)		18.3%	14.1%	1.30	4.3%	4.29	18.4%	0.99	10.0%	1.83
Return on Equity (%)		11.6%	6.3%	1.84	3.3%	3.57	1.6%	7.30	5.9%	1.99
Current Ratio		5.4	4.1	1.31	21.9	0.25	2.8	1.94	3.4	1.60
Days in Net Patient Accounts Receivable		60.3	87.5	0.69	56.7	1.06	469.6	0.13	63.6	0.95
Average Payment Period		57.3	89.9	0.64	17.0	3.38	503.0	0.11	82.3	0.70
Equity Financing (%)		67.5%	64.7%	1.04	87.4%	0.77	50.7%	1.33	60.8%	1.11
Long-Term Debt to Equity Ratio		0.4	0.3	1.12	0.1	6.88	0.7	0.50	0.5	0.79
Times Interest Earned		14.9	21.0	0.71	10.7	1.39	28.6	0.52	6.0	2.47
Total Asset Turnover		0.6	0.4	1.45	0.7	0.85	0.1	7.56	0.6	1.09
Average Age of Plant (Years)		9.1	17.1	0.53	9.0	1.01	72.9	0.12	7.3	1.24
Increase (Decrease) Total Net Patient Revenue		17.5%	12.7%	1.37	15.9%	1.10	13.5%	1.30	-0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		79.1%	64.9%	1.22	80.2%	0.99	80.3%	0.99	76.4%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,422		\$18,658	1.09	\$17,806	1.15	\$17,504	1.17	\$19,182	1.06
Inpatient Net Revenue per Day	\$5,586		\$3,656	1.53	\$3,646	1.53	\$4,490	1.24	\$5,451	1.02
Outpatient Net Revenue per Visit	\$4,269		\$781	5.46	\$806	5.30	\$784	5.45	\$4,143	1.03
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$97,091,757		Cash & Cash Equivalents		\$32,316,865	Current Liabilities		\$8,103,891		
Less Deductions	\$39,639,305		Net Patient Receivables		\$9,489,208	Long-Term Debt		\$26,364,104		
Net Patient Revenue	\$57,452,452		Other Receivables		\$499,598	Other Liabilities		\$0		
Plus Other Revenue	\$8,474,701					Subtotal		\$34,467,995		
Total Revenue	\$65,927,153		Land, Buildings & Equipment (Net)		\$34,232,973					
Less Expenses	\$55,136,566		Other Assets		\$29,497,718	Unrestricted Fund Balance		\$71,568,367		
Non-Operating Gains/Losses	\$1,560,402					Restricted Fund Balance		\$529,741		
Net Income	\$12,350,989		Total Assets		\$106,036,362	Total Liabilities & Fund Balance		\$106,036,362		

113 Sauk Prairie Healthcare
 260 26th Street
 Prairie du Sac, WI 53578
 608-643-3311

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

		All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.8%	57.9%	0.57	58.2%	0.56	42.2%	0.78	27.7%	1.19
Obstetrics	68.0%	36.8%	1.85	41.0%	0.05	19.9%	3.42	53.6%	1.27
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.0%	58.7%	0.61	62.3%	0.58	42.0%	0.86	30.2%	1.19
Average Census (Patients)									
Adult Medical-Surgical	9.8	26.8	0.37	25.0	0.39	12.3	0.80	8.3	1.19
Obstetrics	2.0	4.8	0.42	4.5	0.45	1.4	1.46	1.6	1.27
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.0	49.8	0.26	53.8	0.24	19.1	0.68	10.9	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	2.1	4.6	0.46	4.5	0.46	3.8	0.55	2.0	1.05
Obstetrics	1.9	2.4	0.80	2.5	0.76	2.1	0.94	1.8	1.09
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.5	4.9	0.51	4.5	0.55	4.0	0.62	2.1	1.18
Surgical Operations									
Inpatient	977	1,037	0.94	947	1.03	334	2.93	1,069	0.91
Outpatient	3,506	3,865	0.91	3,798	0.92	2,451	1.43	3,016	1.16
Inpatient as % of All Surgeries	21.8%	21.2%	1.03	20.0%	1.09	12.0%	1.82	26.2%	0.83
Outpatient Visits									
Non-Emergency Visits	115,098	145,246	0.79	172,458	0.67	76,359	1.51	99,226	1.16
Emergency Visits	8,742	16,058	0.54	16,037	0.55	11,733	0.75	7,581	1.15
Full-Time Equivalents (FTEs)									
Administrators	26.0	19.0	1.36	20.3	1.28	12.6	2.07	23.0	1.13
Nurses, Licensed	130.2	247.5	0.53	270.6	0.48	121.7	1.07	120.2	1.08
Ancillary Nursing Personnel	27.9	40.3	0.69	38.3	0.73	21.5	1.30	26.0	1.07
All Other Personnel	327.5	496.2	0.66	620.2	0.53	244.0	1.34	334.6	0.98
Total FTEs	511.7	803.0	0.64	949.5	0.54	399.8	1.28	503.8	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	53.3	13.0	4.12	12.6	4.23	14.8	3.60	60.6	0.88
Nurses, Licensed	267.1	168.4	1.59	168.2	1.59	143.7	1.86	316.5	0.84
Ancillary Nursing Personnel	57.3	27.4	2.09	23.8	2.41	25.4	2.26	68.6	0.84
All Other Personnel	671.9	337.6	1.99	385.4	1.74	288.0	2.33	881.2	0.76
Total FTEs	1,049.7	546.4	1.92	590.0	1.78	471.8	2.22	1,326.9	0.79

Total Hospital:

Beds Set Up & Staffed 36
 Discharges 1,890
 Inpatient Days 4,731

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 4
 Total Births 402
 Newborn Days 730

113 Sauk Prairie Healthcare
Prairie du Sac, WI 53578

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	1,718	3,593	32.8%	9.8	2.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	383	745	68.0%	2.0	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	3	99	393	35.9%	1.1	4.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	26	0	26.0	Surgical Personnel	7	3	9.9
Physicians & Dentists	20	10	23.4	Radiological Services Personnel	15	10	21.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	7.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	3.2
Registered Nurses	57	88	107.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	9	10.9
Licensed Practical Nurses	3	2	4.9	Physical Therapy Assistants/Aides	2	2	3.1
Ancillary Nursing Personnel	18	22	27.9	Recreational Therapists	0	0	0.0
Physician Assistants	6	11	10.8	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	7	3	8.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	1	9.0	Social Workers	0	5	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	16	25.7
Health Info Mgmt-Administrators/Technicians	2	1	2.1	All Other Personnel	147	153	175.0
Pharmacy Personnel	7	7	9.7				
Clinical Laboratory Personnel	9	2	9.7				
				Total	368	357	511.7

113 Sauk Prairie Healthcare

Prairie du Sac, WI 53578

Prairie du Sac, WI 53578			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$116,617,306	44.9%	46.6%	0.96	42.1%	1.07	49.5%	0.91	43.4%	1.04	
Medical Assistance	\$19,355,064	7.5%	14.4%	0.52	12.0%	0.62	13.2%	0.57	6.6%	1.13	
Commercial	\$119,696,450	46.1%	33.9%	1.36	37.4%	1.23	33.6%	1.37	48.5%	0.95	
All Other	\$3,948,048	1.5%	5.1%	0.30	8.4%	0.18	3.7%	0.41	1.5%	1.00	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$87,512,550	33.7%	35.2%	0.96	31.8%	1.06	35.9%	0.94	31.9%	1.06	
Medical Assistance	\$15,398,708	5.9%	11.1%	0.54	9.3%	0.64	10.4%	0.57	5.2%	1.15	
Commercial	\$54,085,161	20.8%	14.9%	1.39	19.0%	1.10	13.9%	1.50	21.6%	0.96	
Charity Care	\$1,991,158	0.8%	0.7%	1.08	0.5%	1.44	0.8%	1.01	0.8%	0.96	
Bad Debt	\$356,139	0.1%	1.0%	0.13	1.0%	0.13	1.3%	0.11	0.3%	0.51	
All Other	\$1,545,556	0.6%	2.8%	0.21	4.5%	0.13	2.3%	0.26	0.5%	1.18	
Total Deductions	\$160,889,272	62.0%	65.8%	0.94	66.2%	0.94	64.5%	0.96	60.3%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.3%	6.5%	0.51	6.8%	0.49	7.3%	0.46	7.0%	0.47	
Net Gains/Losses as % of Net Income		38.1%	29.4%	1.30	49.6%	0.77	21.5%	1.77	106.4%	0.36	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$58,710,906	60.1%	42.4%	1.42	44.5%	1.35	44.5%	1.35	59.9%	1.00	
Supplies & Services	\$30,083,635	30.8%	51.3%	0.60	48.9%	0.63	48.6%	0.63	30.0%	1.03	
Capital Component	\$8,941,461	9.1%	6.2%	1.47	6.6%	1.38	6.9%	1.33	10.1%	0.90	
Fiscal Statistics											
Operating Margin (%)		4.3%	10.4%	0.41	8.0%	0.53	13.9%	0.31	-0.2%	N/A	
Total Hospital Net Income (%)		6.7%	14.1%	0.48	14.8%	0.45	17.0%	0.40	3.3%	2.07	
Return on Equity (%)		4.2%	6.3%	0.66	10.2%	0.41	13.1%	0.32	1.9%	2.26	
Current Ratio		2.9	4.1	0.71	2.7	1.10	4.4	0.66	2.4	1.24	
Days in Net Patient Accounts Receivable		46.7	87.5	0.53	50.7	0.92	43.9	1.06	63.2	0.74	
Average Payment Period		78.3	89.9	0.87	78.2	1.00	61.1	1.28	100.2	0.78	
Equity Financing (%)		53.0%	64.7%	0.82	59.6%	0.89	78.9%	0.67	49.4%	1.07	
Long-Term Debt to Equity Ratio		0.6	0.3	1.88	0.3	2.45	0.1	4.79	0.7	0.89	
Times Interest Earned		3.9	21.0	0.19	18.0	0.22	25.9	0.15	2.2	1.77	
Total Asset Turnover		0.6	0.4	1.42	0.6	0.96	0.7	0.82	0.6	1.10	
Average Age of Plant (Years)		13.7	17.1	0.80	12.6	1.09	10.3	1.33	12.1	1.14	
Increase (Decrease) Total Net Patient Revenue		16.5%	12.7%	1.29	11.3%	1.46	14.2%	1.16	-7.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)		76.7%	64.9%	1.18	61.9%	1.24	76.7%	1.00	73.8%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$14,957		\$18,658	0.80	\$18,949	0.79	\$12,297	1.22	\$15,323	0.98	
Inpatient Net Revenue per Day	\$6,806		\$3,656	1.86	\$3,664	1.86	\$2,830	2.41	\$7,891	0.86	
Outpatient Net Revenue per Visit	\$571		\$781	0.73	\$753	0.76	\$806	0.71	\$528	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$259,616,868	Cash & Cash Equivalents	\$43,294,375	Current Liabilities	\$19,915,562
Less Deductions	\$160,889,272	Net Patient Receivables	\$12,622,093	Long-Term Debt	\$55,159,424
Net Patient Revenue	\$98,727,596	Other Receivables	\$0	Other Liabilities	\$3,961,294
Plus Other Revenue	\$3,373,850			Subtotal	\$79,036,280
Total Revenue	\$102,101,446	Land, Buildings & Equipment (Net)	\$66,980,107		
Less Expenses	\$97,736,002	Other Assets	\$45,227,384	Unrestricted Fund Balance	\$89,087,679
Non-Operating Gains/Losses	\$2,684,762			Restricted Fund Balance	\$5,241,517
Net Income	\$7,050,206	Total Assets	\$168,123,959	Total Liabilities & Fund Balance	\$168,123,959

302 Ascension All Saints Hospital
 3801 Spring Street
 Racine, WI 53405
 262-687-4011

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 7

		All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.3%	57.9%	0.76	61.6%	0.72	72.0%	0.61	41.9%	1.06
Obstetrics	21.8%	36.8%	0.59	32.8%	0.29	46.8%	0.46	34.1%	0.64
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	55.2%	58.7%	0.94	56.8%	0.97	68.8%	0.80	58.4%	0.94
Average Census (Patients)									
Adult Medical-Surgical	51.4	26.8	1.91	34.1	1.51	108.1	0.48	48.7	1.06
Obstetrics	9.6	4.8	1.98	5.4	1.76	14.4	0.67	10.6	0.91
Pediatrics	0.0	1.5	N/A	0.0	N/A	5.0	N/A	0.0	N/A
Total Hospital	155.6	49.8	3.13	64.9	2.40	209.1	0.74	158.9	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	5.2	4.6	1.13	4.3	1.21	5.0	1.03	5.0	1.04
Obstetrics	2.5	2.4	1.04	2.3	1.10	2.6	0.98	2.5	1.03
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.1	N/A	2.3	0.00
Total Hospital	5.5	4.9	1.13	4.5	1.21	5.3	1.04	5.2	1.05
Surgical Operations									
Inpatient	1,495	1,037	1.44	1,167	1.28	3,842	0.39	1,730	0.86
Outpatient	4,641	3,865	1.20	4,137	1.12	11,153	0.42	3,999	1.16
Inpatient as % of All Surgeries	24.4%	21.2%	1.15	22.0%	1.11	25.6%	0.95	30.2%	0.81
Outpatient Visits									
Non-Emergency Visits	424,985	145,246	2.93	170,630	2.49	450,554	0.94	397,394	1.07
Emergency Visits	51,522	16,058	3.21	21,970	2.35	40,709	1.27	57,178	0.90
Full-Time Equivalents (FTEs)									
Administrators	39.7	19.0	2.09	22.0	1.81	63.3	0.63	43.6	0.91
Nurses, Licensed	528.0	247.5	2.13	286.1	1.85	921.1	0.57	552.0	0.96
Ancillary Nursing Personnel	86.5	40.3	2.15	52.9	1.63	153.6	0.56	82.9	1.04
All Other Personnel	777.2	496.2	1.57	515.7	1.51	1,865.1	0.42	835.7	0.93
Total FTEs	1,431.4	803.0	1.78	876.8	1.63	3,003.0	0.48	1,514.2	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.8	13.0	0.76	11.5	0.86	11.7	0.84	11.1	0.88
Nurses, Licensed	130.3	168.4	0.77	148.8	0.88	170.7	0.76	140.8	0.93
Ancillary Nursing Personnel	21.3	27.4	0.78	27.5	0.78	28.5	0.75	21.2	1.01
All Other Personnel	191.8	337.6	0.57	268.3	0.71	345.6	0.56	213.1	0.90
Total FTEs	353.3	546.4	0.65	456.1	0.77	556.5	0.63	386.2	0.91

Total Hospital:

Beds Set Up & Staffed 282
 Discharges 10,350
 Inpatient Days 56,790

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 12
 Total Births 1,283
 Newborn Days 2,127

302 Ascension All Saints Hospital
Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	116	3,607	18,749	44.3%	51.4	5.2
Orthopedic	2	10	1,517	6,838	187.3%	18.7	4.5
Rehabilitation & Physical Medicine	1	14	342	4,179	81.8%	11.4	12.2
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	2	44	1,377	3,494	21.8%	9.6	2.5
Psychiatric	1	29	822	4,330	40.9%	11.9	5.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	23	347	4,474	53.3%	12.3	12.9
Step-Down (Special Care)	1	28	2,175	11,872	116.2%	32.5	5.5
Neonatal Intensive/Intermediate Care	1	18	163	2,854	43.4%	7.8	17.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	39	1	39.7	Surgical Personnel	36	11	40.9
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	39	34	55.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	20	18	24.8
Dental Hygienists	0	0	0.0	Occupational Therapists	16	11	19.0
Registered Nurses	369	239	466.7	Occupational Therapy Assistants/Aides	0	2	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	25	27.5
Licensed Practical Nurses	13	10	19.2	Physical Therapy Assistants/Aides	3	6	5.7
Ancillary Nursing Personnel	60	82	86.5	Recreational Therapists	1	1	1.5
Physician Assistants	14	2	14.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	38	13	42.1	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	81	63	105.5
Health Info Mgmt-Administrators/Technicians	1	1	1.5	All Other Personnel	157	53	182.6
Pharmacy Personnel	51	31	64.1				
Clinical Laboratory Personnel	62	45	78.7				
				Total	1,160	671	1,431.4

302 Ascension All Saints Hospital

Racine, WI 53405

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	2A Value	Ratio	7 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$476,206,496	49.3%	46.6%	1.06	51.5%	0.96	46.9%	1.05	49.2%	1.00
Medical Assistance	\$229,290,638	23.7%	14.4%	1.65	11.3%	2.09	13.3%	1.79	22.2%	1.07
Commercial	\$236,476,226	24.5%	33.9%	0.72	34.7%	0.70	34.1%	0.72	25.1%	0.97
All Other	\$24,426,245	2.5%	5.1%	0.50	2.5%	1.03	5.7%	0.44	3.5%	0.72
Deductions as % of Total Gross Patient Revenue										
Medicare	\$348,017,353	36.0%	35.2%	1.02	41.5%	0.87	36.2%	1.00	35.3%	1.02
Medical Assistance	\$161,714,096	16.7%	11.1%	1.51	9.1%	1.83	10.3%	1.62	15.1%	1.11
Commercial	\$106,829,281	11.1%	14.9%	0.74	16.0%	0.69	16.2%	0.68	10.3%	1.08
Charity Care	\$18,639,266	1.9%	0.7%	2.70	0.9%	2.16	0.7%	2.76	3.5%	0.55
Bad Debt	\$15,422,494	1.6%	1.0%	1.57	1.0%	1.56	0.8%	1.93	1.1%	1.39
All Other	\$5,954,683	0.6%	2.8%	0.22	1.2%	0.51	3.0%	0.20	0.5%	1.32
Total Deductions	\$656,577,173	67.9%	65.8%	1.03	69.8%	0.97	67.3%	1.01	65.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.1%	6.5%	1.72	5.3%	2.09	6.7%	1.66	14.2%	0.78
Net Gains/Losses as % of Net Income		110.2%	29.4%	3.75	13.2%	8.33	30.5%	3.62	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$116,653,997	33.1%	42.4%	0.78	38.6%	0.86	41.3%	0.80	35.2%	0.94
Supplies & Services	\$217,084,910	61.5%	51.3%	1.20	53.1%	1.16	53.3%	1.15	59.8%	1.03
Capital Component	\$19,090,502	5.4%	6.2%	0.87	8.4%	0.65	5.4%	0.99	5.0%	1.08
Fiscal Statistics										
Operating Margin (%)		-1.2%	10.4%	N/A	13.6%	N/A	9.3%	N/A	4.3%	N/A
Total Hospital Net Income (%)		10.6%	14.1%	0.75	15.4%	0.69	12.9%	0.82	4.2%	2.51
Return on Equity (%)		11.9%	6.3%	1.88	9.8%	1.22	8.9%	1.34	4.6%	2.57
Current Ratio		1.6	4.1	0.38	7.4	0.21	4.8	0.33	1.2	1.31
Days in Net Patient Accounts Receivable		43.2	87.5	0.49	51.6	0.84	61.8	0.70	35.8	1.20
Average Payment Period		71.3	89.9	0.79	51.5	1.38	62.8	1.14	68.4	1.04
Equity Financing (%)		70.2%	64.7%	1.09	80.1%	0.88	69.5%	1.01	63.3%	1.11
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	14.8	N/A	24.3	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.31	0.6	1.59	0.7	1.50	1.1	0.90
Average Age of Plant (Years)		4.9	17.1	0.29	11.1	0.44	13.3	0.37	4.2	1.16
Increase (Decrease) Total Net Patient Revenue		-1.1%	12.7%	N/A	7.7%	N/A	11.2%	N/A	-6.5%	0.16
Outpatient Gross Revenue (% of Total GPR)		61.5%	64.9%	0.95	65.6%	0.94	59.3%	1.04	59.3%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,382	\$18,658	0.72	\$14,982	0.89	\$21,058	0.64	\$12,629	1.06
Inpatient Net Revenue per Day		\$2,433	\$3,656	0.67	\$3,228	0.75	\$3,785	0.64	\$2,412	1.01
Outpatient Net Revenue per Visit		\$392	\$781	0.50	\$697	0.56	\$881	0.45	\$402	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$966,399,604	Cash & Cash Equivalents	\$10,585	Current Liabilities	\$65,502,625
Less Deductions	\$656,577,173	Net Patient Receivables	\$36,629,462	Long-Term Debt	\$0
Net Patient Revenue	\$309,822,431	Other Receivables	\$4,874,089	Other Liabilities	\$39,215,164
Plus Other Revenue	\$38,759,528			Subtotal	\$104,717,789
Total Revenue	\$348,581,961	Land, Buildings & Equipment (Net)	\$247,368,183	Unrestricted Fund Balance	\$246,685,679
Less Expenses	\$352,829,409	Other Assets	\$62,521,147	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$45,999,721			Total Liabilities & Fund Balance	\$351,403,468
Net Income	\$41,752,273	Total Assets	\$351,403,466		

117 Reedsburg Area Medical Center
 2000 North Dewey Street
 Reedsburg, WI 53959
 608-524-6487

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

		All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.1%	57.9%	0.57	58.2%	0.57	42.2%	0.78	34.6%	0.96
Obstetrics	55.9%	36.8%	1.52	41.0%	0.03	19.9%	2.81	66.5%	0.84
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.0%	58.7%	0.63	62.3%	0.59	42.0%	0.88	38.7%	0.96
Average Census (Patients)									
Adult Medical-Surgical	5.0	26.8	0.18	25.0	0.20	12.3	0.40	4.5	1.10
Obstetrics	1.1	4.8	0.23	4.5	0.25	1.4	0.80	1.3	0.84
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.0	49.8	0.14	53.8	0.13	19.1	0.37	6.6	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.6	0.68	4.5	0.69	3.8	0.83	2.8	1.11
Obstetrics	2.0	2.4	0.83	2.5	0.79	2.1	0.98	2.1	0.98
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.63	4.5	0.68	4.0	0.76	2.7	1.12
Surgical Operations									
Inpatient	93	1,037	0.09	947	0.10	334	0.28	138	0.67
Outpatient	2,168	3,865	0.56	3,798	0.57	2,451	0.88	1,833	1.18
Inpatient as % of All Surgeries	4.1%	21.2%	0.19	20.0%	0.21	12.0%	0.34	7.0%	0.59
Outpatient Visits									
Non-Emergency Visits	105,104	145,246	0.72	172,458	0.61	76,359	1.38	88,161	1.19
Emergency Visits	8,596	16,058	0.54	16,037	0.54	11,733	0.73	8,204	1.05
Full-Time Equivalents (FTEs)									
Administrators	5.6	19.0	0.30	20.3	0.28	12.6	0.45	7.6	0.74
Nurses, Licensed	124.4	247.5	0.50	270.6	0.46	121.7	1.02	133.8	0.93
Ancillary Nursing Personnel	9.5	40.3	0.24	38.3	0.25	21.5	0.44	19.0	0.50
All Other Personnel	318.0	496.2	0.64	620.2	0.51	244.0	1.30	416.5	0.76
Total FTEs	457.6	803.0	0.57	949.5	0.48	399.8	1.14	576.9	0.79
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.7	13.0	0.75	12.6	0.77	14.8	0.65	15.1	0.64
Nurses, Licensed	214.6	168.4	1.27	168.2	1.28	143.7	1.49	265.6	0.81
Ancillary Nursing Personnel	16.4	27.4	0.60	23.8	0.69	25.4	0.65	37.7	0.43
All Other Personnel	548.4	337.6	1.62	385.4	1.42	288.0	1.90	827.1	0.66
Total FTEs	789.1	546.4	1.44	590.0	1.34	471.8	1.67	1,145.6	0.69

Total Hospital:

Beds Set Up & Staffed 19
 Discharges 834
 Inpatient Days 2,567

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 27
 Inpatient Days 333

Newborn Nursery:

Bassinet 2
 Total Births 198
 Newborn Days 343

117 Reedsburg Area Medical Center
Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	578	1,811	33.1%	5.0	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	202	408	55.9%	1.1	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	55	348	47.7%	1.0	6.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	1	5.6	Surgical Personnel	6	0	6.0
Physicians & Dentists	10	7	14.6	Radiological Services Personnel	15	3	16.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	60	54	93.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	7	10	14.8	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	6	5	9.5	Recreational Therapists	0	0	0.0
Physician Assistants	6	6	10.8	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	8	2	9.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	3	28.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	166	15	171.5
Pharmacy Personnel	23	9	26.7				
Clinical Laboratory Personnel	14	0	14.0				
				Total	387	120	457.6

117 Reedsburg Area Medical Center

Reedsburg, WI 53959

Reedsburg, WI 53959			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$78,738,089	50.5%	46.6%	1.08	42.1%	1.20	49.5%	1.02	53.6%	0.94	
Medical Assistance	\$21,954,804	14.1%	14.4%	0.98	12.0%	1.17	13.2%	1.07	12.5%	1.12	
Commercial	\$51,507,069	33.1%	33.9%	0.98	37.4%	0.88	33.6%	0.98	31.6%	1.05	
All Other	\$3,607,383	2.3%	5.1%	0.46	8.4%	0.27	3.7%	0.62	2.3%	1.00	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$30,826,957	19.8%	35.2%	0.56	31.8%	0.62	35.9%	0.55	19.4%	1.02	
Medical Assistance	\$15,489,996	9.9%	11.1%	0.90	9.3%	1.07	10.4%	0.96	10.3%	0.96	
Commercial	\$25,889,701	16.6%	14.9%	1.11	19.0%	0.88	13.9%	1.20	17.0%	0.98	
Charity Care	\$1,662,400	1.1%	0.7%	1.50	0.5%	2.00	0.8%	1.41	1.6%	0.68	
Bad Debt	\$541,405	0.3%	1.0%	0.34	1.0%	0.34	1.3%	0.27	0.9%	0.40	
All Other	\$1,487,348	1.0%	2.8%	0.34	4.5%	0.21	2.3%	0.41	1.5%	0.64	
Total Deductions	\$75,897,807	48.7%	65.8%	0.74	66.2%	0.74	64.5%	0.76	50.7%	0.96	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		19.1%	6.5%	2.95	6.8%	2.82	7.3%	2.63	18.8%	1.02	
Net Gains/Losses as % of Net Income		16.1%	29.4%	0.55	49.6%	0.32	21.5%	0.75	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$50,072,016	55.4%	42.4%	1.30	44.5%	1.24	44.5%	1.25	56.9%	0.97	
Supplies & Services	\$33,918,675	37.5%	51.3%	0.73	48.9%	0.77	48.6%	0.77	36.8%	1.02	
Capital Component	\$6,469,015	7.2%	6.2%	1.15	6.6%	1.08	6.9%	1.04	6.2%	1.15	
Fiscal Statistics											
Operating Margin (%)		8.4%	10.4%	0.81	8.0%	1.04	13.9%	0.61	2.5%	3.33	
Total Hospital Net Income (%)		9.9%	14.1%	0.70	14.8%	0.67	17.0%	0.58	2.3%	4.38	
Return on Equity (%)		8.3%	6.3%	1.32	10.2%	0.82	13.1%	0.63	1.6%	5.06	
Current Ratio		2.6	4.1	0.64	2.7	0.99	4.4	0.60	1.9	1.36	
Days in Net Patient Accounts Receivable		43.4	87.5	0.50	50.7	0.86	43.9	0.99	46.7	0.93	
Average Payment Period		97.0	89.9	1.08	78.2	1.24	61.1	1.59	126.3	0.77	
Equity Financing (%)		51.4%	64.7%	0.79	59.6%	0.86	78.9%	0.65	44.5%	1.15	
Long-Term Debt to Equity Ratio		0.6	0.3	1.68	0.3	2.18	0.1	4.27	0.7	0.80	
Times Interest Earned		7.7	21.0	0.37	18.0	0.43	25.9	0.30	3.5	2.21	
Total Asset Turnover		0.8	0.4	1.94	0.6	1.31	0.7	1.12	0.7	1.13	
Average Age of Plant (Years)		8.3	17.1	0.49	12.6	0.66	10.3	0.80	10.5	0.79	
Increase (Decrease) Total Net Patient Revenue		16.8%	12.7%	1.32	11.3%	1.49	14.2%	1.18	2.8%	5.94	
Outpatient Gross Revenue (% of Total GPR)		87.7%	64.9%	1.35	61.9%	1.42	76.7%	1.14	86.8%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$15,943		\$18,658	0.85	\$18,949	0.84	\$12,297	1.30	\$14,396	1.11	
Inpatient Net Revenue per Day	\$4,697		\$3,656	1.28	\$3,664	1.28	\$2,830	1.66	\$4,834	0.97	
Outpatient Net Revenue per Visit	\$586		\$781	0.75	\$753	0.78	\$806	0.73	\$587	1.00	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$155,807,345		Cash & Cash Equivalents		\$11,445,391	Current Liabilities		\$22,900,143
Less Deductions	\$75,897,807		Net Patient Receivables		\$9,509,523	Long-Term Debt		\$33,759,678
Net Patient Revenue	\$79,909,538		Other Receivables		\$1,641,014	Other Liabilities		\$1,203,960
Plus Other Revenue	\$18,854,139					Subtotal		\$57,863,781
Total Revenue	\$98,763,677		Land, Buildings & Equipment (Net)		\$50,578,338			
Less Expenses	\$90,459,706		Other Assets		\$45,827,990	Unrestricted Fund Balance		\$61,138,475
Non-Operating Gains/Losses	\$1,591,671					Restricted Fund Balance		\$711,358
Net Income	\$9,895,642		Total Assets		\$119,002,256	Total Liabilities & Fund Balance		\$119,002,256

118 Aspirus Rhinelander Hospital
 2251 North Shore Dr
 Rhinelander, WI 54501
 715-361-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 4

		All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.1%	57.9%	0.50	58.8%	0.49	42.2%	0.69	30.4%	0.96
Obstetrics	15.7%	36.8%	0.43	39.4%	0.03	19.9%	0.79	20.3%	0.78
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.3%	58.7%	0.64	61.6%	0.61	42.0%	0.89	35.8%	1.04
Average Census (Patients)									
Adult Medical-Surgical	8.1	26.8	0.30	17.6	0.46	12.3	0.66	7.3	1.12
Obstetrics	1.3	4.8	0.26	3.2	0.39	1.4	0.90	1.6	0.78
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	25.0	49.8	0.50	35.6	0.70	19.1	1.31	22.6	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.76	4.4	0.79	3.8	0.92	3.3	1.05
Obstetrics	2.1	2.4	0.85	2.2	0.94	2.1	1.00	2.3	0.90
Pediatrics	0.0	3.8	N/A	4.3	N/A	2.0	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	4.7	0.87	4.0	1.02	3.7	1.11
Surgical Operations									
Inpatient	456	1,037	0.44	1,116	0.41	334	1.37	475	0.96
Outpatient	3,957	3,865	1.02	3,513	1.13	2,451	1.61	3,191	1.24
Inpatient as % of All Surgeries	10.3%	21.2%	0.49	24.1%	0.43	12.0%	0.86	13.0%	0.80
Outpatient Visits									
Non-Emergency Visits	220,036	145,246	1.51	131,878	1.67	76,359	2.88	102,445	2.15
Emergency Visits	10,790	16,058	0.67	11,093	0.97	11,733	0.92	11,105	0.97
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	20.4	0.24	12.6	0.40	21.7	0.23
Nurses, Licensed	126.1	247.5	0.51	172.5	0.73	121.7	1.04	170.9	0.74
Ancillary Nursing Personnel	1.0	40.3	0.02	24.7	0.04	21.5	0.05	5.0	0.20
All Other Personnel	288.6	496.2	0.58	457.0	0.63	244.0	1.18	273.0	1.06
Total FTEs	420.7	803.0	0.52	674.6	0.62	399.8	1.05	470.6	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.9	13.0	0.38	17.1	0.29	14.8	0.33	24.5	0.20
Nurses, Licensed	124.2	168.4	0.74	144.1	0.86	143.7	0.86	192.6	0.64
Ancillary Nursing Personnel	1.0	27.4	0.04	20.6	0.05	25.4	0.04	5.6	0.17
All Other Personnel	284.4	337.6	0.84	381.6	0.75	288.0	0.99	307.7	0.92
Total FTEs	414.6	546.4	0.76	563.4	0.74	471.8	0.88	530.4	0.78

Total Hospital:

Beds Set Up & Staffed 67
 Discharges 2,215
 Inpatient Days 9,123

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:

Bassinet 8
 Total Births 182
 Newborn Days 295

118 Aspirus Rhinelander Hospital
Rhinelander, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	28	857	2,973	29.1%	8.1	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	222	459	15.7%	1.3	2.1
Psychiatric	1	11	372	1,943	48.4%	5.3	5.2
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	764	3,748	51.3%	10.3	4.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	4	5.0	Surgical Personnel	5	4	6.1
Physicians & Dentists	44	26	48.7	Radiological Services Personnel	12	4	13.2
Medical & Dental Residents	3	3	4.5	Respiratory Therapists	2	3	2.8
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.7
Registered Nurses	77	54	93.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	3	2	3.5
Licensed Practical Nurses	9	3	9.1	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	7	3	7.6	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	15	5	17.3	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	5	1	5.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	26	23	30.9
Health Info Mgmt-Administrators/Technicians	4	3	4.7	All Other Personnel	110	79	129.3
Pharmacy Personnel	3	2	3.0				
Clinical Laboratory Personnel	8	7	10.2				
				Total	361	234	420.7

118 Aspirus Rhinelander Hospital

Rhinelander, WI 54501

Rhineland, WI 54501			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$155,492,673	53.8%	46.6%	1.15	51.2%	1.05	49.5%	1.09	52.2%	1.03	
Medical Assistance	\$42,301,466	14.6%	14.4%	1.02	13.3%	1.10	13.2%	1.11	14.5%	1.01	
Commercial	\$67,478,433	23.3%	33.9%	0.69	29.9%	0.78	33.6%	0.70	24.4%	0.96	
All Other	\$23,743,556	8.2%	5.1%	1.62	5.7%	1.45	3.7%	2.20	8.9%	0.92	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$114,594,861	39.6%	35.2%	1.13	36.0%	1.10	35.9%	1.10	37.4%	1.06	
Medical Assistance	\$32,447,941	11.2%	11.1%	1.01	10.1%	1.11	10.4%	1.08	10.6%	1.06	
Commercial	\$15,572,950	5.4%	14.9%	0.36	9.2%	0.58	13.9%	0.39	5.5%	0.98	
Charity Care	\$3,657,242	1.3%	0.7%	1.77	0.8%	1.65	0.8%	1.67	1.5%	0.87	
Bad Debt	\$3,523,084	1.2%	1.0%	1.20	0.8%	1.50	1.3%	0.94	1.9%	0.64	
All Other	\$18,600,288	6.4%	2.8%	2.30	3.5%	1.83	2.3%	2.79	6.9%	0.94	
Total Deductions	\$188,396,364	65.2%	65.8%	0.99	60.4%	1.08	64.5%	1.01	63.7%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		6.0%	6.5%	0.92	4.2%	1.42	7.3%	0.82	6.5%	0.91	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	32.5%	N/A	21.5%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$27,341,926	28.9%	42.4%	0.68	42.4%	0.68	44.5%	0.65	30.4%	0.95	
Supplies & Services	\$62,180,931	65.7%	51.3%	1.28	52.7%	1.25	48.6%	1.35	63.8%	1.03	
Capital Component	\$5,183,678	5.5%	6.2%	0.88	4.9%	1.11	6.9%	0.79	5.8%	0.94	
Fiscal Statistics											
Operating Margin (%)		11.5%	10.4%	1.10	9.6%	1.19	13.9%	0.83	7.0%	1.64	
Total Hospital Net Income (%)		6.7%	14.1%	0.48	13.6%	0.49	17.0%	0.39	6.1%	1.10	
Return on Equity (%)		10.6%	6.3%	1.67	3.3%	3.21	13.1%	0.80	8.5%	1.24	
Current Ratio		1.3	4.1	0.32	2.8	0.46	4.4	0.30	0.8	1.57	
Days in Net Patient Accounts Receivable		50.2	87.5	0.57	167.5	0.30	43.9	1.14	48.8	1.03	
Average Payment Period		63.0	89.9	0.70	165.5	0.38	61.1	1.03	100.6	0.63	
Equity Financing (%)		38.0%	64.7%	0.59	50.9%	0.75	78.9%	0.48	39.5%	0.96	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	48.7	N/A	25.9	N/A	0.0	N/A	
Total Asset Turnover		1.7	0.4	3.87	0.2	7.19	0.7	2.23	1.4	1.18	
Average Age of Plant (Years)		10.0	17.1	0.59	33.5	0.30	10.3	0.97	8.5	1.18	
Increase (Decrease) Total Net Patient Revenue		14.5%	12.7%	1.14	25.1%	0.58	14.2%	1.03	-3.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)		75.8%	64.9%	1.17	70.5%	1.07	76.7%	0.99	75.2%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$12,524		\$18,658	0.67	\$16,540	0.76	\$12,297	1.02	\$10,610	1.18	
Inpatient Net Revenue per Day	\$3,090		\$3,656	0.85	\$3,511	0.88	\$2,830	1.09	\$2,931	1.05	
Outpatient Net Revenue per Visit	\$331		\$781	0.42	\$799	0.41	\$806	0.41	\$606	0.55	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$289,016,128	Cash & Cash Equivalents	\$35,528	Current Liabilities	\$15,617,833
Less Deductions	\$188,396,364	Net Patient Receivables	\$13,835,342	Long-Term Debt	\$0
Net Patient Revenue	\$100,619,764	Other Receivables	\$287,243	Other Liabilities	\$24,410,934
Plus Other Revenue	\$6,387,724			Subtotal	\$40,028,767
Total Revenue	\$107,007,488	Land, Buildings & Equipment (Net)	\$41,339,800	Unrestricted Fund Balance	\$24,502,407
Less Expenses	\$94,706,535	Other Assets	\$9,033,261	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$5,484,609			Total Liabilities & Fund Balance	\$64,531,174
Net Income	\$6,816,344	Total Assets	\$64,531,174		

119 Marshfield Medical Center – Rice Lake
1700 West Stout Street
Rice Lake, WI 54868
715-234-1515

Fiscal Year: 01/01 to 12/31
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Barron
Analysis Area: West Central (5A)
Volume Group: 6

		All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.6%	57.9%	0.75	49.7%	0.88	58.1%	0.75	38.7%	1.13
Obstetrics	23.4%	36.8%	0.64	28.0%	0.07	31.4%	0.75	26.7%	0.88
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	42.8%	58.7%	0.73	50.3%	0.85	55.7%	0.77	37.5%	1.14
Average Census (Patients)									
Adult Medical-Surgical	11.8	26.8	0.44	11.9	0.99	31.3	0.38	10.4	1.13
Obstetrics	1.9	4.8	0.39	2.0	0.95	4.8	0.39	2.1	0.88
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	17.1	49.8	0.34	18.8	0.91	61.6	0.28	15.0	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.2	0.93	4.4	0.88	3.2	1.20
Obstetrics	1.9	2.4	0.79	2.2	0.89	2.4	0.82	2.0	0.95
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	4.4	0.85	4.6	0.80	3.1	1.21
Surgical Operations									
Inpatient	296	1,037	0.29	390	0.76	1,302	0.23	465	0.64
Outpatient	4,972	3,865	1.29	2,637	1.89	5,418	0.92	4,636	1.07
Inpatient as % of All Surgeries	5.6%	21.2%	0.27	12.9%	0.44	19.4%	0.29	9.1%	0.62
Outpatient Visits									
Non-Emergency Visits	161,820	145,246	1.11	85,077	1.90	219,131	0.74	163,488	0.99
Emergency Visits	13,207	16,058	0.82	8,132	1.62	24,739	0.53	12,539	1.05
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	10.7	N/A	20.7	N/A	3.0	0.00
Nurses, Licensed	121.2	247.5	0.49	127.1	0.95	342.9	0.35	148.7	0.82
Ancillary Nursing Personnel	28.4	40.3	0.70	20.5	1.38	54.5	0.52	26.3	1.08
All Other Personnel	224.6	496.2	0.45	291.6	0.77	656.1	0.34	495.9	0.45
Total FTEs	374.1	803.0	0.47	450.0	0.83	1,074.1	0.35	673.8	0.56
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	14.3	N/A	10.1	N/A	2.0	0.00
Nurses, Licensed	66.2	168.4	0.39	169.5	0.39	168.5	0.39	101.2	0.65
Ancillary Nursing Personnel	15.5	27.4	0.57	27.3	0.57	26.8	0.58	17.9	0.87
All Other Personnel	122.7	337.6	0.36	388.8	0.32	322.3	0.38	337.5	0.36
Total FTEs	204.4	546.4	0.37	599.9	0.34	527.7	0.39	458.6	0.45

Total Hospital:

Beds Set Up & Staffed 40
Discharges 1,679
Inpatient Days 6,256

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 8
Total Births 341
Newborn Days 594

119 Marshfield Medical Center – Rice Lake
Rice Lake, WI 54868

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	27	1,108	4,301	43.6%	11.8	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	353	684	23.4%	1.9	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	5	218	1,271	69.6%	3.5	5.8
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	3	4	5.4
Physicians & Dentists	4	1	5.1	Radiological Services Personnel	21	6	22.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	2.1
Registered Nurses	65	73	117.2	Occupational Therapy Assistants/Aides	6	1	6.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	2	11.1
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	13	22	28.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	4	5.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	63	47	90.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	10	25.1
Pharmacy Personnel	14	9	16.8				
Clinical Laboratory Personnel	12	3	14.5				
				Total	250	192	374.1

119 Marshfield Medical Center – Rice Lake

Rice Lake, WI 54868

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$210,322,602	54.3%	46.6%	1.16	50.7%	1.07	43.4%	1.25	53.7%	1.01
Medical Assistance	\$50,993,715	13.2%	14.4%	0.91	12.0%	1.10	18.4%	0.71	12.5%	1.06
Commercial	\$96,222,376	24.8%	33.9%	0.73	32.9%	0.76	33.8%	0.73	26.2%	0.95
All Other	\$30,022,705	7.7%	5.1%	1.53	4.5%	1.73	4.3%	1.78	7.6%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$140,979,436	36.4%	35.2%	1.03	33.4%	1.09	33.7%	1.08	37.9%	0.96
Medical Assistance	\$36,881,484	9.5%	11.1%	0.86	8.6%	1.10	14.1%	0.68	9.2%	1.04
Commercial	\$21,992,936	5.7%	14.9%	0.38	10.0%	0.57	13.7%	0.42	4.6%	1.23
Charity Care	\$1,833,184	0.5%	0.7%	0.66	0.6%	0.81	0.7%	0.72	0.7%	0.71
Bad Debt	\$3,717,967	1.0%	1.0%	0.94	1.1%	0.84	1.3%	0.77	1.4%	0.68
All Other	\$18,058,629	4.7%	2.8%	1.67	2.7%	1.75	2.7%	1.74	3.6%	1.30
Total Deductions	\$223,463,635	57.7%	65.8%	0.88	56.4%	1.02	66.0%	0.87	57.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	6.5%	0.07	5.6%	0.09	6.7%	0.07	0.4%	1.14
Net Gains/Losses as % of Net Income		32.3%	29.4%	1.10	37.6%	0.86	20.9%	1.55	5.1%	6.36
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$65,356,261	45.2%	42.4%	1.07	50.5%	0.90	43.3%	1.04	45.8%	0.99
Supplies & Services	\$73,293,275	50.7%	51.3%	0.99	44.3%	1.14	49.2%	1.03	49.6%	1.02
Capital Component	\$5,901,910	4.1%	6.2%	0.66	5.1%	0.79	7.4%	0.55	4.6%	0.89
Fiscal Statistics										
Operating Margin (%)		12.3%	10.4%	1.19	9.6%	1.29	12.2%	1.01	14.2%	0.87
Total Hospital Net Income (%)		17.2%	14.1%	1.22	14.5%	1.18	15.0%	1.15	14.8%	1.16
Return on Equity (%)		0.9%	6.3%	0.15	2.4%	0.39	3.8%	0.25	0.7%	1.37
Current Ratio		2.8	4.1	0.68	2.7	1.03	4.0	0.69	2.3	1.20
Days in Net Patient Accounts Receivable		718.4	87.5	8.21	250.3	2.87	139.1	5.17	705.6	1.02
Average Payment Period		729.6	89.9	8.12	256.1	2.85	140.8	5.18	1,193.9	0.61
Equity Financing (%)		47.4%	64.7%	0.73	51.4%	0.92	62.1%	0.76	44.0%	1.08
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.24	0.4	2.01	0.9	0.93
Times Interest Earned		24.2	21.0	1.15	45.6	0.53	15.1	1.61	21.8	1.11
Total Asset Turnover		0.1	0.4	0.12	0.2	0.33	0.2	0.21	0.0	1.12
Average Age of Plant (Years)		209.4	17.1	12.27	51.5	4.06	23.5	8.91	197.0	1.06
Increase (Decrease) Total Net Patient Revenue		12.3%	12.7%	0.97	13.4%	0.92	18.6%	0.66	3.6%	3.46
Outpatient Gross Revenue (% of Total GPR)		90.7%	64.9%	1.40	75.1%	1.21	69.2%	1.31	89.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,679	\$18,658	0.52	\$16,496	0.59	\$18,023	0.54	\$9,299	1.04
Inpatient Net Revenue per Day		\$2,619	\$3,656	0.72	\$3,511	0.75	\$3,813	0.69	\$3,052	0.86
Outpatient Net Revenue per Visit		\$866	\$781	1.11	\$874	0.99	\$729	1.19	\$763	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$387,561,398	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$223,463,635	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$164,097,763	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$790,096			Subtotal	\$1,683,908,000
Total Revenue	\$164,887,861	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$144,551,446	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$9,691,792			Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$30,028,207	Total Assets	\$3,199,879,000		

120 The Richland Hospital Inc
 333 East Second Street
 Richland Center, WI 53581
 608-647-6321

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Richland
 Analysis Area: Southern (1)
 Volume Group: 3

		All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.8%	57.9%	0.69	58.2%	0.68	36.8%	1.08	29.6%	1.34
Obstetrics	17.5%	36.8%	0.47	41.0%	0.02	23.3%	0.75	17.6%	0.99
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.3%	58.7%	0.62	62.3%	0.58	42.9%	0.85	28.0%	1.30
Average Census (Patients)									
Adult Medical-Surgical	7.2	26.8	0.27	25.0	0.29	7.2	0.99	5.3	1.34
Obstetrics	0.7	4.8	0.14	4.5	0.15	0.9	0.76	0.7	0.99
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.1	49.8	0.18	53.8	0.17	10.9	0.83	7.0	1.30
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.78	4.5	0.79	3.5	1.03	3.2	1.14
Obstetrics	1.9	2.4	0.76	2.5	0.73	2.1	0.90	1.9	0.98
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.5	0.77	3.8	0.93	3.1	1.14
Surgical Operations									
Inpatient	182	1,037	0.18	947	0.19	234	0.78	152	1.20
Outpatient	1,405	3,865	0.36	3,798	0.37	1,718	0.82	1,141	1.23
Inpatient as % of All Surgeries	11.5%	21.2%	0.54	20.0%	0.57	12.0%	0.96	11.8%	0.98
Outpatient Visits									
Non-Emergency Visits	59,686	145,246	0.41	172,458	0.35	77,301	0.77	35,711	1.67
Emergency Visits	6,474	16,058	0.40	16,037	0.40	9,586	0.68	5,530	1.17
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	20.3	N/A	11.2	N/A	3.0	0.00
Nurses, Licensed	84.1	247.5	0.34	270.6	0.31	81.2	1.04	82.2	1.02
Ancillary Nursing Personnel	10.2	40.3	0.25	38.3	0.27	13.2	0.77	10.8	0.94
All Other Personnel	268.5	496.2	0.54	620.2	0.43	206.7	1.30	272.7	0.98
Total FTEs	362.7	803.0	0.45	949.5	0.38	312.3	1.16	368.7	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	12.6	N/A	20.5	N/A	7.2	0.00
Nurses, Licensed	165.8	168.4	0.98	168.2	0.99	148.3	1.12	196.9	0.84
Ancillary Nursing Personnel	20.1	27.4	0.73	23.8	0.84	24.2	0.83	25.9	0.77
All Other Personnel	529.7	337.6	1.57	385.4	1.37	377.6	1.40	653.0	0.81
Total FTEs	715.6	546.4	1.31	590.0	1.21	570.6	1.25	883.0	0.81

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 950
 Inpatient Days 3,314

Contract with:

Health Maintenance
 Organization (HMO) No
 Preferred Provider
 Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 41
 Inpatient Days 368

Newborn Nursery:

Bassinet 4
 Total Births 136
 Newborn Days 215

120 The Richland Hospital Inc
Richland Center, WI 53581

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	18	728	2,616	39.8%	7.2	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	137	255	17.5%	0.7	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	3	83	443	40.5%	1.2	5.3
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	5	2	6.4
Physicians & Dentists	17	7	20.1	Radiological Services Personnel	10	1	10.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	3	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	2	3.9
Registered Nurses	47	32	67.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	9	1	9.7
Licensed Practical Nurses	4	1	4.2	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	5	8	10.2	Recreational Therapists	0	0	0.0
Physician Assistants	1	3	2.5	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	7	2	8.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	1	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	4	15.6
Health Info Mgmt-Administrators/Technicians	7	3	8.3	All Other Personnel	110	36	132.6
Pharmacy Personnel	8	2	8.6				
Clinical Laboratory Personnel	11	0	11.0				
				Total	294	114	362.7

120 The Richland Hospital Inc
Richland Center, WI 53581

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$71,897,498	52.0%	46.6%	1.11	42.1%	1.23	47.0%	1.10	49.1%	1.06
Medical Assistance	\$21,805,527	15.8%	14.4%	1.09	12.0%	1.31	13.0%	1.21	14.8%	1.06
Commercial	\$43,066,082	31.1%	33.9%	0.92	37.4%	0.83	36.1%	0.86	34.6%	0.90
All Other	\$1,593,422	1.2%	5.1%	0.23	8.4%	0.14	3.8%	0.30	1.4%	0.82
Deductions as % of Total Gross Patient Revenue										
Medicare	\$41,999,336	30.4%	35.2%	0.86	31.8%	0.95	32.5%	0.94	25.7%	1.18
Medical Assistance	\$16,655,986	12.0%	11.1%	1.09	9.3%	1.30	9.9%	1.22	11.6%	1.04
Commercial	\$15,273,185	11.0%	14.9%	0.74	19.0%	0.58	14.1%	0.78	12.9%	0.86
Charity Care	\$507,552	0.4%	0.7%	0.51	0.5%	0.69	0.7%	0.55	0.4%	0.82
Bad Debt	\$2,931,034	2.1%	1.0%	2.08	1.0%	2.05	1.5%	1.41	2.6%	0.81
All Other	-\$160,341	-0.1%	2.8%	N/A	4.5%	N/A	1.8%	N/A	0.1%	N/A
Total Deductions	\$77,206,752	55.8%	65.8%	0.85	66.2%	0.84	60.4%	0.92	53.4%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.6%	6.5%	0.40	6.8%	0.38	7.5%	0.34	9.0%	0.28
Net Gains/Losses as % of Net Income		64.3%	29.4%	2.19	49.6%	1.29	42.4%	1.52	44.1%	1.46
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,038,660	61.0%	42.4%	1.44	44.5%	1.37	50.4%	1.21	64.1%	0.95
Supplies & Services	\$19,620,038	33.2%	51.3%	0.65	48.9%	0.68	42.2%	0.79	30.1%	1.10
Capital Component	\$3,440,892	5.8%	6.2%	0.93	6.6%	0.88	7.5%	0.78	5.8%	1.01
Fiscal Statistics										
Operating Margin (%)		5.8%	10.4%	0.56	8.0%	0.73	8.9%	0.66	4.0%	1.45
Total Hospital Net Income (%)		14.8%	14.1%	1.05	14.8%	1.00	14.5%	1.02	7.0%	2.11
Return on Equity (%)		11.4%	6.3%	1.80	10.2%	1.12	11.3%	1.01	5.1%	2.25
Current Ratio		5.1	4.1	1.24	2.7	1.91	5.3	0.96	3.3	1.54
Days in Net Patient Accounts Receivable		62.3	87.5	0.71	50.7	1.23	49.1	1.27	74.6	0.83
Average Payment Period		54.2	89.9	0.60	78.2	0.69	43.7	1.24	78.5	0.69
Equity Financing (%)		90.1%	64.7%	1.39	59.6%	1.51	76.8%	1.17	84.3%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	10,390.8		21.0	494.16	18.0	576.51	19.8	526.07	4,518.2	2.30
Total Asset Turnover		0.7	0.4	1.62	0.6	1.10	0.7	0.95	0.7	1.00
Average Age of Plant (Years)		15.5	17.1	0.91	12.6	1.24	10.5	1.47	14.2	1.10
Increase (Decrease) Total Net Patient Revenue		14.6%	12.7%	1.14	11.3%	1.30	11.8%	1.23	31.6%	0.46
Outpatient Gross Revenue (% of Total GPR)		82.1%	64.9%	1.26	61.9%	1.33	79.7%	1.03	83.2%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,627		\$18,658	0.84	\$18,949	0.82	\$14,182	1.10	\$14,071	1.11
Inpatient Net Revenue per Day	\$4,202		\$3,656	1.15	\$3,664	1.15	\$3,541	1.19	\$4,195	1.00
Outpatient Net Revenue per Visit	\$732		\$781	0.94	\$753	0.97	\$602	1.22	\$1,062	0.69
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$138,362,529		Cash & Cash Equivalents		\$29,008,787	Current Liabilities		\$8,354,015		
Less Deductions	\$77,206,752		Net Patient Receivables		\$10,432,016	Long-Term Debt		\$0		
Net Patient Revenue	\$61,155,777		Other Receivables		\$592,004	Other Liabilities		\$596,091		
Plus Other Revenue	\$1,613,453					Subtotal		\$8,950,106		
Total Revenue	\$62,769,230		Land, Buildings & Equipment (Net)		\$26,099,046					
Less Expenses	\$59,099,590		Other Assets		\$24,086,306	Unrestricted Fund Balance		\$81,268,053		
Non-Operating Gains/Losses	\$6,605,877					Restricted Fund Balance		\$77,018		
Net Income	\$10,275,517		Total Assets		\$90,218,159	Total Liabilities & Fund Balance		\$90,218,159		

121 SSM Health Ripon Community Hospital
845 Parkside Street
Ripon, WI 54971
920-748-3101

Fiscal Year: 01/01 to 12/31
Type: GMS
Critical Access Hospital
Control: Religious Organization

County: Fond du Lac
Analysis Area: Lake Winnebago (3)
Volume Group: 1

		All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.8%	57.9%	0.62	50.0%	0.72	14.2%	2.51	32.0%	1.12
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	29.3%	58.7%	0.50	50.4%	0.58	18.3%	1.60	26.3%	1.11
Average Census (Patients)									
Adult Medical-Surgical	4.6	26.8	0.17	23.2	0.20	2.1	2.26	4.2	1.12
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.7	49.8	0.09	37.4	0.13	2.8	1.70	4.2	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.95	4.2	1.04	3.6	1.19	3.6	1.20
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.6	N/A	2.6	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.89	4.4	0.99	4.3	1.00	3.6	1.21
Surgical Operations									
Inpatient	97	1,037	0.09	1,060	0.09	54	1.79	138	0.70
Outpatient	805	3,865	0.21	5,859	0.14	1,655	0.49	581	1.39
Inpatient as % of All Surgeries	10.8%	21.2%	0.51	15.3%	0.70	3.2%	3.39	19.2%	0.56
Outpatient Visits									
Non-Emergency Visits	20,163	145,246	0.14	100,098	0.20	27,310	0.74	17,369	1.16
Emergency Visits	9,039	16,058	0.56	15,000	0.60	3,184	2.84	7,351	1.23
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	14.2	0.07	1.7	0.58	0.0	N/A
Nurses, Licensed	30.7	247.5	0.12	181.5	0.17	37.1	0.83	40.6	0.75
Ancillary Nursing Personnel	0.0	40.3	N/A	13.1	N/A	6.4	N/A	5.6	0.00
All Other Personnel	62.2	496.2	0.13	298.4	0.21	71.3	0.87	69.9	0.89
Total FTEs	93.9	803.0	0.12	507.2	0.19	116.6	0.81	116.1	0.81
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.3	13.0	0.49	11.3	0.56	11.4	0.55	0.0	N/A
Nurses, Licensed	192.8	168.4	1.14	144.6	1.33	246.5	0.78	189.9	1.02
Ancillary Nursing Personnel	0.0	27.4	N/A	10.4	N/A	42.3	N/A	26.3	0.00
All Other Personnel	391.3	337.6	1.16	237.6	1.65	473.5	0.83	326.5	1.20
Total FTEs	590.3	546.4	1.08	403.9	1.46	773.8	0.76	542.7	1.09

Total Hospital:

Beds Set Up & Staffed 16
Discharges 395
Inpatient Days 1,709

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

121 SSM Health Ripon Community Hospital
Ripon, WI 54971

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	391	1,697	35.8%	4.6	4.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	10	12	1.1%	0.0	1.2
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	2	0.5
Physicians & Dentists	4	3	5.5	Radiological Services Personnel	1	0	1.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	13	32	26.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	0.6
Licensed Practical Nurses	0	2	1.8	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	2.8
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	2	1	2.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	14	18.8
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	5	19	13.6
Pharmacy Personnel	0	5	3.2				
Clinical Laboratory Personnel	5	9	10.2				
				Total	51	94	93.9

121 SSM Health Ripon Community Hospital

Ripon, WI 54971

Ripon, WI 54971			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$36,979,438	51.6%	46.6%	1.11	48.5%	1.06	46.0%	1.12	51.9%	0.99	
Medical Assistance	\$6,341,295	8.8%	14.4%	0.61	11.1%	0.80	12.0%	0.74	9.1%	0.97	
Commercial	\$25,857,987	36.1%	33.9%	1.06	37.0%	0.98	37.7%	0.96	35.9%	1.00	
All Other	\$2,544,892	3.5%	5.1%	0.70	3.4%	1.04	4.2%	0.84	3.1%	1.15	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$21,580,840	30.1%	35.2%	0.85	34.4%	0.88	24.4%	1.23	30.8%	0.98	
Medical Assistance	\$4,919,804	6.9%	11.1%	0.62	8.5%	0.81	8.3%	0.82	6.7%	1.03	
Commercial	\$9,437,470	13.2%	14.9%	0.88	14.3%	0.92	11.4%	1.16	12.0%	1.10	
Charity Care	\$376,775	0.5%	0.7%	0.74	0.6%	0.82	0.7%	0.74	0.5%	0.97	
Bad Debt	\$2,121,260	3.0%	1.0%	2.90	1.4%	2.12	1.4%	2.12	3.4%	0.88	
All Other	\$1,157,169	1.6%	2.8%	0.58	2.5%	0.65	2.2%	0.73	1.8%	0.88	
Total Deductions	\$39,593,318	55.2%	65.8%	0.84	61.6%	0.90	48.5%	1.14	55.3%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.0%	6.5%	0.46	2.9%	1.04	5.2%	0.58	13.2%	0.23	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	25.8%	N/A	16.4%	N/A	17.2%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$13,474,769	46.5%	42.4%	1.09	39.7%	1.17	49.0%	0.95	47.9%	0.97	
Supplies & Services	\$11,471,476	39.6%	51.3%	0.77	53.8%	0.74	44.0%	0.90	36.8%	1.08	
Capital Component	\$4,055,398	14.0%	6.2%	2.24	6.5%	2.14	7.0%	2.00	15.3%	0.91	
Fiscal Statistics											
Operating Margin (%)		12.4%	10.4%	1.19	14.3%	0.87	12.2%	1.02	1.2%	10.02	
Total Hospital Net Income (%)		12.4%	14.1%	0.87	18.3%	0.68	14.2%	0.87	1.5%	8.27	
Return on Equity (%)		12.3%	6.3%	1.94	17.0%	0.72	21.6%	0.57	1.1%	11.54	
Current Ratio		1.7	4.1	0.42	9.1	0.19	2.1	0.81	1.4	1.23	
Days in Net Patient Accounts Receivable		76.1	87.5	0.87	53.2	1.43	53.3	1.43	78.5	0.97	
Average Payment Period		57.2	89.9	0.64	32.2	1.78	54.9	1.04	132.8	0.43	
Equity Financing (%)		64.8%	64.7%	1.00	109.2%	0.59	43.0%	1.51	0.0%	N/A	
Long-Term Debt to Equity Ratio		1.5	0.3	4.69	-0.1	N/A	0.7	2.22	0.0	N/A	
Times Interest Earned		4.4	21.0	0.21	32.4	0.13	13.9	0.31	1.3	3.29	
Total Asset Turnover		1.0	0.4	2.32	0.9	1.12	1.5	0.67	0.7	1.40	
Average Age of Plant (Years)		4.3	17.1	0.25	7.7	0.56	8.5	0.51	3.0	1.45	
Increase (Decrease) Total Net Patient Revenue		25.4%	12.7%	1.99	13.9%	1.82	15.6%	1.63	-13.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		70.6%	64.9%	1.09	70.3%	1.00	82.0%	0.86	79.6%	0.89	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$31,490		\$18,658	1.69	\$13,612	2.31	\$21,986	1.43	\$15,720	2.00	
Inpatient Net Revenue per Day	\$6,708		\$3,656	1.83	\$3,085	2.17	\$3,295	2.04	\$4,129	1.62	
Outpatient Net Revenue per Visit	\$735		\$781	0.94	\$815	0.90	\$696	1.06	\$838	0.88	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$71,723,614		Cash & Cash Equivalents		-\$818,081	Current Liabilities		\$4,139,620
Less Deductions	\$39,593,318		Net Patient Receivables		\$6,698,037	Long-Term Debt		\$33,283,057
Net Patient Revenue	\$32,130,296		Other Receivables		\$638,642	Other Liabilities		-\$25,694,618
Plus Other Revenue	\$984,969					Subtotal		\$11,728,059
Total Revenue	\$33,115,263		Land, Buildings & Equipment (Net)		\$24,341,166			
Less Expenses	\$29,001,643		Other Assets		\$2,431,397	Unrestricted Fund Balance		\$21,563,101
Non-Operating Gains/Losses	-\$27,000					Restricted Fund Balance		\$1,839,552
Net Income	\$4,086,620		Total Assets		\$33,291,161	Total Liabilities & Fund Balance		\$33,291,160

122 River Falls Area Hospital
1629 East Division Street
River Falls, WI 54022
715-425-6155

Fiscal Year: 01/01 to 12/31
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

County: Saint Croix
Analysis Area: West Central (5A)
Volume Group: 2

		All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	23.2%	57.9%	0.40	49.7%	0.47	19.3%	1.21	21.3%	1.09
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	23.2%	58.7%	0.40	50.3%	0.46	20.9%	1.11	21.5%	1.08
Average Census (Patients)									
Adult Medical-Surgical	4.2	26.8	0.16	11.9	0.35	3.3	1.25	3.8	1.09
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	49.8	0.08	18.8	0.22	4.2	0.99	3.9	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.6	0.66	4.2	0.73	3.6	0.85	2.7	1.14
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	1.6	0.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.57	4.4	0.63	3.1	0.90	2.4	1.15
Surgical Operations									
Inpatient	107	1,037	0.10	390	0.27	202	0.53	109	0.98
Outpatient	1,058	3,865	0.27	2,637	0.40	1,213	0.87	727	1.46
Inpatient as % of All Surgeries	9.2%	21.2%	0.43	12.9%	0.71	14.3%	0.64	13.0%	0.70
Outpatient Visits									
Non-Emergency Visits	12,833	145,246	0.09	85,077	0.15	37,326	0.34	10,619	1.21
Emergency Visits	5,607	16,058	0.35	8,132	0.69	4,868	1.15	4,973	1.13
Full-Time Equivalents (FTEs)									
Administrators	20.0	19.0	1.05	10.7	1.86	5.6	3.58	19.2	1.05
Nurses, Licensed	47.4	247.5	0.19	127.1	0.37	48.0	0.99	46.7	1.02
Ancillary Nursing Personnel	3.7	40.3	0.09	20.5	0.18	5.7	0.65	2.9	1.27
All Other Personnel	64.6	496.2	0.13	291.6	0.22	98.5	0.66	87.9	0.73
Total FTEs	135.7	803.0	0.17	450.0	0.30	157.8	0.86	156.6	0.87
FTEs per 100 Patient Census (Adjusted)									
Administrators	61.4	13.0	4.74	14.3	4.29	26.2	2.34	71.8	0.86
Nurses, Licensed	145.5	168.4	0.86	169.5	0.86	225.1	0.65	175.0	0.83
Ancillary Nursing Personnel	11.3	27.4	0.41	27.3	0.41	26.6	0.43	10.9	1.04
All Other Personnel	198.1	337.6	0.59	388.8	0.51	461.9	0.43	329.5	0.60
Total FTEs	416.4	546.4	0.76	599.9	0.69	739.8	0.56	587.2	0.71

Total Hospital:

Beds Set Up & Staffed 18
Discharges 551
Inpatient Days 1,526

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 5
Discharges 42
Inpatient Days 389

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

122 River Falls Area Hospital
River Falls, WI 54022

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	502	1,526	23.2%	4.2	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	10	20.0	Surgical Personnel	1	6	3.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	3	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.6
Registered Nurses	10	57	47.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.8
Ancillary Nursing Personnel	0	11	3.7	Recreational Therapists	0	2	1.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	4	6.0
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	14	25	26.2
Pharmacy Personnel	2	8	6.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	57	136	135.7

122 River Falls Area Hospital
River Falls, WI 54022

River Falls, WI 54022			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$39,501,691	53.0%	46.6%	1.14	50.7%	1.05	47.7%	1.11	54.9%	0.97	
Medical Assistance	\$6,082,158	8.2%	14.4%	0.57	12.0%	0.68	12.6%	0.65	6.7%	1.22	
Commercial	\$27,598,641	37.1%	33.9%	1.09	32.9%	1.13	35.5%	1.04	36.2%	1.02	
All Other	\$1,293,916	1.7%	5.1%	0.34	4.5%	0.39	4.2%	0.41	2.2%	0.79	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$18,916,502	25.4%	35.2%	0.72	33.4%	0.76	27.4%	0.93	24.2%	1.05	
Medical Assistance	\$3,173,218	4.3%	11.1%	0.38	8.6%	0.49	8.8%	0.48	3.1%	1.37	
Commercial	\$7,653,691	10.3%	14.9%	0.69	10.0%	1.03	12.2%	0.84	9.4%	1.10	
Charity Care	\$442,953	0.6%	0.7%	0.83	0.6%	1.02	0.7%	0.84	0.4%	1.44	
Bad Debt	\$1,130,535	1.5%	1.0%	1.49	1.1%	1.33	1.3%	1.21	2.1%	0.72	
All Other	\$1,560,684	2.1%	2.8%	0.75	2.7%	0.79	2.4%	0.87	2.6%	0.81	
Total Deductions	\$32,877,583	44.1%	65.8%	0.67	56.4%	0.78	52.8%	0.84	41.8%	1.06	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.1%	6.5%	0.79	5.6%	0.92	4.2%	1.23	11.6%	0.44	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	37.6%	N/A	27.5%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$18,339,935	45.4%	42.4%	1.07	50.5%	0.90	46.9%	0.97	47.4%	0.96	
Supplies & Services	\$18,606,616	46.1%	51.3%	0.90	44.3%	1.04	45.9%	1.00	43.7%	1.05	
Capital Component	\$3,453,724	8.5%	6.2%	1.37	5.1%	1.66	7.1%	1.20	8.9%	0.96	
Fiscal Statistics											
Operating Margin (%)		7.9%	10.4%	0.76	9.6%	0.82	14.1%	0.56	7.0%	1.12	
Total Hospital Net Income (%)		7.8%	14.1%	0.55	14.5%	0.54	18.4%	0.43	6.9%	1.13	
Return on Equity (%)		17.4%	6.3%	2.75	2.4%	7.24	1.6%	10.90	14.1%	1.23	
Current Ratio		1.2	4.1	0.29	2.7	0.44	2.8	0.42	1.8	0.66	
Days in Net Patient Accounts Receivable		51.0	87.5	0.58	250.3	0.20	469.6	0.11	61.9	0.82	
Average Payment Period		61.8	89.9	0.69	256.1	0.24	503.0	0.12	42.7	1.45	
Equity Financing (%)		568.6%	64.7%	8.79	51.4%	11.06	50.7%	11.23	525.4%	1.08	
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.7	0.00	0.7	0.00	0.0	1.02	
Times Interest Earned		6.0	21.0	0.29	45.6	0.13	28.6	0.21	5.3	1.13	
Total Asset Turnover		2.2	0.4	5.18	0.2	14.19	0.1	26.99	2.0	1.09	
Average Age of Plant (Years)		10.8	17.1	0.63	51.5	0.21	72.9	0.15	10.8	1.00	
Increase (Decrease) Total Net Patient Revenue		11.3%	12.7%	0.89	13.4%	0.84	13.5%	0.84	0.7%	17.13	
Outpatient Gross Revenue (% of Total GPR)		87.2%	64.9%	1.34	75.1%	1.16	80.3%	1.09	85.6%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$12,875	\$18,658	0.69	\$16,496	0.78	\$17,504	0.74	\$14,680	0.88	
Inpatient Net Revenue per Day		\$3,905	\$3,656	1.07	\$3,511	1.11	\$4,490	0.87	\$5,033	0.78	
Outpatient Net Revenue per Visit		\$1,898	\$781	2.43	\$874	2.17	\$784	2.42	\$1,883	1.01	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$74,476,404		Cash & Cash Equivalents		\$17,743		Current Liabilities		\$6,371,990		
Less Deductions	\$32,877,583		Net Patient Receivables		\$5,806,804		Long-Term Debt		\$42,704		
Net Patient Revenue	\$41,598,821		Other Receivables		\$52,995		Other Liabilities		-\$98,981,123		
Plus Other Revenue	\$2,250,717						Subtotal		-\$92,566,429		
Total Revenue	\$43,849,538		Land, Buildings & Equipment (Net)		\$12,236,296						
Less Expenses	\$40,400,275		Other Assets		\$1,639,069		Unrestricted Fund Balance		\$112,319,336		
Non-Operating Gains/Losses	-\$15,450						Restricted Fund Balance		\$0		
Net Income	\$3,433,813		Total Assets		\$19,752,907		Total Liabilities & Fund Balance		\$19,752,907		

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

		All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.3%	57.9%	0.95	57.7%	0.96	54.3%	1.02	57.6%	0.96
Obstetrics	29.9%	36.8%	0.81	33.1%	0.04	31.5%	0.95	34.0%	0.88
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.4%	58.7%	0.89	51.8%	1.01	55.3%	0.95	53.3%	0.98
Average Census (Patients)									
Adult Medical-Surgical	9.9	26.8	0.37	25.0	0.40	18.1	0.55	10.4	0.96
Obstetrics	1.2	4.8	0.25	3.9	0.31	3.1	0.39	1.4	0.88
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.5	49.8	0.23	44.3	0.26	37.4	0.31	11.7	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.80	4.2	0.87	4.1	0.90	3.4	1.08
Obstetrics	2.2	2.4	0.89	2.3	0.96	2.3	0.95	2.2	1.00
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.73	4.4	0.80	4.4	0.81	3.2	1.11
Surgical Operations									
Inpatient	246	1,037	0.24	879	0.28	612	0.40	207	1.19
Outpatient	2,844	3,865	0.74	5,410	0.53	2,709	1.05	1,814	1.57
Inpatient as % of All Surgeries	8.0%	21.2%	0.38	14.0%	0.57	18.4%	0.43	10.2%	0.78
Outpatient Visits									
Non-Emergency Visits	79,612	145,246	0.55	191,881	0.41	120,713	0.66	39,008	2.04
Emergency Visits	20,351	16,058	1.27	17,038	1.19	16,865	1.21	17,613	1.16
Full-Time Equivalents (FTEs)									
Administrators	10.0	19.0	0.52	15.5	0.64	17.0	0.59	8.0	1.25
Nurses, Licensed	73.0	247.5	0.29	286.5	0.25	164.3	0.44	76.5	0.95
Ancillary Nursing Personnel	10.3	40.3	0.26	43.7	0.24	24.6	0.42	12.7	0.81
All Other Personnel	164.1	496.2	0.33	497.2	0.33	297.6	0.55	141.6	1.16
Total FTEs	257.4	803.0	0.32	842.9	0.31	503.6	0.51	238.8	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.1	13.0	0.86	8.7	1.27	14.0	0.80	12.0	0.93
Nurses, Licensed	81.1	168.4	0.48	160.8	0.50	134.7	0.60	114.3	0.71
Ancillary Nursing Personnel	11.4	27.4	0.42	24.5	0.47	20.2	0.57	19.0	0.60
All Other Personnel	182.4	337.6	0.54	279.1	0.65	244.0	0.75	211.6	0.86
Total FTEs	286.1	546.4	0.52	473.2	0.60	412.8	0.69	356.8	0.80

Total Hospital:

Beds Set Up & Staffed 22
 Discharges 1,190
 Inpatient Days 4,206

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 5
 Inpatient Days 33

Newborn Nursery:

Bassinets 7
 Total Births 202
 Newborn Days 379

123 ThedaCare Medical Center - Shawano
Shawano, WI 54166

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	990	3,631	55.3%	9.9	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	53	138	0.0%	0.4	2.6
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	200	437	29.9%	1.2	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	5	1	5.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	7	20.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	6.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	55	38	70.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	4.4
Licensed Practical Nurses	2	1	2.6	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	9	7	10.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	7	13.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	86	34	97.5
Pharmacy Personnel	6	1	6.1				
Clinical Laboratory Personnel	4	1	4.6				
				Total	220	105	257.4

123 ThedaCare Medical Center - Shawano

Shawano, WI 54166

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$74,346,947	39.6%	46.6%	0.85	47.1%	0.84	49.9%	0.79	47.4%	0.84
Medical Assistance	\$26,847,376	14.3%	14.4%	0.99	12.3%	1.16	15.6%	0.92	16.3%	0.88
Commercial	\$83,337,800	44.4%	33.9%	1.31	36.3%	1.22	30.3%	1.46	33.9%	1.31
All Other	\$3,247,858	1.7%	5.1%	0.34	4.2%	0.41	4.2%	0.41	2.4%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$63,024,295	33.6%	35.2%	0.95	35.4%	0.95	36.9%	0.91	34.1%	0.98
Medical Assistance	\$24,490,343	13.0%	11.1%	1.18	9.8%	1.33	11.4%	1.14	11.4%	1.15
Commercial	\$20,191,406	10.8%	14.9%	0.72	16.0%	0.67	11.8%	0.91	10.7%	1.00
Charity Care	\$1,126,614	0.6%	0.7%	0.84	0.7%	0.87	0.9%	0.64	0.4%	1.46
Bad Debt	\$2,288,616	1.2%	1.0%	1.20	1.1%	1.14	1.2%	1.04	2.4%	0.50
All Other	\$786,903	0.4%	2.8%	0.15	2.9%	0.14	2.5%	0.17	0.7%	0.56
Total Deductions	\$111,908,177	59.6%	65.8%	0.91	65.9%	0.90	64.7%	0.92	59.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.5%	6.5%	0.23	6.1%	0.25	4.5%	0.34	7.8%	0.19
Net Gains/Losses as % of Net Income		2.3%	29.4%	0.08	31.1%	0.07	43.7%	0.05	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,259,974	54.0%	42.4%	1.27	42.5%	1.27	38.8%	1.39	44.6%	1.21
Supplies & Services	\$27,069,323	39.2%	51.3%	0.76	50.9%	0.77	54.3%	0.72	47.9%	0.82
Capital Component	\$4,656,562	6.8%	6.2%	1.08	6.6%	1.02	6.9%	0.98	7.5%	0.90
Fiscal Statistics										
Operating Margin (%)		10.4%	10.4%	1.00	15.9%	0.66	9.6%	1.09	10.6%	0.99
Total Hospital Net Income (%)		10.7%	14.1%	0.76	21.5%	0.50	15.9%	0.67	9.6%	1.12
Return on Equity (%)		10.1%	6.3%	1.59	15.0%	0.67	11.2%	0.90	7.6%	1.32
Current Ratio		10.1	4.1	2.44	3.7	2.73	3.9	2.57	10.7	0.94
Days in Net Patient Accounts Receivable		54.1	87.5	0.62	56.7	0.95	51.2	1.06	73.4	0.74
Average Payment Period		18.3	89.9	0.20	76.1	0.24	62.2	0.29	21.6	0.85
Equity Financing (%)		88.6%	64.7%	1.37	75.3%	1.18	78.3%	1.13	91.8%	0.97
Long-Term Debt to Equity Ratio		0.1	0.3	0.26	0.2	0.55	0.1	0.85	0.0	1.80
Times Interest Earned	41,173.7		21.0	1,958.1	32.4	1,269.0	21.6	1,909.0	1,979.3	20.80
Total Asset Turnover		0.9	0.4	2.20	0.7	1.44	0.7	1.44	0.8	1.16
Average Age of Plant (Years)		5.7	17.1	0.33	10.6	0.54	10.5	0.54	6.7	0.85
Increase (Decrease) Total Net Patient Revenue		46.9%	12.7%	3.68	10.0%	4.67	8.7%	5.39	-8.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.6%	64.9%	1.35	74.4%	1.18	69.3%	1.27	82.5%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,630		\$18,658	0.30	\$15,148	0.37	\$13,373	0.42	\$6,252	0.90
Inpatient Net Revenue per Day	\$1,640		\$3,656	0.45	\$3,286	0.50	\$3,024	0.54	\$1,948	0.84
Outpatient Net Revenue per Visit	\$715		\$781	0.91	\$699	1.02	\$626	1.14	\$819	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,779,982	Cash & Cash Equivalents	\$19,793,055	Current Liabilities	\$3,252,709
Less Deductions	\$111,908,177	Net Patient Receivables	\$11,235,297	Long-Term Debt	\$6,115,279
Net Patient Revenue	\$75,871,805	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,162,779			Subtotal	\$9,367,988
Total Revenue	\$77,034,582	Land, Buildings & Equipment (Net)	\$49,120,355		
Less Expenses	\$68,985,859	Other Assets	\$1,693,650	Unrestricted Fund Balance	\$72,474,369
Non-Operating Gains/Losses	\$185,819			Restricted Fund Balance	\$0
Net Income	\$8,234,542	Total Assets	\$81,842,357	Total Liabilities & Fund Balance	\$81,842,357

124 Aurora Sheboygan Memorial Medical Center
 2629 North Seventh Street
 Sheboygan, WI 53083
 920-451-5000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 6

		All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.0%	57.9%	0.95	57.7%	0.95	58.1%	0.95	48.3%	1.14
Obstetrics	23.6%	36.8%	0.64	33.1%	0.13	31.4%	0.75	23.9%	0.99
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	40.3%	58.7%	0.69	51.8%	0.78	55.7%	0.72	39.1%	1.03
Average Census (Patients)									
Adult Medical-Surgical	21.5	26.8	0.80	25.0	0.86	31.3	0.68	18.9	1.14
Obstetrics	4.2	4.8	0.88	3.9	1.10	4.8	0.88	4.3	0.99
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	54.8	49.8	1.10	44.3	1.24	61.6	0.89	48.2	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.2	0.98	4.4	0.94	3.8	1.09
Obstetrics	1.9	2.4	0.77	2.3	0.83	2.4	0.79	1.9	1.00
Pediatrics	0.0	3.8	N/A	2.4	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.82	4.4	0.90	4.6	0.86	3.5	1.13
Surgical Operations									
Inpatient	789	1,037	0.76	879	0.90	1,302	0.61	983	0.80
Outpatient	5,043	3,865	1.30	5,410	0.93	5,418	0.93	4,275	1.18
Inpatient as % of All Surgeries	13.5%	21.2%	0.64	14.0%	0.97	19.4%	0.70	18.7%	0.72
Outpatient Visits									
Non-Emergency Visits	84,654	145,246	0.58	191,881	0.44	219,131	0.39	64,774	1.31
Emergency Visits	22,837	16,058	1.42	17,038	1.34	24,739	0.92	20,680	1.10
Full-Time Equivalents (FTEs)									
Administrators	11.0	19.0	0.58	15.5	0.71	20.7	0.53	12.0	0.92
Nurses, Licensed	297.6	247.5	1.20	286.5	1.04	342.9	0.87	276.6	1.08
Ancillary Nursing Personnel	93.3	40.3	2.31	43.7	2.14	54.5	1.71	85.2	1.09
All Other Personnel	457.1	496.2	0.92	497.2	0.92	656.1	0.70	443.4	1.03
Total FTEs	858.9	803.0	1.07	842.9	1.02	1,074.1	0.80	817.3	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.7	13.0	0.37	8.7	0.54	10.1	0.47	6.4	0.74
Nurses, Licensed	128.3	168.4	0.76	160.8	0.80	168.5	0.76	147.5	0.87
Ancillary Nursing Personnel	40.2	27.4	1.47	24.5	1.64	26.8	1.50	45.4	0.88
All Other Personnel	197.1	337.6	0.58	279.1	0.71	322.3	0.61	236.4	0.83
Total FTEs	370.4	546.4	0.68	473.2	0.78	527.7	0.70	435.8	0.85

Total Hospital:

Beds Set Up & Staffed 136
 Discharges 5,015
 Inpatient Days 19,997

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 18
 Total Births 802
 Newborn Days 1,220

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	39	1,894	7,830	55.0%	21.5	4.1
Orthopedic	1	29	831	2,962	28.0%	8.1	3.6
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	824	1,549	23.6%	4.2	1.9
Psychiatric	1	24	1,038	4,952	56.5%	13.6	4.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	189	1,460	57.1%	4.0	7.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	104	1,006	45.9%	2.8	9.7
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	13	33	238	5.0%	0.7	7.2

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	0	11.0	Surgical Personnel	18	11	25.3
Physicians & Dentists	24	17	25.8	Radiological Services Personnel	24	37	49.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	12	13.9
Dental Hygienists	0	0	0.0	Occupational Therapists	6	8	9.9
Registered Nurses	201	112	276.8	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	2	10.1
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	4	3	5.6
Ancillary Nursing Personnel	51	91	93.3	Recreational Therapists	1	0	1.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	2	2.2
Nurse Practitioners	8	1	8.8	Psychologists	12	4	15.0
Certified Registered Nurse Anesthetists	10	0	10.0	Social Workers	2	3	4.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	58	16	67.6
Health Info Mgmt-Administrators/Technicians	13	0	13.0	All Other Personnel	119	57	155.1
Pharmacy Personnel	19	7	22.8				
Clinical Laboratory Personnel	19	3	20.3				
				Total	627	396	858.9

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Sheboygan, WI 53083			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$320,274,961	48.3%	46.6%	1.03	47.1%	1.02	43.4%	1.11	46.5%	1.04	
Medical Assistance	\$86,957,448	13.1%	14.4%	0.91	12.3%	1.06	18.4%	0.71	12.4%	1.05	
Commercial	\$235,006,789	35.4%	33.9%	1.05	36.3%	0.97	33.8%	1.05	38.0%	0.93	
All Other	\$21,174,009	3.2%	5.1%	0.63	4.2%	0.75	4.3%	0.73	3.1%	1.04	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$257,183,244	38.8%	35.2%	1.10	35.4%	1.10	33.7%	1.15	36.7%	1.06	
Medical Assistance	\$68,708,780	10.4%	11.1%	0.94	9.8%	1.06	14.1%	0.73	9.3%	1.12	
Commercial	\$114,029,449	17.2%	14.9%	1.15	16.0%	1.07	13.7%	1.26	17.3%	0.99	
Charity Care	\$6,146,658	0.9%	0.7%	1.30	0.7%	1.35	0.7%	1.41	1.1%	0.84	
Bad Debt	\$7,427,961	1.1%	1.0%	1.10	1.1%	1.04	1.3%	0.89	1.0%	1.10	
All Other	\$9,703,618	1.5%	2.8%	0.52	2.9%	0.50	2.7%	0.55	1.5%	1.01	
Total Deductions	\$463,199,710	69.8%	65.8%	1.06	65.9%	1.06	66.0%	1.06	66.8%	1.05	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.6%	6.5%	0.55	6.1%	0.59	6.7%	0.53	5.4%	0.67	
Net Gains/Losses as % of Net Income		0.0%	29.4%	0.00	31.1%	0.00	20.9%	0.00	0.3%	0.19	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$60,831,387	36.7%	42.4%	0.86	42.5%	0.86	43.3%	0.85	37.3%	0.98	
Supplies & Services	\$95,481,234	57.6%	51.3%	1.12	50.9%	1.13	49.2%	1.17	56.6%	1.02	
Capital Component	\$9,520,522	5.7%	6.2%	0.92	6.6%	0.87	7.4%	0.77	6.1%	0.94	
Fiscal Statistics											
Operating Margin (%)		20.1%	10.4%	1.94	15.9%	1.27	12.2%	1.64	21.1%	0.95	
Total Hospital Net Income (%)		20.2%	14.1%	1.43	21.5%	0.94	15.0%	1.34	21.1%	0.95	
Return on Equity (%)		7.2%	6.3%	1.14	15.0%	0.48	3.8%	1.93	7.1%	1.02	
Current Ratio		14.1	4.1	3.42	3.7	3.82	4.0	3.50	11.6	1.21	
Days in Net Patient Accounts Receivable		58.1	87.5	0.66	56.7	1.03	139.1	0.42	51.8	1.12	
Average Payment Period		48.2	89.9	0.54	76.1	0.63	140.8	0.34	77.5	0.62	
Equity Financing (%)		94.7%	64.7%	1.46	75.3%	1.26	62.1%	1.53	91.7%	1.03	
Long-Term Debt to Equity Ratio		0.0	0.3	0.05	0.2	0.11	0.4	0.04	0.0	0.96	
Times Interest Earned		15.7	21.0	0.75	32.4	0.49	15.1	1.05	24.7	0.64	
Total Asset Turnover		0.4	0.4	0.84	0.7	0.55	0.2	1.48	0.3	1.07	
Average Age of Plant (Years)		11.0	17.1	0.64	10.6	1.04	23.5	0.47	9.5	1.16	
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	1.00	10.0%	1.26	18.6%	0.68	2.3%	5.48	
Outpatient Gross Revenue (% of Total GPR)		75.5%	64.9%	1.16	74.4%	1.01	69.2%	1.09	72.8%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$12,444	\$18,658	0.67	\$15,148	0.82	\$18,023	0.69	\$12,481	1.00	
Inpatient Net Revenue per Day		\$3,010	\$3,656	0.82	\$3,286	0.92	\$3,813	0.79	\$3,338	0.90	
Outpatient Net Revenue per Visit		\$1,351	\$781	1.73	\$699	1.93	\$729	1.85	\$1,413	0.96	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$663,413,206		Cash & Cash Equivalents		\$260,177,512	Current Liabilities		\$21,051,652			
Less Deductions	\$463,199,710		Net Patient Receivables		\$31,866,459	Long-Term Debt		\$9,255,634			
Net Patient Revenue	\$200,213,496		Other Receivables		-\$89,406	Other Liabilities		\$280,292			
Plus Other Revenue	\$7,455,766					Subtotal		\$30,587,578			
Total Revenue	\$207,669,260		Land, Buildings & Equipment (Net)		\$281,112,254	Unrestricted Fund Balance		\$548,428,814			
Less Expenses	\$165,833,143		Other Assets		\$5,949,574	Restricted Fund Balance		\$0			
Non-Operating Gains/Losses	\$20,204					Total Liabilities & Fund Balance		\$579,016,392			
Net Income	\$41,856,321		Total Assets		\$579,016,393						

125 St Nicholas Hospital
3100 Superior Avenue
Sheboygan, WI 53081
920-459-8300

Fiscal Year: 07/01 to 06/30
Type: GMS
General Medical & Surgical
Control: Religious Organization

County: Sheboygan
Analysis Area: Northeastern (4)
Volume Group: 4

		All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.0%	57.9%	0.50	57.7%	0.50	42.2%	0.69	36.9%	0.78
Obstetrics	14.6%	36.8%	0.40	33.1%	0.04	19.9%	0.73	18.1%	0.81
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.5%	58.7%	0.50	51.8%	0.57	42.0%	0.70	36.6%	0.81
Average Census (Patients)									
Adult Medical-Surgical	8.4	26.8	0.31	25.0	0.34	12.3	0.68	11.1	0.76
Obstetrics	1.3	4.8	0.27	3.9	0.34	1.4	0.94	1.6	0.81
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	14.5	49.8	0.29	44.3	0.33	19.1	0.75	16.8	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.6	0.62	4.2	0.68	3.8	0.75	3.2	0.90
Obstetrics	2.0	2.4	0.84	2.3	0.90	2.1	0.99	2.1	0.98
Pediatrics	0.0	3.8	N/A	2.4	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.67	4.4	0.74	4.0	0.81	3.3	0.98
Surgical Operations									
Inpatient	426	1,037	0.41	879	0.48	334	1.28	578	0.74
Outpatient	4,353	3,865	1.13	5,410	0.80	2,451	1.78	3,832	1.14
Inpatient as % of All Surgeries	8.9%	21.2%	0.42	14.0%	0.64	12.0%	0.74	13.1%	0.68
Outpatient Visits									
Non-Emergency Visits	64,534	145,246	0.44	191,881	0.34	76,359	0.85	60,402	1.07
Emergency Visits	11,806	16,058	0.74	17,038	0.69	11,733	1.01	12,406	0.95
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	15.5	0.19	12.6	0.24	3.0	1.00
Nurses, Licensed	108.3	247.5	0.44	286.5	0.38	121.7	0.89	103.8	1.04
Ancillary Nursing Personnel	10.4	40.3	0.26	43.7	0.24	21.5	0.48	8.7	1.20
All Other Personnel	157.6	496.2	0.32	497.2	0.32	244.0	0.65	145.7	1.08
Total FTEs	279.2	803.0	0.35	842.9	0.33	399.8	0.70	261.2	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.9	13.0	0.30	8.7	0.44	14.8	0.26	4.0	0.95
Nurses, Licensed	139.0	168.4	0.83	160.8	0.86	143.7	0.97	139.8	0.99
Ancillary Nursing Personnel	13.4	27.4	0.49	24.5	0.55	25.4	0.53	11.7	1.14
All Other Personnel	202.3	337.6	0.60	279.1	0.72	288.0	0.70	196.2	1.03
Total FTEs	358.6	546.4	0.66	473.2	0.76	471.8	0.76	351.8	1.02

Total Hospital:

Beds Set Up & Staffed 49
Discharges 1,617
Inpatient Days 5,275

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 9
Total Births 228
Newborn Days 385

125 St Nicholas Hospital
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	29	1,077	3,067	29.0%	8.4	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	9	234	478	14.6%	1.3	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	11	306	1,730	43.1%	4.7	5.7
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	4	5	8.2
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	9	24	24.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	7.5
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	6.4
Registered Nurses	51	66	107.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	20	4	23.7
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	3	9	10.4	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	17	18.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	21	23	37.1
Pharmacy Personnel	5	4	6.8				
Clinical Laboratory Personnel	10	5	13.4				
				Total	142	177	279.2

125 St Nicholas Hospital
Sheboygan, WI 53081

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$130,194,906	51.6%	46.6%	1.11	47.1%	1.10	49.5%	1.04	50.9%	1.01
Medical Assistance	\$24,350,848	9.7%	14.4%	0.67	12.3%	0.78	13.2%	0.73	9.7%	0.99
Commercial	\$89,917,568	35.6%	33.9%	1.05	36.3%	0.98	33.6%	1.06	36.7%	0.97
All Other	\$7,764,392	3.1%	5.1%	0.61	4.2%	0.73	3.7%	0.82	2.7%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$99,716,235	39.5%	35.2%	1.12	35.4%	1.12	35.9%	1.10	39.3%	1.01
Medical Assistance	\$19,267,180	7.6%	11.1%	0.69	9.8%	0.78	10.4%	0.74	7.8%	0.98
Commercial	\$46,050,140	18.3%	14.9%	1.22	16.0%	1.14	13.9%	1.32	17.3%	1.06
Charity Care	\$769,418	0.3%	0.7%	0.43	0.7%	0.44	0.8%	0.40	0.5%	0.62
Bad Debt	\$3,549,586	1.4%	1.0%	1.38	1.1%	1.31	1.3%	1.09	1.1%	1.33
All Other	\$6,004,220	2.4%	2.8%	0.85	2.9%	0.81	2.3%	1.03	2.0%	1.19
Total Deductions	\$175,356,777	69.5%	65.8%	1.06	65.9%	1.06	64.5%	1.08	68.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		25.5%	6.5%	3.94	6.1%	4.22	7.3%	3.52	4.3%	5.93
Net Gains/Losses as % of Net Income		11.3%	29.4%	0.38	31.1%	0.36	21.5%	0.52	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,231,721	25.1%	42.4%	0.59	42.5%	0.59	44.5%	0.56	36.9%	0.68
Supplies & Services	\$49,465,374	68.0%	51.3%	1.32	50.9%	1.34	48.6%	1.40	57.7%	1.18
Capital Component	\$5,043,237	6.9%	6.2%	1.11	6.6%	1.05	6.9%	1.00	5.4%	1.29
Fiscal Statistics										
Operating Margin (%)		29.5%	10.4%	2.84	15.9%	1.86	13.9%	2.13	-6.2%	N/A
Total Hospital Net Income (%)		32.1%	14.1%	2.27	21.5%	1.49	17.0%	1.89	-5.9%	N/A
Return on Equity (%)		30.9%	6.3%	4.90	15.0%	2.06	13.1%	2.36	-4.6%	N/A
Current Ratio		2.0	4.1	0.50	3.7	0.55	4.4	0.46	1.3	1.56
Days in Net Patient Accounts Receivable		50.3	87.5	0.58	56.7	0.89	43.9	1.15	47.7	1.05
Average Payment Period		80.1	89.9	0.89	76.1	1.05	61.1	1.31	85.9	0.93
Equity Financing (%)		79.4%	64.7%	1.23	75.3%	1.05	78.9%	1.01	67.5%	1.18
Long-Term Debt to Equity Ratio		0.1	0.3	0.30	0.2	0.65	0.1	0.77	0.1	1.34
Times Interest Earned		306.2	21.0	14.56	32.4	9.44	25.9	11.81	-57.7	N/A
Total Asset Turnover		0.9	0.4	2.17	0.7	1.42	0.7	1.25	0.8	1.19
Average Age of Plant (Years)		18.0	17.1	1.05	10.6	1.70	10.3	1.74	18.7	0.96
Increase (Decrease) Total Net Patient Revenue		-0.6%	12.7%	N/A	10.0%	N/A	14.2%	N/A	-7.2%	0.09
Outpatient Gross Revenue (% of Total GPR)		81.4%	64.9%	1.25	74.4%	1.09	76.7%	1.06	77.2%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,002		\$18,658	0.54	\$15,148	0.66	\$12,297	0.81	\$11,158	0.90
Inpatient Net Revenue per Day	\$3,066		\$3,656	0.84	\$3,286	0.93	\$2,830	1.08	\$3,353	0.91
Outpatient Net Revenue per Visit	\$842		\$781	1.08	\$699	1.20	\$806	1.04	\$813	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$252,227,714	Cash & Cash Equivalents	-\$373,146	Current Liabilities	\$14,996,958
Less Deductions	\$175,356,777	Net Patient Receivables	\$10,599,684	Long-Term Debt	\$8,804,623
Net Patient Revenue	\$76,870,937	Other Receivables	\$16,274,456	Other Liabilities	-\$919,856
Plus Other Revenue	\$26,366,720			Subtotal	\$22,881,725
Total Revenue	\$103,237,657	Land, Buildings & Equipment (Net)	\$46,095,251	Unrestricted Fund Balance	\$88,213,042
Less Expenses	\$72,740,332	Other Assets	\$38,498,522	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,877,177			Total Liabilities & Fund Balance	\$111,094,767
Net Income	\$34,374,502	Total Assets	\$111,094,767		

179 Indianhead Medical Center/Shell Lake
 113 Fourth Avenue, PO Box 300
 Shell Lake, WI 54871
 715-468-7833

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Corporation

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

		All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.4%	57.9%	0.63	25.1%	1.45	14.2%	2.56	32.3%	1.13
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	26.1%	58.7%	0.44	28.2%	0.93	18.3%	1.42	20.2%	1.29
Average Census (Patients)									
Adult Medical-Surgical	3.6	26.8	0.14	5.0	0.73	2.1	1.77	3.2	1.13
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	3.7	49.8	0.07	6.5	0.56	2.8	1.32	3.2	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	5.6	4.6	1.22	3.6	1.56	3.6	1.54	6.2	0.91
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	5.6	4.9	1.15	3.9	1.44	4.3	1.29	5.3	1.06
Surgical Operations									
Inpatient	5	1,037	0.00	70	0.07	54	0.09	2	2.50
Outpatient	194	3,865	0.05	1,013	0.19	1,655	0.12	150	1.29
Inpatient as % of All Surgeries	2.5%	21.2%	0.12	6.4%	0.39	3.2%	0.79	1.3%	1.91
Outpatient Visits									
Non-Emergency Visits	19,593	145,246	0.13	40,762	0.48	27,310	0.72	18,421	1.06
Emergency Visits	1,207	16,058	0.08	6,148	0.20	3,184	0.38	912	1.32
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	2.8	N/A	1.7	N/A	1.0	0.00
Nurses, Licensed	26.8	247.5	0.11	61.3	0.44	37.1	0.72	27.8	0.96
Ancillary Nursing Personnel	5.0	40.3	0.12	8.9	0.56	6.4	0.78	4.5	1.10
All Other Personnel	48.3	496.2	0.10	146.9	0.33	71.3	0.68	48.6	0.99
Total FTEs	80.1	803.0	0.10	219.9	0.36	116.6	0.69	81.9	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	5.7	N/A	11.4	N/A	6.1	0.00
Nurses, Licensed	117.7	168.4	0.70	125.8	0.94	246.5	0.48	168.9	0.70
Ancillary Nursing Personnel	21.9	27.4	0.80	18.3	1.20	42.3	0.52	27.5	0.80
All Other Personnel	211.8	337.6	0.63	301.1	0.70	473.5	0.45	295.7	0.72
Total FTEs	351.4	546.4	0.64	450.8	0.78	773.8	0.45	498.2	0.71

Total Hospital:

Beds Set Up & Staffed 14
 Discharges 239
 Inpatient Days 1,334

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 6
 Discharges 15
 Inpatient Days 287

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	237	1,328	36.4%	3.6	5.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	4	2	6	0.4%	0.0	3.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	1	3.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	20	2	21.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	5	0	5.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	5	0	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	0	2.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	21	6	23.6
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	4	0	4.0				
				Total	75	12	80.1

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Shell Lake, WI 54871			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$10,777,750	57.9%	46.6%	1.24	50.8%	1.14	46.0%	1.26	58.9%	0.98	
Medical Assistance	\$2,287,049	12.3%	14.4%	0.85	16.7%	0.74	12.0%	1.02	13.6%	0.90	
Commercial	\$5,337,953	28.7%	33.9%	0.85	26.9%	1.07	37.7%	0.76	25.9%	1.11	
All Other	\$206,500	1.1%	5.1%	0.22	5.6%	0.20	4.2%	0.26	1.5%	0.72	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$4,330,985	23.3%	35.2%	0.66	27.0%	0.86	24.4%	0.95	18.4%	1.27	
Medical Assistance	\$1,709,316	9.2%	11.1%	0.83	11.1%	0.82	8.3%	1.10	8.5%	1.08	
Commercial	\$1,934,464	10.4%	14.9%	0.70	5.5%	1.89	11.4%	0.91	7.0%	1.48	
Charity Care	\$76,474	0.4%	0.7%	0.58	0.7%	0.61	0.7%	0.58	0.6%	0.64	
Bad Debt	\$316,085	1.7%	1.0%	1.67	1.5%	1.14	1.4%	1.22	1.8%	0.96	
All Other	\$0	0.0%	2.8%	N/A	2.7%	N/A	2.2%	N/A	0.0%	N/A	
Total Deductions	\$8,367,324	45.0%	65.8%	0.68	48.5%	0.93	48.5%	0.93	36.3%	1.24	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		26.2%	6.5%	4.05	3.4%	7.74	5.2%	5.08	16.1%	1.63	
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	46.4%	N/A	16.4%	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$5,444,548	49.3%	42.4%	1.16	52.8%	0.93	49.0%	1.01	49.3%	1.00	
Supplies & Services	\$5,031,107	45.5%	51.3%	0.89	40.1%	1.14	44.0%	1.03	46.4%	0.98	
Capital Component	\$570,447	5.2%	6.2%	0.83	7.1%	0.73	7.0%	0.74	4.3%	1.19	
Fiscal Statistics											
Operating Margin (%)		20.4%	10.4%	1.96	12.3%	1.66	12.2%	1.68	8.8%	2.32	
Total Hospital Net Income (%)		20.4%	14.1%	1.45	20.8%	0.98	14.2%	1.44	8.8%	2.32	
Return on Equity (%)		28.9%	6.3%	4.58	2.3%	12.77	21.6%	1.34	9.5%	3.04	
Current Ratio		0.6	4.1	0.15	3.1	0.20	2.1	0.29	0.8	0.82	
Days in Net Patient Accounts Receivable		53.4	87.5	0.61	372.2	0.14	53.3	1.00	52.7	1.01	
Average Payment Period		198.7	89.9	2.21	407.2	0.49	54.9	3.62	331.8	0.60	
Equity Financing (%)		5.5%	64.7%	0.09	51.8%	0.11	43.0%	0.13	10.0%	0.55	
Long-Term Debt to Equity Ratio		6.4	0.3	19.49	0.7	9.41	0.7	9.21	0.3	20.53	
Times Interest Earned		24.1	21.0	1.15	56.7	0.43	13.9	1.74	8.8	2.73	
Total Asset Turnover		1.4	0.4	3.30	0.1	14.38	1.5	0.95	1.1	1.31	
Average Age of Plant (Years)		11.7	17.1	0.68	55.6	0.21	8.5	1.38	15.6	0.75	
Increase (Decrease) Total Net Patient Revenue		9.6%	12.7%	0.75	17.4%	0.55	15.6%	0.62	10.8%	0.89	
Outpatient Gross Revenue (% of Total GPR)		81.6%	64.9%	1.26	86.8%	0.94	82.0%	1.00	83.8%	0.97	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$9,764	\$18,658	0.52	\$14,908	0.65	\$21,986	0.44	\$9,154	1.07	
Inpatient Net Revenue per Day		\$1,385	\$3,656	0.38	\$3,393	0.41	\$3,295	0.42	\$1,628	0.85	
Outpatient Net Revenue per Visit		\$388	\$781	0.50	\$924	0.42	\$696	0.56	\$380	1.02	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$18,609,252		Cash & Cash Equivalents		\$954,642	Current Liabilities		\$5,806,342			
Less Deductions	\$8,367,324		Net Patient Receivables		\$1,497,521	Long-Term Debt		\$3,455,978			
Net Patient Revenue	\$10,241,928		Other Receivables		\$275,149	Other Liabilities		\$0			
Plus Other Revenue	\$3,638,495					Subtotal		\$9,262,320			
Total Revenue	\$13,880,423		Land, Buildings & Equipment (Net)		\$6,005,426	Unrestricted Fund Balance		\$539,178			
Less Expenses	\$11,046,102		Other Assets		\$1,068,760	Restricted Fund Balance		\$0			
Non-Operating Gains/Losses	\$0					Total Liabilities & Fund Balance		\$9,801,498			
Net Income	\$2,834,321		Total Assets		\$9,801,498						

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

		All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.7%	57.9%	0.12	44.6%	0.15	19.3%	0.35	5.5%	1.21
Obstetrics	0.0%	36.8%	N/A	52.1%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	6.7%	58.7%	0.11	48.8%	0.14	20.9%	0.32	5.5%	1.21
Average Census (Patients)									
Adult Medical-Surgical	0.7	26.8	0.03	17.0	0.04	3.3	0.22	0.8	0.89
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.7	49.8	0.01	28.6	0.03	4.2	0.18	0.8	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.95	4.1	1.06	3.6	1.21	3.6	1.20
Obstetrics	0.0	2.4	N/A	3.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.3	4.9	0.89	4.9	0.88	3.1	1.42	3.6	1.20
Surgical Operations									
Inpatient	0	1,037	N/A	828	N/A	202	N/A	0	N/A
Outpatient	405	3,865	0.10	2,810	0.14	1,213	0.33	236	1.72
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	22.8%	N/A	14.3%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	50,986	145,246	0.35	141,645	0.36	37,326	1.37	46,086	1.11
Emergency Visits	8,273	16,058	0.52	14,182	0.58	4,868	1.70	6,560	1.26
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	11.3	N/A	5.6	N/A	5.0	0.00
Nurses, Licensed	31.2	247.5	0.13	150.4	0.21	48.0	0.65	45.5	0.69
Ancillary Nursing Personnel	9.5	40.3	0.24	22.0	0.43	5.7	1.67	4.9	1.94
All Other Personnel	67.1	496.2	0.14	396.9	0.17	98.5	0.68	117.9	0.57
Total FTEs	107.8	803.0	0.13	580.7	0.19	157.8	0.68	173.3	0.62
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	8.5	N/A	26.2	N/A	75.9	0.00
Nurses, Licensed	423.0	168.4	2.51	113.4	3.73	225.1	1.88	689.6	0.61
Ancillary Nursing Personnel	128.9	27.4	4.70	16.6	7.76	26.6	4.84	74.3	1.73
All Other Personnel	910.4	337.6	2.70	299.2	3.04	461.9	1.97	1,788.8	0.51
Total FTEs	1,462.2	546.4	2.68	437.7	3.34	739.8	1.98	2,628.6	0.56

Total Hospital:

Beds Set Up & Staffed 11
Discharges 62
Inpatient Days 269

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 8
Discharges 181
Inpatient Days 2,756

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

127 Mayo Clinic Health System - Sparta
Sparta, WI 54656

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	62	269	6.7%	0.7	4.3
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	6	4	9.0	Radiological Services Personnel	3	3	5.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.3
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	9	24	25.1	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	6.1
Licensed Practical Nurses	2	1	2.9	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	17	9.5	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	3	2.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.5
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	8	5	11.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	3	11.9
Pharmacy Personnel	1	1	1.7				
Clinical Laboratory Personnel	7	0	7.0				
				Total	59	75	107.8

127 Mayo Clinic Health System - Sparta

Sparta, WI 54656

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,458,840	43.9%	46.6%	0.94	45.7%	0.96	47.7%	0.92	45.3%	0.97
Medical Assistance	\$11,942,617	14.0%	14.4%	0.97	10.5%	1.33	12.6%	1.11	13.9%	1.01
Commercial	\$25,003,659	29.3%	33.9%	0.87	35.7%	0.82	35.5%	0.83	30.1%	0.97
All Other	\$10,864,549	12.7%	5.1%	2.51	8.1%	1.58	4.2%	3.03	10.7%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,415,018	23.9%	35.2%	0.68	32.9%	0.73	27.4%	0.87	25.6%	0.93
Medical Assistance	\$7,285,010	8.5%	11.1%	0.77	8.2%	1.04	8.8%	0.97	8.2%	1.04
Commercial	\$6,219,389	7.3%	14.9%	0.49	16.1%	0.45	12.2%	0.60	6.3%	1.17
Charity Care	\$1,039,447	1.2%	0.7%	1.71	0.4%	2.77	0.7%	1.73	2.6%	0.48
Bad Debt	\$2,338,366	2.7%	1.0%	2.69	0.9%	3.02	1.3%	2.18	2.5%	1.09
All Other	\$5,722,973	6.7%	2.8%	2.40	5.9%	1.13	2.4%	2.78	6.1%	1.11
Total Deductions	\$43,020,203	50.5%	65.8%	0.77	64.5%	0.78	52.8%	0.96	51.2%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.8%	6.5%	0.12	19.4%	0.04	4.2%	0.19	13.3%	0.06
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	94.5%	N/A	27.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,598,856	56.9%	42.4%	1.34	55.8%	1.02	46.9%	1.21	56.9%	1.00
Supplies & Services	\$15,892,167	38.3%	51.3%	0.75	39.5%	0.97	45.9%	0.83	37.5%	1.02
Capital Component	\$1,997,201	4.8%	6.2%	0.77	4.7%	1.02	7.1%	0.67	5.6%	0.86
Fiscal Statistics										
Operating Margin (%)		2.6%	10.4%	0.25	0.2%	10.42	14.1%	0.18	1.9%	1.37
Total Hospital Net Income (%)		2.6%	14.1%	0.18	4.3%	0.60	18.4%	0.14	1.9%	1.37
Return on Equity (%)		4.3%	6.3%	0.68	3.3%	1.31	1.6%	2.68	3.7%	1.14
Current Ratio		7.2	4.1	1.76	21.9	0.33	2.8	2.59	6.7	1.08
Days in Net Patient Accounts Receivable		57.8	87.5	0.66	56.7	1.02	469.6	0.12	62.5	0.93
Average Payment Period		16.7	89.9	0.19	17.0	0.98	503.0	0.03	8.6	1.94
Equity Financing (%)		72.5%	64.7%	1.12	87.4%	0.83	50.7%	1.43	51.3%	1.41
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		2.6	21.0	0.12	10.7	0.24	28.6	0.09	2.1	1.25
Total Asset Turnover		1.7	0.4	3.88	0.7	2.27	0.1	20.21	2.0	0.84
Average Age of Plant (Years)		13.5	17.1	0.79	9.0	1.50	72.9	0.19	11.5	1.18
Increase (Decrease) Total Net Patient Revenue		27.5%	12.7%	2.16	15.9%	1.73	13.5%	2.04	7.9%	3.46
Outpatient Gross Revenue (% of Total GPR)		90.1%	64.9%	1.39	80.2%	1.12	80.3%	1.12	87.8%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$32,375		\$18,658	1.74	\$17,806	1.82	\$17,504	1.85	\$22,418	1.44
Inpatient Net Revenue per Day	\$2,448		\$3,656	0.67	\$3,646	0.67	\$4,490	0.55	\$1,931	1.27
Outpatient Net Revenue per Visit	\$599		\$781	0.77	\$806	0.74	\$784	0.76	\$534	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$85,269,665	Cash & Cash Equivalents	\$610	Current Liabilities	\$1,836,783
Less Deductions	\$43,020,203	Net Patient Receivables	\$6,695,406	Long-Term Debt	\$0
Net Patient Revenue	\$42,249,462	Other Receivables	\$7,217	Other Liabilities	\$5,207,073
Plus Other Revenue	\$333,340			Subtotal	\$7,043,856
Total Revenue	\$42,582,802	Land, Buildings & Equipment (Net)	\$12,272,114	Unrestricted Fund Balance	\$18,565,926
Less Expenses	\$41,488,224	Other Assets	\$6,634,434	Restricted Fund Balance	\$22,579
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$25,609,782
Net Income	\$1,094,578	Total Assets	\$25,609,781		

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

		All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	11.1%	57.9%	0.19	25.1%	0.44	19.3%	0.58	13.6%	0.81
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.1%	58.7%	0.24	28.2%	0.50	20.9%	0.67	13.7%	1.03
Average Census (Patients)									
Adult Medical-Surgical	2.2	26.8	0.08	5.0	0.45	3.3	0.66	2.2	1.02
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.8	49.8	0.06	6.5	0.43	4.2	0.67	2.7	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.79	3.6	1.01	3.6	1.01	3.3	1.11
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	3.9	0.93	3.1	1.18	3.4	1.07
Surgical Operations									
Inpatient	0	1,037	N/A	70	N/A	202	N/A	0	N/A
Outpatient	296	3,865	0.08	1,013	0.29	1,213	0.24	338	0.88
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	6.4%	N/A	14.3%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	20,195	145,246	0.14	40,762	0.50	37,326	0.54	21,515	0.94
Emergency Visits	5,930	16,058	0.37	6,148	0.96	4,868	1.22	7,154	0.83
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.0	0.16	2.8	1.08	5.6	0.54	3.0	1.00
Nurses, Licensed	31.3	247.5	0.13	61.3	0.51	48.0	0.65	32.1	0.97
Ancillary Nursing Personnel	2.8	40.3	0.07	8.9	0.32	5.7	0.50	2.6	1.09
All Other Personnel	80.1	496.2	0.16	146.9	0.55	98.5	0.81	78.8	1.02
Total FTEs	117.2	803.0	0.15	219.9	0.53	157.8	0.74	116.6	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.9	13.0	1.07	5.7	2.44	26.2	0.53	13.5	1.03
Nurses, Licensed	144.6	168.4	0.86	125.8	1.15	225.1	0.64	144.3	1.00
Ancillary Nursing Personnel	13.1	27.4	0.48	18.3	0.72	26.6	0.49	11.7	1.12
All Other Personnel	370.4	337.6	1.10	301.1	1.23	461.9	0.80	354.1	1.05
Total FTEs	542.0	546.4	0.99	450.8	1.20	739.8	0.73	523.6	1.04

Total Hospital:

Beds Set Up & Staffed 20
 Discharges 283
 Inpatient Days 1,026

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 3
 Discharges 47
 Inpatient Days 494

Newborn Nursery:

Bassinet 0
 Total Births 0
 Newborn Days 0

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Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	223	809	11.1%	2.2	3.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	7	38	0.0%	0.1	5.4
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	46	148	0.0%	0.4	3.2
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	7	31	0.0%	0.1	4.4

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	3	2	3.4	Radiological Services Personnel	7	1	7.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	19	15	29.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	5.4
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	3	3.0
Ancillary Nursing Personnel	0	4	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	8	7.5
Health Info Mgmt-Administrators/Technicians	3	1	3.5	All Other Personnel	29	9	33.7
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	91	46	117.2

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Spooner, WI 54801

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,213,136	57.6%	46.6%	1.23	50.8%	1.13	47.7%	1.21	56.3%	1.02
Medical Assistance	\$7,807,371	15.4%	14.4%	1.07	16.7%	0.92	12.6%	1.22	14.4%	1.07
Commercial	\$10,145,876	20.0%	33.9%	0.59	26.9%	0.74	35.5%	0.56	24.8%	0.81
All Other	\$3,588,735	7.1%	5.1%	1.40	5.6%	1.27	4.2%	1.68	4.5%	1.58
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,005,475	27.6%	35.2%	0.78	27.0%	1.02	27.4%	1.01	29.1%	0.95
Medical Assistance	\$5,498,060	10.8%	11.1%	0.98	11.1%	0.97	8.8%	1.23	10.7%	1.01
Commercial	\$2,276,519	4.5%	14.9%	0.30	5.5%	0.82	12.2%	0.37	5.4%	0.83
Charity Care	\$366,676	0.7%	0.7%	1.01	0.7%	1.07	0.7%	1.03	0.8%	0.91
Bad Debt	\$646,015	1.3%	1.0%	1.25	1.5%	0.85	1.3%	1.01	2.0%	0.63
All Other	\$1,998,636	3.9%	2.8%	1.41	2.7%	1.46	2.4%	1.63	1.7%	2.25
Total Deductions	\$24,791,381	48.8%	65.8%	0.74	48.5%	1.01	52.8%	0.93	49.8%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		18.5%	6.5%	2.86	3.4%	5.48	4.2%	4.45	0.3%	57.83
Net Gains/Losses as % of Net Income		16.6%	29.4%	0.57	46.4%	0.36	27.5%	0.60	74.0%	0.22
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,740,700	40.5%	42.4%	0.95	52.8%	0.77	46.9%	0.86	38.8%	1.04
Supplies & Services	\$12,319,170	46.4%	51.3%	0.90	40.1%	1.16	45.9%	1.01	47.4%	0.98
Capital Component	\$3,478,437	13.1%	6.2%	2.10	7.1%	1.84	7.1%	1.83	13.8%	0.95
Fiscal Statistics										
Operating Margin (%)		16.7%	10.4%	1.61	12.3%	1.36	14.1%	1.19	2.3%	7.36
Total Hospital Net Income (%)		19.4%	14.1%	1.38	20.8%	0.93	18.4%	1.05	8.2%	2.36
Return on Equity (%)		9.4%	6.3%	1.49	2.3%	4.15	1.6%	5.89	4.4%	2.15
Current Ratio		2.2	4.1	0.53	3.1	0.70	2.8	0.79	2.0	1.12
Days in Net Patient Accounts Receivable		39.2	87.5	0.45	372.2	0.11	469.6	0.08	45.0	0.87
Average Payment Period		143.7	89.9	1.60	407.2	0.35	503.0	0.29	69.1	2.08
Equity Financing (%)		60.4%	64.7%	0.93	51.8%	1.17	50.7%	1.19	59.2%	1.02
Long-Term Debt to Equity Ratio		0.4	0.3	1.25	0.7	0.60	0.7	0.56	0.5	0.75
Times Interest Earned		10.3	21.0	0.49	56.7	0.18	28.6	0.36	4.3	2.38
Total Asset Turnover		0.5	0.4	1.09	0.1	4.76	0.1	5.69	0.5	0.94
Average Age of Plant (Years)		5.1	17.1	0.30	55.6	0.09	72.9	0.07	3.9	1.32
Increase (Decrease) Total Net Patient Revenue		-4.1%	12.7%	N/A	17.4%	N/A	13.5%	N/A	-3.6%	1.13
Outpatient Gross Revenue (% of Total GPR)		87.9%	64.9%	1.35	86.8%	1.01	80.3%	1.10	87.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,300		\$18,658	0.66	\$14,908	0.83	\$17,504	0.70	\$13,518	0.91
Inpatient Net Revenue per Day	\$2,784		\$3,656	0.76	\$3,393	0.82	\$4,490	0.62	\$2,470	1.13
Outpatient Net Revenue per Visit	\$863		\$781	1.10	\$924	0.93	\$784	1.10	\$807	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$50,755,117	Cash & Cash Equivalents	\$17,059,346	Current Liabilities	\$9,487,849
Less Deductions	\$24,791,381	Net Patient Receivables	\$2,785,821	Long-Term Debt	\$16,907,062
Net Patient Revenue	\$25,963,736	Other Receivables	\$143,060	Other Liabilities	\$553,353
Plus Other Revenue	\$5,910,691			Subtotal	\$26,948,264
Total Revenue	\$31,874,429	Land, Buildings & Equipment (Net)	\$22,882,001	Unrestricted Fund Balance	\$41,113,191
Less Expenses	\$26,538,307	Other Assets	\$25,191,227	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,061,513			Total Liabilities & Fund Balance	\$68,061,455
Net Income	\$6,397,635	Total Assets	\$68,061,455		

129 St Croix Regional Medical Center
 235 State Street
 St Croix Falls, WI 54024
 715-483-3261

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 5

		All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.8%	57.9%	0.84	49.7%	0.98	54.3%	0.90	45.9%	1.06
Obstetrics	37.6%	36.8%	1.02	28.0%	0.05	31.5%	1.20	37.8%	1.00
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	58.7%	0.76	50.3%	0.88	55.3%	0.80	42.5%	1.05
Average Census (Patients)									
Adult Medical-Surgical	9.3	26.8	0.35	11.9	0.78	18.1	0.51	8.7	1.06
Obstetrics	1.5	4.8	0.31	2.0	0.76	3.1	0.49	1.5	1.00
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.1	49.8	0.22	18.8	0.59	37.4	0.30	10.6	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.6	0.69	4.2	0.75	4.1	0.78	3.2	0.97
Obstetrics	3.2	2.4	1.29	2.2	1.45	2.3	1.38	3.2	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.65	4.4	0.72	4.4	0.72	3.2	0.97
Surgical Operations									
Inpatient	464	1,037	0.45	390	1.19	612	0.76	373	1.24
Outpatient	1,350	3,865	0.35	2,637	0.51	2,709	0.50	1,103	1.22
Inpatient as % of All Surgeries	25.6%	21.2%	1.21	12.9%	1.99	18.4%	1.39	25.3%	1.01
Outpatient Visits									
Non-Emergency Visits	152,256	145,246	1.05	85,077	1.79	120,713	1.26	149,279	1.02
Emergency Visits	9,756	16,058	0.61	8,132	1.20	16,865	0.58	9,496	1.03
Full-Time Equivalents (FTEs)									
Administrators	27.3	19.0	1.43	10.7	2.54	17.0	1.60	29.0	0.94
Nurses, Licensed	117.8	247.5	0.48	127.1	0.93	164.3	0.72	97.8	1.20
Ancillary Nursing Personnel	13.2	40.3	0.33	20.5	0.64	24.6	0.54	11.5	1.14
All Other Personnel	403.7	496.2	0.81	291.6	1.38	297.6	1.36	338.1	1.19
Total FTEs	561.9	803.0	0.70	450.0	1.25	503.6	1.12	476.4	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	28.8	13.0	2.22	14.3	2.01	14.0	2.06	34.6	0.83
Nurses, Licensed	124.5	168.4	0.74	169.5	0.73	134.7	0.92	116.7	1.07
Ancillary Nursing Personnel	13.9	27.4	0.51	27.3	0.51	20.2	0.69	13.8	1.01
All Other Personnel	426.5	337.6	1.26	388.8	1.10	244.0	1.75	403.2	1.06
Total FTEs	593.7	546.4	1.09	599.9	0.99	412.8	1.44	568.3	1.04

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 1,288
 Inpatient Days 4,059

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 23
 Inpatient Days 171

Newborn Nursery:

Bassinet 6
 Total Births 238
 Newborn Days 407

129 St Croix Regional Medical Center
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,074	3,383	48.8%	9.3	3.1
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	174	549	37.6%	1.5	3.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	40	127	17.4%	0.3	3.2
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	24	3	27.3	Surgical Personnel	6	2	7.8
Physicians & Dentists	33	1	33.7	Radiological Services Personnel	17	5	21.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.9
Dental Hygienists	1	0	1.0	Occupational Therapists	2	1	2.7
Registered Nurses	51	37	87.2	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	1	0	1.0	Physical Therapists	11	2	12.2
Licensed Practical Nurses	13	3	15.9	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	11	13.2	Recreational Therapists	0	0	0.0
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	13	1	13.8	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	8	61.7
Health Info Mgmt-Administrators/Technicians	10	4	13.6	All Other Personnel	119	25	143.7
Pharmacy Personnel	18	7	24.4				
Clinical Laboratory Personnel	24	8	31.1				
				Total	441	128	561.9

129 St Croix Regional Medical Center

St Croix Falls, WI 54024

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$105,095,567	50.4%	46.6%	1.08	50.7%	0.99	49.9%	1.01	50.5%	1.00
Medical Assistance	\$26,420,611	12.7%	14.4%	0.88	12.0%	1.05	15.6%	0.81	12.6%	1.00
Commercial	\$68,256,793	32.7%	33.9%	0.97	32.9%	1.00	30.3%	1.08	32.6%	1.00
All Other	\$8,889,776	4.3%	5.1%	0.84	4.5%	0.95	4.2%	1.01	4.3%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$58,384,685	28.0%	35.2%	0.79	33.4%	0.84	36.9%	0.76	27.5%	1.02
Medical Assistance	\$14,299,684	6.9%	11.1%	0.62	8.6%	0.79	11.4%	0.60	6.7%	1.02
Commercial	\$18,987,979	9.1%	14.9%	0.61	10.0%	0.91	11.8%	0.77	9.0%	1.01
Charity Care	\$536,570	0.3%	0.7%	0.36	0.6%	0.44	0.9%	0.27	0.4%	0.66
Bad Debt	\$2,456,723	1.2%	1.0%	1.16	1.1%	1.03	1.2%	1.00	1.2%	1.01
All Other	\$3,553,439	1.7%	2.8%	0.61	2.7%	0.64	2.5%	0.69	1.7%	1.02
Total Deductions	\$98,219,080	47.1%	65.8%	0.72	56.4%	0.83	64.7%	0.73	46.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	6.5%	0.76	5.6%	0.88	4.5%	1.10	5.0%	0.98
Net Gains/Losses as % of Net Income		44.8%	29.4%	1.53	37.6%	1.19	43.7%	1.02	71.4%	0.63
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,967,732	54.0%	42.4%	1.27	50.5%	1.07	38.8%	1.39	54.9%	0.98
Supplies & Services	\$46,318,914	41.7%	51.3%	0.81	44.3%	0.94	54.3%	0.77	40.6%	1.03
Capital Component	\$4,733,618	4.3%	6.2%	0.68	5.1%	0.83	6.9%	0.62	4.5%	0.94
Fiscal Statistics										
Operating Margin (%)		4.4%	10.4%	0.42	9.6%	0.46	9.6%	0.46	1.8%	2.51
Total Hospital Net Income (%)		7.7%	14.1%	0.55	14.5%	0.53	15.9%	0.49	5.9%	1.31
Return on Equity (%)		7.7%	6.3%	1.22	2.4%	3.20	11.2%	0.69	5.8%	1.33
Current Ratio		3.2	4.1	0.77	2.7	1.18	3.9	0.81	2.7	1.17
Days in Net Patient Accounts Receivable		44.5	87.5	0.51	250.3	0.18	51.2	0.87	44.2	1.01
Average Payment Period		86.6	89.9	0.96	256.1	0.34	62.2	1.39	97.2	0.89
Equity Financing (%)		72.4%	64.7%	1.12	51.4%	1.41	78.3%	0.92	72.5%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	0.04	0.7	0.02	0.1	0.13	0.0	17.18
Times Interest Earned		332.0	21.0	15.79	45.6	7.28	21.6	15.39	1,174.5	0.28
Total Asset Turnover		1.0	0.4	2.24	0.2	6.15	0.7	1.47	0.9	1.02
Average Age of Plant (Years)		10.5	17.1	0.62	51.5	0.20	10.5	1.00	10.7	0.98
Increase (Decrease) Total Net Patient Revenue		14.5%	12.7%	1.14	13.4%	1.08	8.7%	1.67	-7.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.3%	64.9%	1.36	75.1%	1.18	69.3%	1.27	87.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,966	\$18,658	0.53	\$16,496	0.60	\$13,373	0.75	\$11,416	0.87
Inpatient Net Revenue per Day		\$3,087	\$3,656	0.84	\$3,511	0.88	\$3,024	1.02	\$3,473	0.89
Outpatient Net Revenue per Visit		\$616	\$781	0.79	\$874	0.71	\$626	0.98	\$533	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$208,662,747	Cash & Cash Equivalents	\$49,553,698	Current Liabilities	\$25,384,538
Less Deductions	\$98,219,080	Net Patient Receivables	\$13,472,916	Long-Term Debt	\$1,095,923
Net Patient Revenue	\$110,443,667	Other Receivables	\$10,384,728	Other Liabilities	\$6,835,410
Plus Other Revenue	\$5,702,853			Subtotal	\$33,315,871
Total Revenue	\$116,146,520	Land, Buildings & Equipment (Net)	\$29,642,155	Unrestricted Fund Balance	\$87,421,309
Less Expenses	\$111,020,264	Other Assets	\$17,683,683	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,163,072			Total Liabilities & Fund Balance	\$120,737,180
Net Income	\$9,289,328	Total Assets	\$120,737,180		

130 Aspirus Stanley Hospital
 1120 Pine Street
 Stanley, WI 54768
 715-644-5571

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Clark
 Analysis Area: West Central (5A)
 Volume Group: 1

		All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.4%	57.9%	0.66	49.7%	0.77	14.2%	2.70	108.5%	0.35
Obstetrics	0.0%	36.8%	N/A	28.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	38.4%	58.7%	0.65	50.3%	0.76	18.3%	2.09	108.5%	0.35
Average Census (Patients)									
Adult Medical-Surgical	1.2	26.8	0.04	11.9	0.10	2.1	0.56	1.1	1.06
Obstetrics	0.0	4.8	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	49.8	0.02	18.8	0.06	2.8	0.42	1.1	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.6	0.66	4.2	0.73	3.6	0.84	2.7	1.14
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.3	4.9	0.48	4.4	0.53	4.3	0.54	2.2	1.05
Surgical Operations									
Inpatient	0	1,037	N/A	390	N/A	54	N/A	1	0.00
Outpatient	376	3,865	0.10	2,637	0.14	1,655	0.23	296	1.27
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	12.9%	N/A	3.2%	N/A	0.3%	0.00
Outpatient Visits									
Non-Emergency Visits	38,892	145,246	0.27	85,077	0.46	27,310	1.42	33,750	1.15
Emergency Visits	2,124	16,058	0.13	8,132	0.26	3,184	0.67	2,192	0.97
Full-Time Equivalents (FTEs)									
Administrators	1.3	19.0	0.07	10.7	0.12	1.7	0.76	2.0	0.66
Nurses, Licensed	25.2	247.5	0.10	127.1	0.20	37.1	0.68	27.4	0.92
Ancillary Nursing Personnel	0.0	40.3	N/A	20.5	N/A	6.4	N/A	0.0	N/A
All Other Personnel	41.1	496.2	0.08	291.6	0.14	71.3	0.58	26.1	1.58
Total FTEs	67.6	803.0	0.08	450.0	0.15	116.6	0.58	55.5	1.22
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.0	13.0	1.00	14.3	0.91	11.4	1.14	22.1	0.59
Nurses, Licensed	249.0	168.4	1.48	169.5	1.47	246.5	1.01	303.0	0.82
Ancillary Nursing Personnel	0.0	27.4	N/A	27.3	N/A	42.3	N/A	0.0	N/A
All Other Personnel	406.0	337.6	1.20	388.8	1.04	473.5	0.86	288.1	1.41
Total FTEs	668.1	546.4	1.22	599.9	1.11	773.8	0.86	613.2	1.09

Total Hospital:

Beds Set Up & Staffed 3
 Discharges 180
 Inpatient Days 420

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 41
 Inpatient Days 567

Newborn Nursery:

Bassinet 0
 Total Births 0
 Newborn Days 0

130 Aspirus Stanley Hospital
Stanley, WI 54768

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	3	138	420	38.4%	1.2	3.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	2	1.3	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	2	0.0	Radiological Services Personnel	1	5	2.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.5
Registered Nurses	18	12	22.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	1	1.7
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	1	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	3	9.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	0	6.0
Pharmacy Personnel	1	3	1.3				
Clinical Laboratory Personnel	4	4	5.5				
				Total	56	36	67.6

130 Aspirus Stanley Hospital
Stanley, WI 54768

Stanley, WI 54768			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$16,724,164	53.0%	46.6%	1.14	50.7%	1.05	46.0%	1.15	50.9%	1.04	
Medical Assistance	\$5,647,392	17.9%	14.4%	1.24	12.0%	1.49	12.0%	1.49	18.6%	0.97	
Commercial	\$7,528,638	23.9%	33.9%	0.71	32.9%	0.73	37.7%	0.63	23.5%	1.02	
All Other	\$1,630,452	5.2%	5.1%	1.02	4.5%	1.16	4.2%	1.22	7.0%	0.73	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$7,823,048	24.8%	35.2%	0.70	33.4%	0.74	24.4%	1.02	27.3%	0.91	
Medical Assistance	\$4,045,685	12.8%	11.1%	1.16	8.6%	1.49	8.3%	1.54	12.1%	1.06	
Commercial	\$1,402,445	4.4%	14.9%	0.30	10.0%	0.45	11.4%	0.39	3.7%	1.20	
Charity Care	\$623,792	2.0%	0.7%	2.77	0.6%	3.39	0.7%	2.79	1.8%	1.12	
Bad Debt	\$514,078	1.6%	1.0%	1.60	1.1%	1.43	1.4%	1.17	2.4%	0.69	
All Other	\$1,236,945	3.9%	2.8%	1.40	2.7%	1.48	2.2%	1.76	5.6%	0.70	
Total Deductions	\$15,645,993	49.6%	65.8%	0.75	56.4%	0.88	48.5%	1.02	52.8%	0.94	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.9%	6.5%	0.14	5.6%	0.16	5.2%	0.18	9.4%	0.10	
Net Gains/Losses as % of Net Income		128.8%	29.4%	4.39	37.6%	3.42	16.4%	7.83	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$5,194,650	32.9%	42.4%	0.78	50.5%	0.65	49.0%	0.67	34.8%	0.95	
Supplies & Services	\$9,608,804	60.9%	51.3%	1.19	44.3%	1.37	44.0%	1.38	58.3%	1.04	
Capital Component	\$980,342	6.2%	6.2%	1.00	5.1%	1.21	7.0%	0.89	6.9%	0.90	
Fiscal Statistics											
Operating Margin (%)		1.5%	10.4%	0.15	9.6%	0.16	12.2%	0.13	2.2%	0.70	
Total Hospital Net Income (%)		-5.8%	14.1%	N/A	14.5%	N/A	14.2%	N/A	2.2%	N/A	
Return on Equity (%)		-9.2%	6.3%	N/A	2.4%	N/A	21.6%	N/A	3.5%	N/A	
Current Ratio		1.8	4.1	0.43	2.7	0.65	2.1	0.83	0.6	2.92	
Days in Net Patient Accounts Receivable		44.0	87.5	0.50	250.3	0.18	53.3	0.83	46.1	0.96	
Average Payment Period		42.5	89.9	0.47	256.1	0.17	54.9	0.77	110.8	0.38	
Equity Financing (%)		16.6%	64.7%	0.26	51.4%	0.32	43.0%	0.39	41.0%	0.41	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	45.6	N/A	13.9	N/A	0.0	N/A	
Total Asset Turnover		1.7	0.4	3.99	0.2	10.94	1.5	1.15	1.6	1.07	
Average Age of Plant (Years)		7.0	17.1	0.41	51.5	0.14	8.5	0.82	5.9	1.17	
Increase (Decrease) Total Net Patient Revenue		17.7%	12.7%	1.38	13.4%	1.31	15.6%	1.13	-5.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		87.6%	64.9%	1.35	75.1%	1.17	82.0%	1.07	88.0%	0.99	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$15,704	\$18,658	0.84	\$16,496	0.95	\$21,986	0.71	\$11,768	1.33	
Inpatient Net Revenue per Day		\$3,330	\$3,656	0.91	\$3,511	0.95	\$3,295	1.01	\$2,846	1.17	
Outpatient Net Revenue per Visit		\$315	\$781	0.40	\$874	0.36	\$696	0.45	\$327	0.96	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$31,530,647		Cash & Cash Equivalents		\$1,289		Current Liabilities		\$1,752,232		
Less Deductions	\$15,645,993		Net Patient Receivables		\$1,915,218		Long-Term Debt		\$0		
Net Patient Revenue	\$15,884,654		Other Receivables		\$90,628		Other Liabilities		\$6,056,422		
Plus Other Revenue	\$146,277						Subtotal		\$7,808,654		
Total Revenue	\$16,030,933		Land, Buildings & Equipment (Net)		\$6,056,907						
Less Expenses	\$15,783,796		Other Assets		\$1,303,865		Unrestricted Fund Balance		\$1,559,252		
Non-Operating Gains/Losses	-\$1,105,417						Restricted Fund Balance		\$0		
Net Income	-\$858,280		Total Assets		\$9,367,907		Total Liabilities & Fund Balance		\$9,367,906		

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

		All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2021 vs.	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.4%	57.9%	0.39	58.8%	0.38	14.2%	1.57	0.0%	N/A
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	22.4%	58.7%	0.38	61.6%	0.36	18.3%	1.22	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	17.6	0.10	2.1	0.87	0.0	N/A
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.8	49.8	0.04	35.6	0.05	2.8	0.65	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.4	0.89	3.6	1.07	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.80	4.7	0.83	4.3	0.90	0.0	N/A
Surgical Operations									
Inpatient	17	1,037	0.02	1,116	0.02	54	0.31	0	N/A
Outpatient	1,127	3,865	0.29	3,513	0.32	1,655	0.68	0	N/A
Inpatient as % of All Surgeries	1.5%	21.2%	0.07	24.1%	0.06	3.2%	0.47	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	45,468	145,246	0.31	131,878	0.34	27,310	1.66	0	N/A
Emergency Visits	7,236	16,058	0.45	11,093	0.65	3,184	2.27	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	6.0	19.0	0.31	20.4	0.29	1.7	3.48	0.0	N/A
Nurses, Licensed	14.0	247.5	0.06	172.5	0.08	37.1	0.38	0.0	N/A
Ancillary Nursing Personnel	0.0	40.3	N/A	24.7	N/A	6.4	N/A	0.0	N/A
All Other Personnel	41.0	496.2	0.08	457.0	0.09	71.3	0.57	0.0	N/A
Total FTEs	61.0	803.0	0.08	674.6	0.09	116.6	0.52	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.0	13.0	2.24	17.1	1.70	11.4	2.54	0.0	N/A
Nurses, Licensed	67.7	168.4	0.40	144.1	0.47	246.5	0.27	0.0	N/A
Ancillary Nursing Personnel	0.0	27.4	N/A	20.6	N/A	42.3	N/A	0.0	N/A
All Other Personnel	198.3	337.6	0.59	381.6	0.52	473.5	0.42	0.0	N/A
Total FTEs	295.0	546.4	0.54	563.4	0.52	773.8	0.38	0.0	N/A

Total Hospital:

Beds Set Up & Staffed 8
 Discharges 167
 Inpatient Days 653

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

324 Aspirus Plover Hospital
Stevens Point, WI 54482

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	168	653	22.4%	1.8	3.9
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	12	0	12.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	0	3.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	10	0	10.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	61	0	61.0

324 Aspirus Plover Hospital
Stevens Point, WI 54482

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs.	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$28,410,987	33.5%	46.6%	0.72	51.2%	0.65	46.0%	0.73	0.0%	N/A
Medical Assistance	\$10,256,630	12.1%	14.4%	0.84	13.3%	0.91	12.0%	1.01	0.0%	N/A
Commercial	\$40,453,739	47.7%	33.9%	1.41	29.9%	1.60	37.7%	1.26	0.0%	N/A
All Other	\$5,669,398	6.7%	5.1%	1.32	5.7%	1.18	4.2%	1.58	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$20,469,758	24.1%	35.2%	0.69	36.0%	0.67	24.4%	0.99	0.0%	N/A
Medical Assistance	\$8,979,800	10.6%	11.1%	0.96	10.1%	1.05	8.3%	1.27	0.0%	N/A
Commercial	\$14,342,862	16.9%	14.9%	1.13	9.2%	1.83	11.4%	1.49	0.0%	N/A
Charity Care	\$634,259	0.7%	0.7%	1.05	0.8%	0.98	0.7%	1.05	0.0%	N/A
Bad Debt	\$152,906	0.2%	1.0%	0.18	0.8%	0.22	1.4%	0.13	0.0%	N/A
All Other	\$3,372,375	4.0%	2.8%	1.42	3.5%	1.13	2.2%	1.79	0.0%	N/A
Total Deductions	\$47,951,960	56.6%	65.8%	0.86	60.4%	0.94	48.5%	1.17	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.9%	6.5%	0.13	4.2%	0.21	5.2%	0.17	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	32.5%	N/A	16.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,863,674	41.2%	42.4%	0.97	42.4%	0.97	49.0%	0.84	0.0%	N/A
Supplies & Services	\$15,834,873	50.7%	51.3%	0.99	52.7%	0.96	44.0%	1.15	0.0%	N/A
Capital Component	\$2,511,888	8.0%	6.2%	1.29	4.9%	1.63	7.0%	1.15	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)		16.0%	10.4%	1.54	9.6%	1.66	12.2%	1.32	0.0%	N/A
Total Hospital Net Income (%)		16.0%	14.1%	1.13	13.6%	1.17	14.2%	1.13	0.0%	N/A
Return on Equity (%)		0.0%	6.3%	N/A	3.3%	N/A	21.6%	N/A	0.0%	N/A
Current Ratio		0.0	4.1	N/A	2.8	N/A	2.1	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	87.5	N/A	167.5	N/A	53.3	N/A	0.0	N/A
Average Payment Period		0.0	89.9	N/A	165.5	N/A	54.9	N/A	0.0	N/A
Equity Financing (%)		0.0%	64.7%	N/A	50.9%	N/A	43.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	48.7	N/A	13.9	N/A	0.0	N/A
Total Asset Turnover		0.0	0.4	N/A	0.2	N/A	1.5	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	17.1	N/A	33.5	N/A	8.5	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		35.8%	12.7%	2.81	25.1%	1.43	15.6%	2.30	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		92.4%	64.9%	1.42	70.5%	1.31	82.0%	1.13	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,717	\$18,658	0.68	\$16,540	0.77	\$21,986	0.58	\$0	N/A
Inpatient Net Revenue per Day		\$3,681	\$3,656	1.01	\$3,511	1.05	\$3,295	1.12	\$0	N/A
Outpatient Net Revenue per Visit		\$662	\$781	0.85	\$799	0.83	\$696	0.95	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$84,790,754	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$47,951,960	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$36,838,794	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$322,348			Subtotal	\$0
Total Revenue	\$37,161,139	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$31,210,435	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$5,950,704	Total Assets	\$0		

131 Aspirus Stevens Point Hospital
 900 Illinois Avenue
 Stevens Point, WI 54481
 715-346-5000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Portage
 Analysis Area: North Central (6)
 Volume Group: 5

		All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	47.1%	57.9%	0.81	58.8%	0.80	54.3%	0.87	75.7%	0.62
Obstetrics	42.0%	36.8%	1.14	39.4%	0.06	31.5%	1.33	50.7%	0.83
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	68.0%	58.7%	1.16	61.6%	1.10	55.3%	1.23	71.0%	0.96
Average Census (Patients)									
Adult Medical-Surgical	8.9	26.8	0.33	17.6	0.51	18.1	0.50	10.6	0.84
Obstetrics	2.5	4.8	0.52	3.2	0.79	3.1	0.81	2.5	0.99
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	29.2	49.8	0.59	35.6	0.82	37.4	0.78	26.3	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	4.4	0.85	4.1	0.92	3.2	1.16
Obstetrics	2.1	2.4	0.84	2.2	0.94	2.3	0.90	2.1	0.99
Pediatrics	0.0	3.8	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	4.9	0.78	4.7	0.80	4.4	0.86	3.1	1.22
Surgical Operations									
Inpatient	494	1,037	0.48	1,116	0.44	612	0.81	568	0.87
Outpatient	3,067	3,865	0.79	3,513	0.87	2,709	1.13	2,699	1.14
Inpatient as % of All Surgeries	13.9%	21.2%	0.66	24.1%	0.58	18.4%	0.75	17.4%	0.80
Outpatient Visits									
Non-Emergency Visits	358,677	145,246	2.47	131,878	2.72	120,713	2.97	370,190	0.97
Emergency Visits	13,357	16,058	0.83	11,093	1.20	16,865	0.79	14,484	0.92
Full-Time Equivalents (FTEs)									
Administrators	13.6	19.0	0.71	20.4	0.66	17.0	0.80	20.3	0.67
Nurses, Licensed	174.6	247.5	0.71	172.5	1.01	164.3	1.06	126.3	1.38
Ancillary Nursing Personnel	1.8	40.3	0.04	24.7	0.07	24.6	0.07	15.1	0.12
All Other Personnel	355.1	496.2	0.72	457.0	0.78	297.6	1.19	208.1	1.71
Total FTEs	545.0	803.0	0.68	674.6	0.81	503.6	1.08	369.8	1.47
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.3	13.0	0.87	17.1	0.66	14.0	0.81	19.2	0.59
Nurses, Licensed	145.7	168.4	0.87	144.1	1.01	134.7	1.08	119.6	1.22
Ancillary Nursing Personnel	1.5	27.4	0.05	20.6	0.07	20.2	0.07	14.3	0.10
All Other Personnel	296.3	337.6	0.88	381.6	0.78	244.0	1.21	197.0	1.50
Total FTEs	454.9	546.4	0.83	563.4	0.81	412.8	1.10	350.1	1.30

Total Hospital:

Beds Set Up & Staffed 43
 Discharges 2,817
 Inpatient Days 10,671

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 2
 Total Births 340
 Newborn Days 569

131 Aspirus Stevens Point Hospital
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	874	3,264	47.1%	8.9	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	447	919	42.0%	2.5	2.1
Psychiatric	1	7	475	1,199	46.9%	3.3	2.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	11	1,021	5,289	131.7%	14.5	5.2
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	8	13.6	Surgical Personnel	19	10	20.8
Physicians & Dentists	19	17	21.6	Radiological Services Personnel	19	14	21.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	6	17.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.8
Registered Nurses	125	84	146.8	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	16	6	18.5
Licensed Practical Nurses	5	3	5.6	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	1	1.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	3	1.3	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	21	13	22.2	Psychologists	5	3	5.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	89	52	99.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	38	32	45.7
Pharmacy Personnel	10	4	10.8				
Clinical Laboratory Personnel	38	22	42.9				
				Total	477	314	545.0

131 Aspirus Stevens Point Hospital

Stevens Point, WI 54481

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$144,482,677	48.1%	46.6%	1.03	51.2%	0.94	49.9%	0.97	47.0%	1.02
Medical Assistance	\$44,375,750	14.8%	14.4%	1.03	13.3%	1.11	15.6%	0.95	13.1%	1.13
Commercial	\$95,156,254	31.7%	33.9%	0.94	29.9%	1.06	30.3%	1.05	31.7%	1.00
All Other	\$16,091,644	5.4%	5.1%	1.06	5.7%	0.95	4.2%	1.27	8.3%	0.65
Deductions as % of Total Gross Patient Revenue										
Medicare	\$100,397,273	33.5%	35.2%	0.95	36.0%	0.93	36.9%	0.91	32.8%	1.02
Medical Assistance	\$32,840,622	10.9%	11.1%	0.99	10.1%	1.09	11.4%	0.96	9.2%	1.20
Commercial	\$20,559,571	6.9%	14.9%	0.46	9.2%	0.74	11.8%	0.58	5.3%	1.30
Charity Care	\$4,745,025	1.6%	0.7%	2.22	0.8%	2.07	0.9%	1.69	1.8%	0.90
Bad Debt	\$3,730,741	1.2%	1.0%	1.22	0.8%	1.53	1.2%	1.06	1.9%	0.66
All Other	\$12,451,574	4.1%	2.8%	1.48	3.5%	1.18	2.5%	1.68	6.1%	0.68
Total Deductions	\$174,724,806	58.2%	65.8%	0.89	60.4%	0.96	64.7%	0.90	56.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	6.5%	0.34	4.2%	0.52	4.5%	0.49	12.8%	0.17
Net Gains/Losses as % of Net Income		107.1%	29.4%	3.65	32.5%	3.30	43.7%	2.45	0.1%	875.18
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,369,456	26.0%	42.4%	0.61	42.4%	0.61	38.8%	0.67	28.2%	0.92
Supplies & Services	\$85,225,011	66.4%	51.3%	1.29	52.7%	1.26	54.3%	1.22	64.0%	1.04
Capital Component	\$9,727,262	7.6%	6.2%	1.22	4.9%	1.53	6.9%	1.10	7.8%	0.97
Fiscal Statistics										
Operating Margin (%)		-0.1%	10.4%	N/A	9.6%	N/A	9.6%	N/A	11.9%	N/A
Total Hospital Net Income (%)		1.3%	14.1%	0.09	13.6%	0.10	15.9%	0.08	11.9%	0.11
Return on Equity (%)		1.8%	6.3%	0.29	3.3%	0.55	11.2%	0.16	15.5%	0.12
Current Ratio		1.2	4.1	0.30	2.8	0.44	3.9	0.32	1.1	1.14
Days in Net Patient Accounts Receivable		45.2	87.5	0.52	167.5	0.27	51.2	0.88	48.4	0.93
Average Payment Period		60.3	89.9	0.67	165.5	0.36	62.2	0.97	67.6	0.89
Equity Financing (%)		60.0%	64.7%	0.93	50.9%	1.18	78.3%	0.77	63.0%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		26,426.2	21.0	1,256.8	48.7	542.15	21.6	1,225.2	0.0	N/A
Total Asset Turnover		1.3	0.4	3.10	0.2	5.77	0.7	2.03	1.3	1.02
Average Age of Plant (Years)		7.4	17.1	0.43	33.5	0.22	10.5	0.70	6.9	1.07
Increase (Decrease) Total Net Patient Revenue		9.3%	12.7%	0.73	25.1%	0.37	8.7%	1.07	-11.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.7%	64.9%	1.17	70.5%	1.07	69.3%	1.09	75.4%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,235		\$18,658	0.66	\$16,540	0.74	\$13,373	0.91	\$10,316	1.19
Inpatient Net Revenue per Day	\$3,237		\$3,656	0.89	\$3,511	0.92	\$3,024	1.07	\$3,354	0.97
Outpatient Net Revenue per Visit	\$254		\$781	0.33	\$799	0.32	\$626	0.41	\$228	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$300,106,325	Cash & Cash Equivalents	\$6,450	Current Liabilities	\$19,743,440
Less Deductions	\$174,724,806	Net Patient Receivables	\$15,525,478	Long-Term Debt	\$0
Net Patient Revenue	\$125,381,519	Other Receivables	\$41,155	Other Liabilities	\$18,768,217
Plus Other Revenue	\$2,816,767			Subtotal	\$38,511,657
Total Revenue	\$128,198,286	Land, Buildings & Equipment (Net)	\$70,481,130	Unrestricted Fund Balance	\$57,822,506
Less Expenses	\$128,321,729	Other Assets	\$10,279,950	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,867,504			Total Liabilities & Fund Balance	\$96,334,163
Net Income	\$1,744,061	Total Assets	\$96,334,163		

132 Stoughton Hospital Association
900 Ridge Street
Stoughton, WI 53589
608-873-6611

Fiscal Year: 10/01 to 09/30
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

County: Dane
Analysis Area: Southern (1)
Volume Group: 3

		All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.3%	57.9%	0.45	58.2%	0.45	36.8%	0.72	34.5%	0.76
Obstetrics	0.0%	36.8%	N/A	41.0%	N/A	23.3%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.1%	58.7%	0.60	62.3%	0.56	42.9%	0.82	41.0%	0.85
Average Census (Patients)									
Adult Medical-Surgical	4.7	26.8	0.18	25.0	0.19	7.2	0.66	6.2	0.76
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.5	49.8	0.19	53.8	0.18	10.9	0.87	11.1	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.6	0.66	4.5	0.66	3.5	0.87	3.4	0.88
Obstetrics	0.0	2.4	N/A	2.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.5	0.90	3.8	1.08	5.3	0.76
Surgical Operations									
Inpatient	99	1,037	0.10	947	0.10	234	0.42	215	0.46
Outpatient	904	3,865	0.23	3,798	0.24	1,718	0.53	757	1.19
Inpatient as % of All Surgeries	9.9%	21.2%	0.47	20.0%	0.49	12.0%	0.82	22.1%	0.45
Outpatient Visits									
Non-Emergency Visits	59,217	145,246	0.41	172,458	0.34	77,301	0.77	48,982	1.21
Emergency Visits	5,319	16,058	0.33	16,037	0.33	9,586	0.55	4,891	1.09
Full-Time Equivalents (FTEs)									
Administrators	20.0	19.0	1.05	20.3	0.99	11.2	1.78	19.0	1.05
Nurses, Licensed	60.3	247.5	0.24	270.6	0.22	81.2	0.74	56.5	1.07
Ancillary Nursing Personnel	7.8	40.3	0.19	38.3	0.20	13.2	0.59	11.1	0.71
All Other Personnel	148.6	496.2	0.30	620.2	0.24	206.7	0.72	151.0	0.98
Total FTEs	236.7	803.0	0.29	949.5	0.25	312.3	0.76	237.5	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.4	13.0	1.73	12.6	1.77	20.5	1.09	37.8	0.59
Nurses, Licensed	67.5	168.4	0.40	168.2	0.40	148.3	0.46	112.5	0.60
Ancillary Nursing Personnel	8.8	27.4	0.32	23.8	0.37	24.2	0.36	22.1	0.40
All Other Personnel	166.4	337.6	0.49	385.4	0.43	377.6	0.44	300.6	0.55
Total FTEs	265.1	546.4	0.49	590.0	0.45	570.6	0.46	473.0	0.56

Total Hospital:

Beds Set Up & Staffed 27
Discharges 855
Inpatient Days 3,455

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 17
Inpatient Days 158

Newborn Nursery:

Bassinetts 0
Total Births 0
Newborn Days 0

132 Stoughton Hospital Association
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	574	1,731	26.3%	4.7	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	5	102	1,558	85.4%	4.3	15.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	14	166	11.4%	0.5	11.9
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	20	0	20.0	Surgical Personnel	0	5	4.7
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	16	9.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	6	2.0
Registered Nurses	23	55	55.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	11	9.3
Licensed Practical Nurses	1	1	1.0	Physical Therapy Assistants/Aides	2	2	2.9
Ancillary Nursing Personnel	4	8	7.8	Recreational Therapists	1	0	1.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	3	1.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	4	3.5	Social Workers	1	2	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	23	32.9
Health Info Mgmt-Administrators/Technicians	5	3	6.8	All Other Personnel	35	42	59.0
Pharmacy Personnel	4	1	4.2				
Clinical Laboratory Personnel	2	6	5.7				
				Total	131	192	236.7

132 Stoughton Hospital Association

Stoughton, WI 53589

Stoughton, WI 53589			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$62,475,054	50.7%	46.6%	1.09	42.1%	1.20	47.0%	1.08	52.3%	0.97	
Medical Assistance	\$12,536,062	10.2%	14.4%	0.71	12.0%	0.85	13.0%	0.78	9.1%	1.12	
Commercial	\$45,610,397	37.0%	33.9%	1.09	37.4%	0.99	36.1%	1.03	36.4%	1.02	
All Other	\$2,624,914	2.1%	5.1%	0.42	8.4%	0.25	3.8%	0.56	2.3%	0.94	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$43,120,891	35.0%	35.2%	0.99	31.8%	1.10	32.5%	1.08	33.8%	1.03	
Medical Assistance	\$10,520,862	8.5%	11.1%	0.77	9.3%	0.92	9.9%	0.87	7.6%	1.12	
Commercial	\$19,900,541	16.1%	14.9%	1.08	19.0%	0.85	14.1%	1.14	15.2%	1.06	
Charity Care	\$375,902	0.3%	0.7%	0.43	0.5%	0.57	0.7%	0.46	0.4%	0.69	
Bad Debt	\$1,356,000	1.1%	1.0%	1.08	1.0%	1.07	1.5%	0.73	1.6%	0.71	
All Other	\$1,185,152	1.0%	2.8%	0.34	4.5%	0.21	1.8%	0.54	1.3%	0.75	
Total Deductions	\$76,459,348	62.0%	65.8%	0.94	66.2%	0.94	60.4%	1.03	60.0%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		4.5%	6.5%	0.70	6.8%	0.67	7.5%	0.60	4.5%	1.01	
Net Gains/Losses as % of Net Income		81.4%	29.4%	2.77	49.6%	1.64	42.4%	1.92	38.5%	2.11	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$22,758,231	48.9%	42.4%	1.15	44.5%	1.10	50.4%	0.97	50.9%	0.96	
Supplies & Services	\$19,367,848	41.6%	51.3%	0.81	48.9%	0.85	42.2%	0.99	38.6%	1.08	
Capital Component	\$4,380,149	9.4%	6.2%	1.51	6.6%	1.42	7.5%	1.26	10.5%	0.90	
Fiscal Statistics											
Operating Margin (%)		5.1%	10.4%	0.49	8.0%	0.63	8.9%	0.57	2.3%	2.22	
Total Hospital Net Income (%)		22.4%	14.1%	1.58	14.8%	1.51	14.5%	1.55	3.7%	6.08	
Return on Equity (%)		15.2%	6.3%	2.41	10.2%	1.50	11.3%	1.35	1.9%	7.84	
Current Ratio		3.9	4.1	0.94	2.7	1.45	5.3	0.73	3.2	1.22	
Days in Net Patient Accounts Receivable		52.7	87.5	0.60	50.7	1.04	49.1	1.07	40.3	1.31	
Average Payment Period		91.4	89.9	1.02	78.2	1.17	43.7	2.09	109.1	0.84	
Equity Financing (%)		74.6%	64.7%	1.15	59.6%	1.25	76.8%	0.97	61.7%	1.21	
Long-Term Debt to Equity Ratio		0.2	0.3	0.51	0.3	0.66	0.2	0.89	0.3	0.56	
Times Interest Earned		27.4	21.0	1.30	18.0	1.52	19.8	1.39	4.0	6.84	
Total Asset Turnover		0.6	0.4	1.30	0.6	0.88	0.7	0.76	0.5	1.07	
Average Age of Plant (Years)		11.3	17.1	0.66	12.6	0.90	10.5	1.07	10.5	1.08	
Increase (Decrease) Total Net Patient Revenue		11.6%	12.7%	0.91	11.3%	1.03	11.8%	0.98	-8.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)		84.9%	64.9%	1.31	61.9%	1.37	79.7%	1.06	77.6%	1.09	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$10,175		\$18,658	0.55	\$18,949	0.54	\$14,182	0.72	\$14,297	0.71	
Inpatient Net Revenue per Day	\$1,689		\$3,656	0.46	\$3,664	0.46	\$3,541	0.48	\$2,604	0.65	
Outpatient Net Revenue per Visit	\$604		\$781	0.77	\$753	0.80	\$602	1.00	\$598	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$123,246,427	Cash & Cash Equivalents	\$33,873,549	Current Liabilities	\$10,858,317
Less Deductions	\$76,459,348	Net Patient Receivables	\$6,759,089	Long-Term Debt	\$10,923,308
Net Patient Revenue	\$46,787,079	Other Receivables	\$104,233	Other Liabilities	\$584,543
Plus Other Revenue	\$2,218,045			Subtotal	\$22,366,168
Total Revenue	\$49,005,124	Land, Buildings & Equipment (Net)	\$27,237,551	Unrestricted Fund Balance	\$65,621,345
Less Expenses	\$46,506,228	Other Assets	\$20,013,091	Restricted Fund Balance	\$1,527,612
Non-Operating Gains/Losses	\$10,907,285			Total Liabilities & Fund Balance	\$87,987,513
Net Income	\$13,406,181	Total Assets	\$87,987,513		

133 Door County Medical Center
 323 South 18th Avenue
 Sturgeon Bay, WI 54235
 920-743-5566

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Door
 Analysis Area: Northeastern (4)
 Volume Group: 5

		All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.0%	57.9%	0.72	57.7%	0.73	54.3%	0.77	40.8%	1.03
Obstetrics	15.3%	36.8%	0.42	33.1%	0.02	31.5%	0.49	15.0%	1.02
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.5%	58.7%	0.72	51.8%	0.82	55.3%	0.77	38.7%	1.10
Average Census (Patients)									
Adult Medical-Surgical	6.7	26.8	0.25	25.0	0.27	18.1	0.37	6.5	1.03
Obstetrics	0.8	4.8	0.16	3.9	0.20	3.1	0.25	0.8	1.02
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.6	49.8	0.21	44.3	0.24	37.4	0.28	9.7	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.73	4.2	0.79	4.1	0.82	3.1	1.08
Obstetrics	2.0	2.4	0.80	2.3	0.86	2.3	0.85	2.2	0.89
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	4.9	0.43	4.4	0.47	4.4	0.48	1.9	1.09
Surgical Operations									
Inpatient	277	1,037	0.27	879	0.32	612	0.45	42	6.60
Outpatient	3,180	3,865	0.82	5,410	0.59	2,709	1.17	2,992	1.06
Inpatient as % of All Surgeries	8.0%	21.2%	0.38	14.0%	0.57	18.4%	0.43	1.4%	5.79
Outpatient Visits									
Non-Emergency Visits	167,489	145,246	1.15	191,881	0.87	120,713	1.39	127,276	1.32
Emergency Visits	10,087	16,058	0.63	17,038	0.59	16,865	0.60	9,585	1.05
Full-Time Equivalents (FTEs)									
Administrators	33.2	19.0	1.74	15.5	2.14	17.0	1.95	29.0	1.14
Nurses, Licensed	120.8	247.5	0.49	286.5	0.42	164.3	0.74	120.9	1.00
Ancillary Nursing Personnel	8.3	40.3	0.21	43.7	0.19	24.6	0.34	8.6	0.97
All Other Personnel	357.8	496.2	0.72	497.2	0.72	297.6	1.20	371.3	0.96
Total FTEs	520.1	803.0	0.65	842.9	0.62	503.6	1.03	529.7	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.5	13.0	2.82	8.7	4.18	14.0	2.61	37.3	0.98
Nurses, Licensed	132.8	168.4	0.79	160.8	0.83	134.7	0.99	155.5	0.85
Ancillary Nursing Personnel	9.1	27.4	0.33	24.5	0.37	20.2	0.45	11.0	0.83
All Other Personnel	393.3	337.6	1.16	279.1	1.41	244.0	1.61	477.4	0.82
Total FTEs	571.7	546.4	1.05	473.2	1.21	412.8	1.38	681.2	0.84

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 1,854
 Inpatient Days 3,875

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 6
 Discharges 48
 Inpatient Days 503

Newborn Nursery:

Bassinet 6
 Total Births 120
 Newborn Days 223

133 Door County Medical Center
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	737	2,453	42.0%	6.7	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	143	280	15.3%	0.8	2.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	356	1,142	78.2%	3.1	3.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	31	3	33.2	Surgical Personnel	2	5	5.7
Physicians & Dentists	25	9	28.5	Radiological Services Personnel	12	13	17.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	9	9.0
Dental Hygienists	0	4	2.0	Occupational Therapists	3	8	7.6
Registered Nurses	42	87	92.2	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	10	19.2
Licensed Practical Nurses	14	12	20.1	Physical Therapy Assistants/Aides	2	6	4.9
Ancillary Nursing Personnel	6	9	8.3	Recreational Therapists	3	1	3.8
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	4	2.7
Nurse Practitioners	6	4	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	46	36	62.8
Health Info Mgmt-Administrators/Technicians	15	6	19.0	All Other Personnel	81	76	120.4
Pharmacy Personnel	8	4	9.3				
Clinical Laboratory Personnel	14	8	16.2				
				Total	347	327	520.1

133 Door County Medical Center
Sturgeon Bay, WI 54235

Sturgeon Bay, WI 54235			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$113,913,726	56.2%	46.6%	1.21	47.1%	1.19	49.9%	1.13	59.0%	0.95	
Medical Assistance	\$19,512,231	9.6%	14.4%	0.67	12.3%	0.78	15.6%	0.62	8.1%	1.19	
Commercial	\$60,125,816	29.7%	33.9%	0.88	36.3%	0.82	30.3%	0.98	27.8%	1.07	
All Other	\$9,072,458	4.5%	5.1%	0.88	4.2%	1.06	4.2%	1.06	5.1%	0.88	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$70,075,946	34.6%	35.2%	0.98	35.4%	0.98	36.9%	0.94	34.7%	1.00	
Medical Assistance	\$14,746,903	7.3%	11.1%	0.66	9.8%	0.74	11.4%	0.64	5.8%	1.26	
Commercial	\$16,873,629	8.3%	14.9%	0.56	16.0%	0.52	11.8%	0.71	7.7%	1.08	
Charity Care	\$2,544,888	1.3%	0.7%	1.76	0.7%	1.83	0.9%	1.34	1.8%	0.69	
Bad Debt	\$1,636,269	0.8%	1.0%	0.79	1.1%	0.75	1.2%	0.69	0.6%	1.34	
All Other	\$4,451,754	2.2%	2.8%	0.79	2.9%	0.75	2.5%	0.89	2.3%	0.96	
Total Deductions	\$110,329,389	54.5%	65.8%	0.83	65.9%	0.83	64.7%	0.84	52.9%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.9%	6.5%	0.60	6.1%	0.64	4.5%	0.87	11.4%	0.34	
Net Gains/Losses as % of Net Income		66.1%	29.4%	2.25	31.1%	2.13	43.7%	1.51	65.9%	1.00	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$58,283,431	64.4%	42.4%	1.52	42.5%	1.51	38.8%	1.66	65.0%	0.99	
Supplies & Services	\$26,938,638	29.8%	51.3%	0.58	50.9%	0.59	54.3%	0.55	29.1%	1.02	
Capital Component	\$5,281,583	5.8%	6.2%	0.94	6.6%	0.88	6.9%	0.85	5.9%	0.99	
Fiscal Statistics											
Operating Margin (%)		5.8%	10.4%	0.55	15.9%	0.36	9.6%	0.60	2.2%	2.58	
Total Hospital Net Income (%)		15.3%	14.1%	1.08	21.5%	0.71	15.9%	0.96	6.3%	2.43	
Return on Equity (%)		11.5%	6.3%	1.83	15.0%	0.77	11.2%	1.03	5.0%	2.33	
Current Ratio		1.8	4.1	0.44	3.7	0.50	3.9	0.47	1.9	0.94	
Days in Net Patient Accounts Receivable		51.3	87.5	0.59	56.7	0.91	51.2	1.00	48.0	1.07	
Average Payment Period		101.6	89.9	1.13	76.1	1.33	62.2	1.63	70.0	1.45	
Equity Financing (%)		76.2%	64.7%	1.18	75.3%	1.01	78.3%	0.97	77.6%	0.98	
Long-Term Debt to Equity Ratio		0.1	0.3	0.23	0.2	0.49	0.1	0.75	0.1	0.81	
Times Interest Earned		46.5	21.0	2.21	32.4	1.43	21.6	2.16	16.9	2.76	
Total Asset Turnover		0.7	0.4	1.58	0.7	1.04	0.7	1.04	0.8	0.90	
Average Age of Plant (Years)		15.9	17.1	0.93	10.6	1.50	10.5	1.51	15.1	1.05	
Increase (Decrease) Total Net Patient Revenue		17.2%	12.7%	1.35	10.0%	1.72	8.7%	1.99	-6.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)		85.6%	64.9%	1.32	74.4%	1.15	69.3%	1.24	84.5%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$6,933	\$18,658	0.37	\$15,148	0.46	\$13,373	0.52	\$6,423	1.08	
Inpatient Net Revenue per Day		\$2,496	\$3,656	0.68	\$3,286	0.76	\$3,024	0.83	\$2,457	1.02	
Outpatient Net Revenue per Visit		\$455	\$781	0.58	\$699	0.65	\$626	0.73	\$493	0.92	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$202,624,231		Cash & Cash Equivalents		\$25,132,133	Current Liabilities		\$24,129,941			
Less Deductions	\$110,329,389		Net Patient Receivables		\$12,980,613	Long-Term Debt		\$8,017,219			
Net Patient Revenue	\$92,294,842		Other Receivables		\$592,505	Other Liabilities		\$1,539,604			
Plus Other Revenue	\$3,744,387					Subtotal		\$33,686,764			
Total Revenue	\$96,039,229		Land, Buildings & Equipment (Net)		\$30,484,693						
Less Expenses	\$90,503,652		Other Assets		\$72,337,504	Unrestricted Fund Balance		\$107,840,684			
Non-Operating Gains/Losses	\$10,785,021					Restricted Fund Balance		\$238,486			
Net Income	\$16,320,597		Total Assets		\$141,527,448	Total Liabilities & Fund Balance		\$141,527,448			

314 Aurora Medical Center in Summit
 36500 Aurora Drive
 Summit, WI 53066
 262-560-6151

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 5

		All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.5%	57.9%	1.22	61.6%	1.14	54.3%	1.30	55.5%	1.27
Obstetrics	31.2%	36.8%	0.85	32.8%	0.11	31.5%	0.99	27.5%	1.14
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	61.5%	58.7%	1.05	56.8%	1.08	55.3%	1.11	53.3%	1.15
Average Census (Patients)									
Adult Medical-Surgical	40.9	26.8	1.52	34.1	1.20	18.1	2.26	32.2	1.27
Obstetrics	3.7	4.8	0.77	5.4	0.69	3.1	1.21	3.3	1.14
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	60.8	49.8	1.22	64.9	0.94	37.4	1.63	52.8	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.6	0.92	4.3	0.98	4.1	1.04	3.7	1.14
Obstetrics	2.1	2.4	0.87	2.3	0.92	2.3	0.92	2.1	1.01
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.94	4.5	1.01	4.4	1.05	4.2	1.10
Surgical Operations									
Inpatient	1,275	1,037	1.23	1,167	1.09	612	2.08	1,405	0.91
Outpatient	4,863	3,865	1.26	4,137	1.18	2,709	1.80	3,984	1.22
Inpatient as % of All Surgeries	20.8%	21.2%	0.98	22.0%	0.94	18.4%	1.13	26.1%	0.80
Outpatient Visits									
Non-Emergency Visits	100,277	145,246	0.69	170,630	0.59	120,713	0.83	82,792	1.21
Emergency Visits	17,735	16,058	1.10	21,970	0.81	16,865	1.05	14,924	1.19
Full-Time Equivalents (FTEs)									
Administrators	14.0	19.0	0.73	22.0	0.64	17.0	0.82	14.0	1.00
Nurses, Licensed	325.1	247.5	1.31	286.1	1.14	164.3	1.98	312.7	1.04
Ancillary Nursing Personnel	73.8	40.3	1.83	52.9	1.39	24.6	3.00	61.5	1.20
All Other Personnel	758.1	496.2	1.53	515.7	1.47	297.6	2.55	748.1	1.01
Total FTEs	1,171.1	803.0	1.46	876.8	1.34	503.6	2.33	1,136.3	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.4	13.0	0.65	11.5	0.73	14.0	0.60	10.3	0.82
Nurses, Licensed	194.5	168.4	1.16	148.8	1.31	134.7	1.44	229.0	0.85
Ancillary Nursing Personnel	44.2	27.4	1.61	27.5	1.60	20.2	2.19	45.1	0.98
All Other Personnel	453.7	337.6	1.34	268.3	1.69	244.0	1.86	547.7	0.83
Total FTEs	700.7	546.4	1.28	456.1	1.54	412.8	1.70	832.0	0.84

Total Hospital:

Beds Set Up & Staffed 99
 Discharges 4,839
 Inpatient Days 22,208

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:

Bassinet 12
 Total Births 517
 Newborn Days 863

314 Aurora Medical Center in Summit
Summit, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	58	3,534	14,924	70.5%	40.9	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	4	134	1,322	90.5%	3.6	9.9
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	4	59	189	0.0%	0.5	3.2
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	646	1,367	31.2%	3.7	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	289	3,678	72.0%	10.1	12.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	55	728	28.5%	2.0	13.2
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	14	0	14.0	Surgical Personnel	25	13	31.7
Physicians & Dentists	84	35	100.2	Radiological Services Personnel	37	31	57.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	9	15.7
Dental Hygienists	0	0	0.0	Occupational Therapists	6	10	11.1
Registered Nurses	199	142	282.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	19	25.6
Licensed Practical Nurses	18	8	22.6	Physical Therapy Assistants/Aides	3	4	4.4
Ancillary Nursing Personnel	33	83	73.8	Recreational Therapists	0	0	0.0
Physician Assistants	14	4	16.7	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	17	7	19.5	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	3	6.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	67	29	83.7
Health Info Mgmt-Administrators/Technicians	33	7	38.1	All Other Personnel	190	81	235.4
Pharmacy Personnel	20	8	23.7				
Clinical Laboratory Personnel	29	12	36.7				
				Total	878	527	1,171.1

314 Aurora Medical Center in Summit
Summit, WI 53066

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$265,958,437	47.3%	46.6%	1.01	51.5%	0.92	49.9%	0.95	46.9%	1.01
Medical Assistance	\$45,281,188	8.0%	14.4%	0.56	11.3%	0.71	15.6%	0.52	8.0%	1.01
Commercial	\$234,163,108	41.6%	33.9%	1.23	34.7%	1.20	30.3%	1.37	42.2%	0.99
All Other	\$17,280,195	3.1%	5.1%	0.61	2.5%	1.25	4.2%	0.73	2.9%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$210,555,614	37.4%	35.2%	1.06	41.5%	0.90	36.9%	1.01	36.9%	1.01
Medical Assistance	\$36,655,825	6.5%	11.1%	0.59	9.1%	0.71	11.4%	0.57	6.4%	1.02
Commercial	\$99,443,263	17.7%	14.9%	1.18	16.0%	1.10	11.8%	1.50	17.7%	1.00
Charity Care	\$3,195,954	0.6%	0.7%	0.80	0.9%	0.64	0.9%	0.61	0.7%	0.84
Bad Debt	\$5,903,112	1.0%	1.0%	1.03	1.0%	1.03	1.2%	0.89	0.9%	1.22
All Other	\$9,315,545	1.7%	2.8%	0.59	1.2%	1.36	2.5%	0.67	1.6%	1.07
Total Deductions	\$365,069,313	64.9%	65.8%	0.99	69.8%	0.93	64.7%	1.00	64.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	6.5%	0.08	5.3%	0.10	4.5%	0.12	0.9%	0.60
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	13.2%	0.01	43.7%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,855,428	34.6%	42.4%	0.82	38.6%	0.90	38.8%	0.89	36.0%	0.96
Supplies & Services	\$84,010,237	52.1%	51.3%	1.01	53.1%	0.98	54.3%	0.96	49.1%	1.06
Capital Component	\$21,407,592	13.3%	6.2%	2.13	8.4%	1.59	6.9%	1.93	14.8%	0.89
Fiscal Statistics										
Operating Margin (%)		18.8%	10.4%	1.81	13.6%	1.38	9.6%	1.96	15.5%	1.21
Total Hospital Net Income (%)		18.8%	14.1%	1.33	15.4%	1.22	15.9%	1.19	15.5%	1.21
Return on Equity (%)		7.9%	6.3%	1.25	9.8%	0.81	11.2%	0.70	6.0%	1.31
Current Ratio		10.4	4.1	2.53	7.4	1.41	3.9	2.66	11.5	0.91
Days in Net Patient Accounts Receivable		64.4	87.5	0.74	51.6	1.25	51.2	1.26	56.9	1.13
Average Payment Period		45.2	89.9	0.50	51.5	0.88	62.2	0.73	35.2	1.28
Equity Financing (%)		96.2%	64.7%	1.49	80.1%	1.20	78.3%	1.23	95.4%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		6.1	21.0	0.29	14.8	0.41	21.6	0.28	4.9	1.24
Total Asset Turnover		0.4	0.4	0.98	0.6	0.67	0.7	0.64	0.4	1.08
Average Age of Plant (Years)		9.5	17.1	0.55	11.1	0.85	10.5	0.90	8.3	1.14
Increase (Decrease) Total Net Patient Revenue		16.5%	12.7%	1.29	7.7%	2.13	8.7%	1.90	3.4%	4.85
Outpatient Gross Revenue (% of Total GPR)		63.3%	64.9%	0.97	65.6%	0.96	69.3%	0.91	59.7%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$16,990	\$18,658	0.91	\$14,982	1.13	\$13,373	1.27	\$16,290	1.04
Inpatient Net Revenue per Day		\$3,668	\$3,656	1.00	\$3,228	1.14	\$3,024	1.21	\$3,743	0.98
Outpatient Net Revenue per Visit		\$1,028	\$781	1.32	\$697	1.47	\$626	1.64	\$1,006	1.02
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$562,682,928		Cash & Cash Equivalents		\$150,535,470	Current Liabilities		\$18,281,784		
Less Deductions	\$365,069,313		Net Patient Receivables		\$34,875,534	Long-Term Debt		\$0		
Net Patient Revenue	\$197,613,615		Other Receivables		\$414,277	Other Liabilities		\$0		
Plus Other Revenue	\$1,068,760					Subtotal		\$18,281,784		
Total Revenue	\$198,682,377		Land, Buildings & Equipment (Net)		\$284,158,012	Unrestricted Fund Balance		\$456,700,185		
Less Expenses	\$161,273,257		Other Assets		\$4,998,675	Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	\$30,462					Total Liabilities & Fund Balance		\$474,981,969		
Net Income	\$37,439,582		Total Assets		\$474,981,968					

134 St Mary's Hospital of Superior
3500 Tower Avenue
Superior, WI 54880
715-392-8281

Fiscal Year: 07/01 to 06/30
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

County: Douglas
Analysis Area: Western Lake Superior (7)
Volume Group: 4

		All GMS Hospitals		Analysis Area 7		Volume Group 4		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.8%	57.9%	0.29	25.1%	0.67	42.2%	0.40	13.5%	1.25
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	19.9%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.8%	58.7%	0.29	28.2%	0.60	42.0%	0.40	13.5%	1.25
Average Census (Patients)									
Adult Medical-Surgical	4.2	26.8	0.16	5.0	0.85	12.3	0.34	3.4	1.25
Obstetrics	0.0	4.8	N/A	1.1	N/A	1.4	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	49.8	0.08	6.5	0.65	19.1	0.22	3.4	1.25
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	3.6	1.04	3.8	0.99	2.7	1.36
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	3.9	0.96	4.0	0.92	2.7	1.36
Surgical Operations									
Inpatient	8	1,037	0.01	70	0.11	334	0.02	3	2.67
Outpatient	2,558	3,865	0.66	1,013	2.53	2,451	1.04	1,794	1.43
Inpatient as % of All Surgeries	0.3%	21.2%	0.01	6.4%	0.05	12.0%	0.03	0.2%	1.87
Outpatient Visits									
Non-Emergency Visits	52,397	145,246	0.36	40,762	1.29	76,359	0.69	38,309	1.37
Emergency Visits	11,225	16,058	0.70	6,148	1.83	11,733	0.96	12,621	0.89
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	2.8	0.36	12.6	0.08	1.0	1.00
Nurses, Licensed	119.1	247.5	0.48	61.3	1.94	121.7	0.98	153.1	0.78
Ancillary Nursing Personnel	11.4	40.3	0.28	8.9	1.28	21.5	0.53	15.8	0.72
All Other Personnel	203.6	496.2	0.41	146.9	1.39	244.0	0.83	256.5	0.79
Total FTEs	335.1	803.0	0.42	219.9	1.52	399.8	0.84	426.3	0.79
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.1	13.0	0.08	5.7	0.19	14.8	0.07	1.2	0.88
Nurses, Licensed	127.9	168.4	0.76	125.8	1.02	143.7	0.89	187.6	0.68
Ancillary Nursing Personnel	12.2	27.4	0.45	18.3	0.67	25.4	0.48	19.3	0.63
All Other Personnel	218.6	337.6	0.65	301.1	0.73	288.0	0.76	314.5	0.70
Total FTEs	359.8	546.4	0.66	450.8	0.80	471.8	0.76	522.6	0.69

Total Hospital:

Beds Set Up & Staffed 25
Discharges 411
Inpatient Days 1,531

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 10
Discharges 94
Inpatient Days 1,351

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

134 St Mary's Hospital of Superior
Superior, WI 54880

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	411	1,531	16.8%	4.2	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	4	6	6.1
Physicians & Dentists	22	21	35.3	Radiological Services Personnel	4	14	12.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	5	3.9
Registered Nurses	12	81	68.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	8	11.6
Licensed Practical Nurses	21	29	37.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	11	11.4	Recreational Therapists	0	0	0.0
Physician Assistants	10	4	11.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	10	7	13.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	19	40.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	36	32	54.3
Pharmacy Personnel	7	5	8.3				
Clinical Laboratory Personnel	8	11	15.0				
				Total	174	260	335.1

134 St Mary's Hospital of Superior
Superior, WI 54880

Superior, WI 54880			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$79,723,267	47.6%	46.6%	1.02	50.8%	0.94	49.5%	0.96	46.2%	1.03	
Medical Assistance	\$26,353,189	15.7%	14.4%	1.09	16.7%	0.94	13.2%	1.20	16.7%	0.94	
Commercial	\$57,516,417	34.3%	33.9%	1.01	26.9%	1.28	33.6%	1.02	33.6%	1.02	
All Other	\$3,944,412	2.4%	5.1%	0.46	5.6%	0.42	3.7%	0.63	3.5%	0.67	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$45,063,232	26.9%	35.2%	0.76	27.0%	1.00	35.9%	0.75	25.2%	1.07	
Medical Assistance	\$19,559,009	11.7%	11.1%	1.05	11.1%	1.05	10.4%	1.13	11.7%	1.00	
Commercial	\$15,514,345	9.3%	14.9%	0.62	5.5%	1.69	13.9%	0.67	9.2%	1.00	
Charity Care	\$1,569,568	0.9%	0.7%	1.31	0.7%	1.39	0.8%	1.24	3.4%	0.28	
Bad Debt	\$3,873,235	2.3%	1.0%	2.27	1.5%	1.55	1.3%	1.79	0.7%	3.48	
All Other	\$989,402	0.6%	2.8%	0.21	2.7%	0.22	2.3%	0.26	0.8%	0.71	
Total Deductions	\$86,568,791	51.7%	65.8%	0.79	48.5%	1.06	64.5%	0.80	50.9%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		-0.3%	6.5%	N/A	3.4%	N/A	7.3%	N/A	9.8%	N/A	
Net Gains/Losses as % of Net Income		30.7%	29.4%	1.05	46.4%	0.66	21.5%	1.43	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$39,885,674	60.2%	42.4%	1.42	52.8%	1.14	44.5%	1.35	59.9%	1.01	
Supplies & Services	\$23,607,770	35.6%	51.3%	0.69	40.1%	0.89	48.6%	0.73	35.8%	0.99	
Capital Component	\$2,769,301	4.2%	6.2%	0.67	7.1%	0.59	6.9%	0.61	4.3%	0.97	
Fiscal Statistics											
Operating Margin (%)		17.9%	10.4%	1.72	12.3%	1.45	13.9%	1.29	17.7%	1.01	
Total Hospital Net Income (%)		23.9%	14.1%	1.70	20.8%	1.15	17.0%	1.41	17.3%	1.39	
Return on Equity (%)		13.5%	6.3%	2.13	2.3%	5.95	13.1%	1.03	9.9%	1.37	
Current Ratio		9.8	4.1	2.39	3.1	3.13	4.4	2.21	5.3	1.84	
Days in Net Patient Accounts Receivable		41.4	87.5	0.47	372.2	0.11	43.9	0.94	35.2	1.17	
Average Payment Period		56.7	89.9	0.63	407.2	0.14	61.1	0.93	70.6	0.80	
Equity Financing (%)		90.7%	64.7%	1.40	51.8%	1.75	78.9%	1.15	90.6%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	17,875.6		21.0	850.12	56.7	315.26	25.9	689.51	5,349.9	3.34	
Total Asset Turnover		0.5	0.4	1.22	0.1	5.30	0.7	0.70	0.6	0.91	
Average Age of Plant (Years)		11.6	17.1	0.68	55.6	0.21	10.3	1.12	11.3	1.03	
Increase (Decrease) Total Net Patient Revenue		17.9%	12.7%	1.41	17.4%	1.03	14.2%	1.26	1.6%	11.02	
Outpatient Gross Revenue (% of Total GPR)		95.1%	64.9%	1.46	86.8%	1.10	76.7%	1.24	95.6%	0.99	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$18,973		\$18,658	1.02	\$14,908	1.27	\$12,297	1.54	\$10,416	1.82	
Inpatient Net Revenue per Day	\$3,013		\$3,656	0.82	\$3,393	0.89	\$2,830	1.06	\$2,277	1.32	
Outpatient Net Revenue per Visit	\$1,174		\$781	1.50	\$924	1.27	\$806	1.46	\$1,263	0.93	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$167,537,285		Cash & Cash Equivalents		\$83,618,124		Current Liabilities		\$9,952,776		
Less Deductions	\$86,568,791		Net Patient Receivables		\$9,186,975		Long-Term Debt		\$0		
Net Patient Revenue	\$80,968,494		Other Receivables		\$4,343,771		Other Liabilities		\$4,441,613		
Plus Other Revenue	-\$259,441						Subtotal		\$14,394,389		
Total Revenue	\$80,709,052		Land, Buildings & Equipment (Net)		\$21,060,107		Unrestricted Fund Balance		\$140,387,173		
Less Expenses	\$66,262,745		Other Assets		\$36,572,585		Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	\$6,413,357						Total Liabilities & Fund Balance		\$154,781,562		
Net Income	\$20,859,664		Total Assets		\$154,781,562						

135 Tomah Health
 321 Butts Avenue
 Tomah, WI 54660
 608-372-2181

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 3

		All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.7%	57.9%	0.70	44.6%	0.91	36.8%	1.11	40.3%	1.01
Obstetrics	29.2%	36.8%	0.79	52.1%	0.03	23.3%	1.25	32.3%	0.90
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.8%	58.7%	0.64	48.8%	0.77	42.9%	0.88	38.3%	0.99
Average Census (Patients)									
Adult Medical-Surgical	6.1	26.8	0.23	17.0	0.36	7.2	0.85	6.0	1.01
Obstetrics	1.5	4.8	0.30	4.5	0.32	0.9	1.58	1.6	0.90
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.6	49.8	0.15	28.6	0.26	10.9	0.69	7.7	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.6	0.79	4.1	0.89	3.5	1.04	3.1	1.16
Obstetrics	2.2	2.4	0.91	3.2	0.70	2.1	1.08	2.3	0.99
Pediatrics	0.0	3.8	N/A	2.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.67	4.9	0.66	3.8	0.86	2.9	1.12
Surgical Operations									
Inpatient	214	1,037	0.21	828	0.26	234	0.92	254	0.84
Outpatient	945	3,865	0.24	2,810	0.34	1,718	0.55	776	1.22
Inpatient as % of All Surgeries	18.5%	21.2%	0.87	22.8%	0.81	12.0%	1.54	24.7%	0.75
Outpatient Visits									
Non-Emergency Visits	32,693	145,246	0.23	141,645	0.23	77,301	0.42	24,603	1.33
Emergency Visits	18,185	16,058	1.13	14,182	1.28	9,586	1.90	17,358	1.05
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	11.3	N/A	11.2	N/A	0.0	N/A
Nurses, Licensed	146.8	247.5	0.59	150.4	0.98	81.2	1.81	150.4	0.98
Ancillary Nursing Personnel	29.3	40.3	0.73	22.0	1.33	13.2	2.22	35.4	0.83
All Other Personnel	260.1	496.2	0.52	396.9	0.66	206.7	1.26	257.9	1.01
Total FTEs	436.2	803.0	0.54	580.7	0.75	312.3	1.40	443.8	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	8.5	N/A	20.5	N/A	0.0	N/A
Nurses, Licensed	312.7	168.4	1.86	113.4	2.76	148.3	2.11	381.2	0.82
Ancillary Nursing Personnel	62.5	27.4	2.28	16.6	3.76	24.2	2.59	89.8	0.70
All Other Personnel	554.3	337.6	1.64	299.2	1.85	377.6	1.47	653.3	0.85
Total FTEs	929.4	546.4	1.70	437.7	2.12	570.6	1.63	1,124.3	0.83

Total Hospital:

Beds Set Up & Staffed 20
 Discharges 851
 Inpatient Days 2,758

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 5
 Discharges 27
 Inpatient Days 245

Newborn Nursery:

Bassinets 5
 Total Births 241
 Newborn Days 428

135 Tomah Health
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	15	614	2,226	40.7%	6.1	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	238	532	29.2%	1.5	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	4	4	9.6
Physicians & Dentists	2	1	2.2	Radiological Services Personnel	6	8	15.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	1	7.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	3.7
Registered Nurses	50	58	125.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	2	10.7
Licensed Practical Nurses	3	6	7.7	Physical Therapy Assistants/Aides	1	1	2.3
Ancillary Nursing Personnel	10	22	29.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	9	12.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	3	2	6.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	13	36.3
Health Info Mgmt-Administrators/Technicians	7	0	7.0	All Other Personnel	83	29	120.9
Pharmacy Personnel	7	2	9.7				
Clinical Laboratory Personnel	13	4	16.8				
				Total	235	170	436.2

135 Tomah Health

Tomah, WI 54660

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$54,688,789	40.2%	46.6%	0.86	45.7%	0.88	47.0%	0.85	40.1%	1.00
Medical Assistance	\$21,659,437	15.9%	14.4%	1.10	10.5%	1.51	13.0%	1.22	14.5%	1.10
Commercial	\$51,581,802	37.9%	33.9%	1.12	35.7%	1.06	36.1%	1.05	39.8%	0.95
All Other	\$8,211,933	6.0%	5.1%	1.19	8.1%	0.75	3.8%	1.58	5.5%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,507,221	22.4%	35.2%	0.64	32.9%	0.68	32.5%	0.69	22.5%	0.99
Medical Assistance	\$14,021,690	10.3%	11.1%	0.93	8.2%	1.26	9.9%	1.05	8.8%	1.17
Commercial	\$14,554,490	10.7%	14.9%	0.72	16.1%	0.66	14.1%	0.76	9.8%	1.09
Charity Care	\$549,549	0.4%	0.7%	0.57	0.4%	0.92	0.7%	0.61	0.6%	0.72
Bad Debt	\$2,458,711	1.8%	1.0%	1.77	0.9%	1.99	1.5%	1.20	2.1%	0.85
All Other	\$5,126,353	3.8%	2.8%	1.35	5.9%	0.64	1.8%	2.12	3.8%	1.00
Total Deductions	\$67,218,014	49.4%	65.8%	0.75	64.5%	0.77	60.4%	0.82	47.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.8%	6.5%	1.20	19.4%	0.40	7.5%	1.04	1.9%	4.19
Net Gains/Losses as % of Net Income		55.2%	29.4%	1.88	94.5%	0.58	42.4%	1.30	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,889,386	48.0%	42.4%	1.13	55.8%	0.86	50.4%	0.95	48.7%	0.99
Supplies & Services	\$28,126,276	41.0%	51.3%	0.80	39.5%	1.04	42.2%	0.97	39.6%	1.04
Capital Component	\$7,560,948	11.0%	6.2%	1.77	4.7%	2.33	7.5%	1.48	11.8%	0.94
Fiscal Statistics										
Operating Margin (%)		8.3%	10.4%	0.79	0.2%	33.45	8.9%	0.93	-3.6%	N/A
Total Hospital Net Income (%)		16.7%	14.1%	1.19	4.3%	3.92	14.5%	1.16	-1.2%	N/A
Return on Equity (%)		11.4%	6.3%	1.81	3.3%	3.49	11.3%	1.01	-0.7%	N/A
Current Ratio		6.5	4.1	1.59	21.9	0.30	5.3	1.23	3.0	2.15
Days in Net Patient Accounts Receivable		55.8	87.5	0.64	56.7	0.98	49.1	1.14	52.0	1.07
Average Payment Period		30.9	89.9	0.34	17.0	1.82	43.7	0.71	58.4	0.53
Equity Financing (%)		61.5%	64.7%	0.95	87.4%	0.70	76.8%	0.80	51.5%	1.19
Long-Term Debt to Equity Ratio		0.6	0.3	1.69	0.1	10.37	0.2	2.98	0.8	0.71
Times Interest Earned		12.3	21.0	0.59	10.7	1.15	19.8	0.62	0.4	34.09
Total Asset Turnover		0.6	0.4	1.44	0.7	0.84	0.7	0.85	0.5	1.13
Average Age of Plant (Years)		2.8	17.1	0.17	9.0	0.31	10.5	0.27	1.8	1.59
Increase (Decrease) Total Net Patient Revenue		9.3%	12.7%	0.73	15.9%	0.59	11.8%	0.79	9.3%	1.00
Outpatient Gross Revenue (% of Total GPR)		83.9%	64.9%	1.29	80.2%	1.05	79.7%	1.05	80.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,501		\$18,658	0.88	\$17,806	0.93	\$14,182	1.16	\$14,979	1.10
Inpatient Net Revenue per Day	\$4,828		\$3,656	1.32	\$3,646	1.32	\$3,541	1.36	\$4,948	0.98
Outpatient Net Revenue per Visit	\$1,118		\$781	1.43	\$806	1.39	\$602	1.86	\$1,209	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$136,141,961	Cash & Cash Equivalents	\$22,119,484	Current Liabilities	\$5,308,316
Less Deductions	\$67,218,014	Net Patient Receivables	\$10,537,419	Long-Term Debt	\$41,243,842
Net Patient Revenue	\$68,923,947	Other Receivables	\$251,000	Other Liabilities	\$0
Plus Other Revenue	\$5,820,224			Subtotal	\$46,552,158
Total Revenue	\$74,744,171	Land, Buildings & Equipment (Net)	\$61,808,563		
Less Expenses	\$68,576,610	Other Assets	\$26,136,119	Unrestricted Fund Balance	\$74,300,427
Non-Operating Gains/Losses	\$7,612,559			Restricted Fund Balance	\$1,931,471
Net Income	\$13,780,120	Total Assets	\$120,852,585	Total Liabilities & Fund Balance	\$120,852,585

136 Aspirus Tomahawk Hospital
 401 West Mohawk Drive
 Tomahawk, WI 54487
 715-453-7700

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 1

		All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.5%	57.9%	0.25	58.8%	0.25	14.2%	1.02	22.0%	0.66
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	14.5%	58.7%	0.25	61.6%	0.24	18.3%	0.79	22.0%	0.66
Average Census (Patients)									
Adult Medical-Surgical	1.6	26.8	0.06	17.6	0.09	2.1	0.78	1.8	0.91
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.6	49.8	0.03	35.6	0.04	2.8	0.58	1.8	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.73	4.4	0.77	3.6	0.92	2.9	1.15
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	4.3	N/A	2.6	N/A	0.0	N/A
Total Hospital	2.8	4.9	0.58	4.7	0.60	4.3	0.65	2.8	1.00
Surgical Operations									
Inpatient	0	1,037	N/A	1,116	N/A	54	N/A	0	N/A
Outpatient	0	3,865	N/A	3,513	N/A	1,655	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	24.1%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	41,146	145,246	0.28	131,878	0.31	27,310	1.51	18,579	2.21
Emergency Visits	3,702	16,058	0.23	11,093	0.33	3,184	1.16	4,182	0.89
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	20.4	0.05	1.7	0.58	1.0	1.00
Nurses, Licensed	20.9	247.5	0.08	172.5	0.12	37.1	0.56	17.4	1.20
Ancillary Nursing Personnel	0.0	40.3	N/A	24.7	N/A	6.4	N/A	0.0	N/A
All Other Personnel	33.0	496.2	0.07	457.0	0.07	71.3	0.46	31.0	1.06
Total FTEs	54.9	803.0	0.07	674.6	0.08	116.6	0.47	49.4	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	13.0	0.53	17.1	0.41	11.4	0.61	5.8	1.20
Nurses, Licensed	144.7	168.4	0.86	144.1	1.00	246.5	0.59	100.0	1.45
Ancillary Nursing Personnel	0.0	27.4	N/A	20.6	N/A	42.3	N/A	0.0	N/A
All Other Personnel	228.5	337.6	0.68	381.6	0.60	473.5	0.48	178.8	1.28
Total FTEs	380.2	546.4	0.70	563.4	0.67	773.8	0.49	284.5	1.34

Total Hospital:

Beds Set Up & Staffed 11
 Discharges 206
 Inpatient Days 582

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 31
 Inpatient Days 322

Newborn Nursery:

Bassinet 0
 Total Births 0
 Newborn Days 0

136 Aspirus Tomahawk Hospital
Tomahawk, WI 54487

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	173	582	14.5%	1.6	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	5	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	16	5	17.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	3	3.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	5	18.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	5	3	6.7				
				Total	49	21	54.9

136 Aspirus Tomahawk Hospital

Tomahawk, WI 54487

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$17,520,223	55.5%	46.6%	1.19	51.2%	1.08	46.0%	1.20	54.7%	1.01
Medical Assistance	\$3,647,542	11.5%	14.4%	0.80	13.3%	0.87	12.0%	0.96	11.6%	1.00
Commercial	\$8,399,024	26.6%	33.9%	0.79	29.9%	0.89	37.7%	0.70	26.3%	1.01
All Other	\$2,022,757	6.4%	5.1%	1.26	5.7%	1.13	4.2%	1.52	7.4%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,298,083	29.4%	35.2%	0.84	36.0%	0.82	24.4%	1.20	30.7%	0.96
Medical Assistance	\$2,413,940	7.6%	11.1%	0.69	10.1%	0.76	8.3%	0.92	7.7%	0.99
Commercial	\$2,156,394	6.8%	14.9%	0.46	9.2%	0.74	11.4%	0.60	5.8%	1.18
Charity Care	\$502,446	1.6%	0.7%	2.23	0.8%	2.08	0.7%	2.24	1.9%	0.83
Bad Debt	\$629,876	2.0%	1.0%	1.96	0.8%	2.46	1.4%	1.43	3.0%	0.67
All Other	\$1,515,067	4.8%	2.8%	1.72	3.5%	1.36	2.2%	2.16	4.5%	1.06
Total Deductions	\$16,515,806	52.3%	65.8%	0.80	60.4%	0.87	48.5%	1.08	53.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.3%	6.5%	0.82	4.2%	1.26	5.2%	1.02	13.6%	0.39
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	32.5%	N/A	16.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,026,754	35.9%	42.4%	0.85	42.4%	0.85	49.0%	0.73	36.6%	0.98
Supplies & Services	\$8,344,784	59.6%	51.3%	1.16	52.7%	1.13	44.0%	1.35	58.7%	1.01
Capital Component	\$624,206	4.5%	6.2%	0.72	4.9%	0.90	7.0%	0.64	4.7%	0.95
Fiscal Statistics										
Operating Margin (%)		12.1%	10.4%	1.16	9.6%	1.25	12.2%	0.99	19.4%	0.62
Total Hospital Net Income (%)		4.2%	14.1%	0.30	13.6%	0.31	14.2%	0.30	19.4%	0.22
Return on Equity (%)		7.3%	6.3%	1.16	3.3%	2.22	21.6%	0.34	31.1%	0.24
Current Ratio		1.9	4.1	0.47	2.8	0.69	2.1	0.91	3.9	0.49
Days in Net Patient Accounts Receivable		54.3	87.5	0.62	167.5	0.32	53.3	1.02	57.2	0.95
Average Payment Period		51.9	89.9	0.58	165.5	0.31	54.9	0.94	39.3	1.32
Equity Financing (%)		42.5%	64.7%	0.66	50.9%	0.84	43.0%	0.99	73.0%	0.58
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	48.7	N/A	13.9	N/A	0.0	N/A
Total Asset Turnover		1.9	0.4	4.42	0.2	8.21	1.5	1.28	1.6	1.18
Average Age of Plant (Years)		7.3	17.1	0.43	33.5	0.22	8.5	0.87	7.0	1.05
Increase (Decrease) Total Net Patient Revenue		12.9%	12.7%	1.01	25.1%	0.51	15.6%	0.83	-10.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.6%	64.9%	1.40	70.5%	1.28	82.0%	1.11	89.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,899	\$18,658	0.64	\$16,540	0.72	\$21,986	0.54	\$9,280	1.28
Inpatient Net Revenue per Day		\$3,390	\$3,656	0.93	\$3,511	0.97	\$3,295	1.03	\$3,133	1.08
Outpatient Net Revenue per Visit		\$287	\$781	0.37	\$799	0.36	\$696	0.41	\$528	0.54

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$31,589,546	Cash & Cash Equivalents	\$440	Current Liabilities	\$1,910,458
Less Deductions	\$16,515,806	Net Patient Receivables	\$2,242,690	Long-Term Debt	\$0
Net Patient Revenue	\$15,073,740	Other Receivables	\$87,972	Other Liabilities	\$2,917,027
Plus Other Revenue	\$841,609			Subtotal	\$4,827,485
Total Revenue	\$15,915,349	Land, Buildings & Equipment (Net)	\$4,662,231		
Less Expenses	\$13,995,744	Other Assets	\$1,409,386	Unrestricted Fund Balance	\$3,575,234
Non-Operating Gains/Losses	-\$1,304,406			Restricted Fund Balance	\$0
Net Income	\$615,199	Total Assets	\$8,402,719	Total Liabilities & Fund Balance	\$8,402,719

137 Aurora Medical Center of Manitowoc County
5000 Memorial Drive
Two Rivers, WI 54241
920-794-5000

Fiscal Year: 01/01 to 12/31
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Manitowoc
Analysis Area: Northeastern (4)
Volume Group: 5

		All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.1%	57.9%	0.38	57.7%	0.38	54.3%	0.41	17.8%	1.24
Obstetrics	34.5%	36.8%	0.94	33.1%	0.06	31.5%	1.10	32.0%	1.08
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.4%	58.7%	0.55	51.8%	0.63	55.3%	0.59	26.9%	1.20
Average Census (Patients)									
Adult Medical-Surgical	8.4	26.8	0.31	25.0	0.34	18.1	0.46	6.8	1.24
Obstetrics	2.1	4.8	0.43	3.9	0.54	3.1	0.67	1.9	1.08
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	20.1	49.8	0.40	44.3	0.45	37.4	0.54	16.7	1.20
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.6	0.77	4.2	0.84	4.1	0.87	3.1	1.13
Obstetrics	1.9	2.4	0.77	2.3	0.83	2.3	0.82	1.8	1.07
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.64	4.4	0.70	4.4	0.71	2.8	1.13
Surgical Operations									
Inpatient	438	1,037	0.42	879	0.50	612	0.72	492	0.89
Outpatient	3,125	3,865	0.81	5,410	0.58	2,709	1.15	2,486	1.26
Inpatient as % of All Surgeries	12.3%	21.2%	0.58	14.0%	0.88	18.4%	0.67	16.5%	0.74
Outpatient Visits									
Non-Emergency Visits	77,085	145,246	0.53	191,881	0.40	120,713	0.64	64,807	1.19
Emergency Visits	14,308	16,058	0.89	17,038	0.84	16,865	0.85	12,757	1.12
Full-Time Equivalents (FTEs)									
Administrators	9.0	19.0	0.47	15.5	0.58	17.0	0.53	9.0	1.00
Nurses, Licensed	112.9	247.5	0.46	286.5	0.39	164.3	0.69	108.1	1.04
Ancillary Nursing Personnel	35.2	40.3	0.87	43.7	0.81	24.6	1.43	22.4	1.57
All Other Personnel	226.1	496.2	0.46	497.2	0.45	297.6	0.76	227.3	0.99
Total FTEs	383.2	803.0	0.48	842.9	0.45	503.6	0.76	366.8	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.2	13.0	0.71	8.7	1.06	14.0	0.66	11.3	0.82
Nurses, Licensed	115.6	168.4	0.69	160.8	0.72	134.7	0.86	135.5	0.85
Ancillary Nursing Personnel	36.0	27.4	1.31	24.5	1.47	20.2	1.79	28.0	1.29
All Other Personnel	231.4	337.6	0.69	279.1	0.83	244.0	0.95	284.9	0.81
Total FTEs	392.2	546.4	0.72	473.2	0.83	412.8	0.95	459.7	0.85

Total Hospital:

Beds Set Up & Staffed 62
Discharges 2,368
Inpatient Days 7,332

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 8
Total Births 414
Newborn Days 710

137 Aurora Medical Center of Manitowoc County
Two Rivers, WI 54241

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	865	3,064	22.1%	8.4	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	402	756	34.5%	2.1	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	611	611	27.9%	1.7	1.0
Step-Down (Special Care)	1	12	301	2,901	66.2%	7.9	9.6
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	11	1	11.8
Physicians & Dentists	2	17	3.8	Radiological Services Personnel	14	3	17.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	1	8.1
Dental Hygienists	0	0	0.0	Occupational Therapists	5	4	7.2
Registered Nurses	82	37	105.7	Occupational Therapy Assistants/Aides	1	1	1.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	3	14.8
Licensed Practical Nurses	2	2	2.5	Physical Therapy Assistants/Aides	4	7	8.5
Ancillary Nursing Personnel	25	25	35.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	2	4.7	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	14	29.3
Health Info Mgmt-Administrators/Technicians	5	1	5.6	All Other Personnel	65	44	87.8
Pharmacy Personnel	6	1	6.4				
Clinical Laboratory Personnel	15	3	16.1				
				Total	297	167	383.2

137 Aurora Medical Center of Manitowoc County

Two Rivers, WI 54241

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$129,357,340	44.1%	46.6%	0.95	47.1%	0.94	49.9%	0.88	43.3%	1.02
Medical Assistance	\$37,710,057	12.9%	14.4%	0.89	12.3%	1.04	15.6%	0.83	12.9%	0.99
Commercial	\$112,260,877	38.3%	33.9%	1.13	36.3%	1.05	30.3%	1.26	39.4%	0.97
All Other	\$13,765,886	4.7%	5.1%	0.93	4.2%	1.11	4.2%	1.11	4.3%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$101,439,228	34.6%	35.2%	0.98	35.4%	0.98	36.9%	0.94	33.5%	1.03
Medical Assistance	\$30,112,087	10.3%	11.1%	0.93	9.8%	1.05	11.4%	0.90	9.5%	1.08
Commercial	\$51,062,825	17.4%	14.9%	1.17	16.0%	1.09	11.8%	1.48	16.7%	1.04
Charity Care	\$2,670,176	0.9%	0.7%	1.28	0.7%	1.33	0.9%	0.97	1.0%	0.93
Bad Debt	\$4,086,556	1.4%	1.0%	1.37	1.1%	1.30	1.2%	1.19	1.4%	0.98
All Other	\$7,886,511	2.7%	2.8%	0.96	2.9%	0.92	2.5%	1.09	2.3%	1.15
Total Deductions	\$197,257,383	67.3%	65.8%	1.02	65.9%	1.02	64.7%	1.04	64.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.8%	6.5%	0.12	6.1%	0.13	4.5%	0.18	7.8%	0.10
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	31.1%	0.00	43.7%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,383,147	35.4%	42.4%	0.83	42.5%	0.83	38.8%	0.91	34.4%	1.03
Supplies & Services	\$41,231,727	57.5%	51.3%	1.12	50.9%	1.13	54.3%	1.06	58.1%	0.99
Capital Component	\$5,060,562	7.1%	6.2%	1.13	6.6%	1.07	6.9%	1.03	7.5%	0.94
Fiscal Statistics										
Operating Margin (%)		25.8%	10.4%	2.48	15.9%	1.63	9.6%	2.68	25.9%	1.00
Total Hospital Net Income (%)		25.8%	14.1%	1.83	21.5%	1.20	15.9%	1.62	25.9%	1.00
Return on Equity (%)		8.8%	6.3%	1.39	15.0%	0.58	11.2%	0.79	9.0%	0.97
Current Ratio		27.6	4.1	6.69	3.7	7.47	3.9	7.04	34.3	0.80
Days in Net Patient Accounts Receivable		56.6	87.5	0.65	56.7	1.00	51.2	1.11	59.7	0.95
Average Payment Period		49.7	89.9	0.55	76.1	0.65	62.2	0.80	38.7	1.28
Equity Financing (%)		95.9%	64.7%	1.48	75.3%	1.27	78.3%	1.22	95.9%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.2	0.00	0.1	0.00	0.0	0.74
Times Interest Earned		36.5	21.0	1.73	32.4	1.12	21.6	1.69	35.6	1.02
Total Asset Turnover		0.3	0.4	0.79	0.7	0.52	0.7	0.52	0.3	0.97
Average Age of Plant (Years)		11.5	17.1	0.68	10.6	1.09	10.5	1.09	10.7	1.08
Increase (Decrease) Total Net Patient Revenue		14.7%	12.7%	1.15	10.0%	1.47	8.7%	1.69	-5.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.1%	64.9%	1.20	74.4%	1.05	69.3%	1.13	77.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,409	\$18,658	0.67	\$15,148	0.82	\$13,373	0.93	\$12,575	0.99
Inpatient Net Revenue per Day		\$3,769	\$3,656	1.03	\$3,286	1.15	\$3,024	1.25	\$4,172	0.90
Outpatient Net Revenue per Visit		\$772	\$781	0.99	\$699	1.10	\$626	1.23	\$760	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$293,094,160	Cash & Cash Equivalents	\$238,055,132	Current Liabilities	\$9,249,139
Less Deductions	\$197,257,383	Net Patient Receivables	\$14,866,567	Long-Term Debt	\$112,955
Net Patient Revenue	\$95,836,777	Other Receivables	\$207,020	Other Liabilities	\$2,380,138
Plus Other Revenue	\$760,949			Subtotal	\$11,742,232
Total Revenue	\$96,597,725	Land, Buildings & Equipment (Net)	\$24,838,969	Unrestricted Fund Balance	\$272,128,483
Less Expenses	\$71,675,436	Other Assets	\$5,903,025	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$18,175			Total Liabilities & Fund Balance	\$283,870,715
Net Income	\$24,940,464	Total Assets	\$283,870,713		

138 Vernon Memorial Healthcare
507 S Main Street
Viroqua, WI 54665
608-637-2101

Fiscal Year: 10/01 to 09/30
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

County: Vernon
Analysis Area: Southwestern (5B)
Volume Group: 3

		All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.3%	57.9%	0.71	44.6%	0.93	36.8%	1.12	38.0%	1.09
Obstetrics	14.3%	36.8%	0.39	52.1%	0.01	23.3%	0.61	14.5%	0.98
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.9%	58.7%	0.61	48.8%	0.74	42.9%	0.84	33.8%	1.06
Average Census (Patients)									
Adult Medical-Surgical	8.3	26.8	0.31	17.0	0.49	7.2	1.15	7.6	1.09
Obstetrics	0.7	4.8	0.15	4.5	0.16	0.9	0.78	0.7	0.98
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.0	49.8	0.18	28.6	0.31	10.9	0.82	8.5	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.6	0.55	4.1	0.62	3.5	0.73	2.3	1.09
Obstetrics	2.0	2.4	0.81	3.2	0.62	2.1	0.96	2.0	0.97
Pediatrics	0.0	3.8	N/A	2.5	N/A	1.8	N/A	0.0	N/A
Total Hospital	2.5	4.9	0.51	4.9	0.50	3.8	0.66	2.3	1.07
Surgical Operations									
Inpatient	596	1,037	0.57	828	0.72	234	2.55	626	0.95
Outpatient	718	3,865	0.19	2,810	0.26	1,718	0.42	618	1.16
Inpatient as % of All Surgeries	45.4%	21.2%	2.14	22.8%	1.99	12.0%	3.79	50.3%	0.90
Outpatient Visits									
Non-Emergency Visits	120,552	145,246	0.83	141,645	0.85	77,301	1.56	114,682	1.05
Emergency Visits	6,840	16,058	0.43	14,182	0.48	9,586	0.71	6,302	1.09
Full-Time Equivalents (FTEs)									
Administrators	18.8	19.0	0.99	11.3	1.66	11.2	1.67	12.7	1.48
Nurses, Licensed	79.1	247.5	0.32	150.4	0.53	81.2	0.97	83.8	0.94
Ancillary Nursing Personnel	12.9	40.3	0.32	22.0	0.59	13.2	0.98	17.0	0.76
All Other Personnel	231.8	496.2	0.47	396.9	0.58	206.7	1.12	238.3	0.97
Total FTEs	342.6	803.0	0.43	580.7	0.59	312.3	1.10	351.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	51.3	13.0	3.96	8.5	6.02	20.5	2.50	41.9	1.22
Nurses, Licensed	215.9	168.4	1.28	113.4	1.90	148.3	1.46	275.9	0.78
Ancillary Nursing Personnel	35.3	27.4	1.29	16.6	2.13	24.2	1.46	56.0	0.63
All Other Personnel	632.8	337.6	1.87	299.2	2.12	377.6	1.68	784.7	0.81
Total FTEs	935.4	546.4	1.71	437.7	2.14	570.6	1.64	1,158.5	0.81

Total Hospital:

Beds Set Up & Staffed 25
Discharges 1,326
Inpatient Days 3,277

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 3
Discharges 25
Inpatient Days 228

Newborn Nursery:

Bassinet 5
Total Births 135
Newborn Days 239

138 Vernon Memorial Healthcare
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,194	3,016	41.3%	8.3	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	132	261	14.3%	0.7	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	18	1	18.8	Surgical Personnel	5	0	5.0
Physicians & Dentists	12	6	16.7	Radiological Services Personnel	12	1	12.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.5
Dental Hygienists	0	0	0.0	Occupational Therapists	4	6	6.0
Registered Nurses	24	68	68.5	Occupational Therapy Assistants/Aides	3	1	4.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	1	10.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	6	1	6.9
Ancillary Nursing Personnel	4	15	12.9	Recreational Therapists	0	0	0.0
Physician Assistants	3	3	5.4	Dietitians & Nutritionists	5	8	11.0
Nurse Practitioners	4	4	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	2	3.8	Social Workers	2	3	4.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	18	49.6
Health Info Mgmt-Administrators/Technicians	13	1	13.6	All Other Personnel	37	25	51.8
Pharmacy Personnel	7	4	8.5				
Clinical Laboratory Personnel	8	7	13.2				
				Total	229	178	342.6

138 Vernon Memorial Healthcare

Viroqua, WI 54665

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$82,790,835	53.1%	46.6%	1.14	45.7%	1.16	47.0%	1.13	52.3%	1.01
Medical Assistance	\$18,484,372	11.8%	14.4%	0.82	10.5%	1.13	13.0%	0.91	11.4%	1.04
Commercial	\$51,099,284	32.8%	33.9%	0.97	35.7%	0.92	36.1%	0.91	32.9%	0.99
All Other	\$3,623,614	2.3%	5.1%	0.46	8.1%	0.29	3.8%	0.61	3.3%	0.70
Deductions as % of Total Gross Patient Revenue										
Medicare	\$53,296,532	34.2%	35.2%	0.97	32.9%	1.04	32.5%	1.05	30.7%	1.11
Medical Assistance	\$11,229,989	7.2%	11.1%	0.65	8.2%	0.88	9.9%	0.73	6.9%	1.04
Commercial	\$19,935,529	12.8%	14.9%	0.86	16.1%	0.79	14.1%	0.90	12.7%	1.01
Charity Care	\$1,523,074	1.0%	0.7%	1.37	0.4%	2.21	0.7%	1.48	1.6%	0.61
Bad Debt	\$1,081,158	0.7%	1.0%	0.68	0.9%	0.76	1.5%	0.46	1.0%	0.66
All Other	\$877,934	0.6%	2.8%	0.20	5.9%	0.10	1.8%	0.32	0.5%	1.05
Total Deductions	\$87,944,216	56.4%	65.8%	0.86	64.5%	0.87	60.4%	0.93	53.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		15.8%	6.5%	2.44	19.4%	0.81	7.5%	2.10	15.5%	1.02
Net Gains/Losses as % of Net Income		23.2%	29.4%	0.79	94.5%	0.25	42.4%	0.55	22.4%	1.04
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,646,913	51.9%	42.4%	1.22	55.8%	0.93	50.4%	1.03	54.7%	0.95
Supplies & Services	\$27,966,783	39.6%	51.3%	0.77	39.5%	1.00	42.2%	0.94	34.2%	1.16
Capital Component	\$5,967,637	8.5%	6.2%	1.36	4.7%	1.78	7.5%	1.13	11.1%	0.76
Fiscal Statistics										
Operating Margin (%)		12.7%	10.4%	1.22	0.2%	51.34	8.9%	1.42	5.7%	2.22
Total Hospital Net Income (%)		15.9%	14.1%	1.12	4.3%	3.72	14.5%	1.10	7.2%	2.20
Return on Equity (%)		10.9%	6.3%	1.73	3.3%	3.35	11.3%	0.97	4.9%	2.22
Current Ratio		3.7	4.1	0.89	21.9	0.17	5.3	0.69	3.3	1.10
Days in Net Patient Accounts Receivable		40.9	87.5	0.47	56.7	0.72	49.1	0.83	42.3	0.97
Average Payment Period		82.6	89.9	0.92	17.0	4.87	43.7	1.89	72.7	1.14
Equity Financing (%)		73.9%	64.7%	1.14	87.4%	0.85	76.8%	0.96	71.1%	1.04
Long-Term Debt to Equity Ratio		0.2	0.3	0.49	0.1	3.00	0.2	0.86	0.2	0.73
Times Interest Earned		14.5	21.0	0.69	10.7	1.35	19.8	0.74	7.3	1.99
Total Asset Turnover		0.7	0.4	1.55	0.7	0.90	0.7	0.91	0.7	0.99
Average Age of Plant (Years)		12.3	17.1	0.72	9.0	1.37	10.5	1.17	8.9	1.38
Increase (Decrease) Total Net Patient Revenue		10.2%	12.7%	0.80	15.9%	0.64	11.8%	0.86	-8.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.5%	64.9%	1.16	80.2%	0.94	79.7%	0.95	72.8%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,924		\$18,658	0.85	\$17,806	0.89	\$14,182	1.12	\$15,092	1.06
Inpatient Net Revenue per Day	\$6,062		\$3,656	1.66	\$3,646	1.66	\$3,541	1.71	\$6,409	0.95
Outpatient Net Revenue per Visit	\$373		\$781	0.48	\$806	0.46	\$602	0.62	\$351	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$155,998,105	Cash & Cash Equivalents	\$42,987,905	Current Liabilities	\$15,029,869
Less Deductions	\$87,944,216	Net Patient Receivables	\$7,629,455	Long-Term Debt	\$14,460,067
Net Patient Revenue	\$68,053,889	Other Receivables	\$328,689	Other Liabilities	\$2,338,019
Plus Other Revenue	\$12,762,028			Subtotal	\$31,827,955
Total Revenue	\$80,815,916	Land, Buildings & Equipment (Net)	\$38,195,058		
Less Expenses	\$70,581,333	Other Assets	\$32,798,063	Unrestricted Fund Balance	\$90,111,215
Non-Operating Gains/Losses	\$3,088,235			Restricted Fund Balance	\$0
Net Income	\$13,322,818	Total Assets	\$121,939,170	Total Liabilities & Fund Balance	\$121,939,170

139 Watertown Regional Medical Center
 125 Hospital Drive
 Watertown, WI 53098
 920-261-4210

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Corporation

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

		All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.2%	57.9%	0.76	58.2%	0.76	42.2%	1.05	38.5%	1.15
Obstetrics	12.6%	36.8%	0.34	41.0%	0.03	19.9%	0.63	11.8%	1.07
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.2%	58.7%	0.75	62.3%	0.71	42.0%	1.05	37.9%	1.17
Average Census (Patients)									
Adult Medical-Surgical	15.5	26.8	0.58	25.0	0.62	12.3	1.26	13.5	1.15
Obstetrics	1.3	4.8	0.26	4.5	0.28	1.4	0.90	1.2	1.07
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	28.3	49.8	0.57	53.8	0.53	19.1	1.48	24.3	1.17
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.5	0.73	3.8	0.87	3.0	1.10
Obstetrics	2.6	2.4	1.05	2.5	1.01	2.1	1.25	3.1	0.84
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.86	4.5	0.93	4.0	1.04	3.6	1.15
Surgical Operations									
Inpatient	477	1,037	0.46	947	0.50	334	1.43	410	1.16
Outpatient	3,529	3,865	0.91	3,798	0.93	2,451	1.44	2,851	1.24
Inpatient as % of All Surgeries	11.9%	21.2%	0.56	20.0%	0.60	12.0%	0.99	12.6%	0.95
Outpatient Visits									
Non-Emergency Visits	66,068	145,246	0.45	172,458	0.38	76,359	0.87	64,223	1.03
Emergency Visits	12,058	16,058	0.75	16,037	0.75	11,733	1.03	10,115	1.19
Full-Time Equivalents (FTEs)									
Administrators	38.0	19.0	1.99	20.3	1.87	12.6	3.03	46.0	0.83
Nurses, Licensed	117.4	247.5	0.47	270.6	0.43	121.7	0.96	130.0	0.90
Ancillary Nursing Personnel	43.0	40.3	1.07	38.3	1.12	21.5	2.00	43.0	1.00
All Other Personnel	272.3	496.2	0.55	620.2	0.44	244.0	1.12	307.4	0.89
Total FTEs	470.8	803.0	0.59	949.5	0.50	399.8	1.18	526.4	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.4	13.0	2.73	12.6	2.81	14.8	2.39	48.2	0.73
Nurses, Licensed	109.5	168.4	0.65	168.2	0.65	143.7	0.76	136.3	0.80
Ancillary Nursing Personnel	40.1	27.4	1.46	23.8	1.68	25.4	1.58	45.1	0.89
All Other Personnel	254.0	337.6	0.75	385.4	0.66	288.0	0.88	322.2	0.79
Total FTEs	439.1	546.4	0.80	590.0	0.74	471.8	0.93	551.8	0.80

Total Hospital:

Beds Set Up & Staffed 64
 Discharges 2,457
 Inpatient Days 10,325

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 31
 Inpatient Days 158

Newborn Nursery:

Bassinet 10
 Total Births 166
 Newborn Days 351

139 Watertown Regional Medical Center
Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,710	5,644	44.2%	15.5	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	6	8	0.0%	0.0	1.3
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	179	460	12.6%	1.3	2.6
Psychiatric	1	15	256	3,437	62.8%	9.4	13.4
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	109	776	53.2%	2.1	7.1
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	35	4	38.0	Surgical Personnel	5	1	5.0
Physicians & Dentists	16	4	17.7	Radiological Services Personnel	17	14	22.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	6.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.3
Registered Nurses	66	53	101.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	12.1
Licensed Practical Nurses	5	4	8.2	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	38	15	43.0	Recreational Therapists	1	0	1.0
Physician Assistants	5	4	6.6	Dietitians & Nutritionists	0	2	0.8
Nurse Practitioners	6	3	7.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	36	18	42.7
Health Info Mgmt-Administrators/Technicians	3	1	3.0	All Other Personnel	88	24	104.4
Pharmacy Personnel	4	4	6.6				
Clinical Laboratory Personnel	5	6	6.6				
				Total	370	188	470.8

139 Watertown Regional Medical Center

Watertown, WI 53098

Watertown, WI 53098			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$149,671,981	49.1%	46.6%	1.05	42.1%	1.17	49.5%	0.99	47.9%	1.02	
Medical Assistance	\$35,806,905	11.7%	14.4%	0.81	12.0%	0.98	13.2%	0.89	11.4%	1.03	
Commercial	\$107,276,607	35.2%	33.9%	1.04	37.4%	0.94	33.6%	1.05	36.3%	0.97	
All Other	\$12,340,419	4.0%	5.1%	0.80	8.4%	0.48	3.7%	1.08	4.5%	0.91	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$114,794,309	37.6%	35.2%	1.07	31.8%	1.18	35.9%	1.05	36.0%	1.05	
Medical Assistance	\$30,043,657	9.8%	11.1%	0.89	9.3%	1.06	10.4%	0.95	9.1%	1.08	
Commercial	\$40,311,013	13.2%	14.9%	0.88	19.0%	0.70	13.9%	0.95	13.2%	1.00	
Charity Care	\$554,942	0.2%	0.7%	0.25	0.5%	0.34	0.8%	0.24	0.1%	1.68	
Bad Debt	\$3,232,147	1.1%	1.0%	1.04	1.0%	1.03	1.3%	0.82	0.7%	1.50	
All Other	\$8,758,981	2.9%	2.8%	1.03	4.5%	0.63	2.3%	1.25	2.7%	1.05	
Total Deductions	\$197,695,049	64.8%	65.8%	0.99	66.2%	0.98	64.5%	1.00	61.9%	1.05	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.1%	6.5%	0.48	6.8%	0.46	7.3%	0.43	3.9%	0.80	
Net Gains/Losses as % of Net Income		0.5%	29.4%	0.02	49.6%	0.01	21.5%	0.02	47.9%	0.01	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$50,895,779	51.8%	42.4%	1.22	44.5%	1.16	44.5%	1.16	52.9%	0.98	
Supplies & Services	\$42,033,252	42.7%	51.3%	0.83	48.9%	0.87	48.6%	0.88	40.9%	1.04	
Capital Component	\$5,411,811	5.5%	6.2%	0.88	6.6%	0.83	6.9%	0.80	6.2%	0.89	
Fiscal Statistics											
Operating Margin (%)		11.3%	10.4%	1.08	8.0%	1.40	13.9%	0.81	7.8%	1.44	
Total Hospital Net Income (%)		11.3%	14.1%	0.80	14.8%	0.76	17.0%	0.67	14.0%	0.81	
Return on Equity (%)		15.0%	6.3%	2.37	10.2%	1.47	13.1%	1.14	11.7%	1.28	
Current Ratio		3.4	4.1	0.84	2.7	1.29	4.4	0.77	4.1	0.83	
Days in Net Patient Accounts Receivable		63.5	87.5	0.73	50.7	1.25	43.9	1.45	57.4	1.11	
Average Payment Period		31.7	89.9	0.35	78.2	0.41	61.1	0.52	73.1	0.43	
Equity Financing (%)		85.7%	64.7%	1.32	59.6%	1.44	78.9%	1.09	83.6%	1.03	
Long-Term Debt to Equity Ratio		0.1	0.3	0.16	0.3	0.21	0.1	0.42	0.0	1.59	
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	25.9	N/A	0.0	N/A	
Total Asset Turnover		1.3	0.4	3.08	0.6	2.08	0.7	1.78	0.8	1.69	
Average Age of Plant (Years)		3.4	17.1	0.20	12.6	0.27	10.3	0.33	2.2	1.53	
Increase (Decrease) Total Net Patient Revenue		13.1%	12.7%	1.03	11.3%	1.16	14.2%	0.92	-6.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		72.4%	64.9%	1.12	61.9%	1.17	76.7%	0.94	72.5%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$10,142		\$18,658	0.54	\$18,949	0.54	\$12,297	0.82	\$8,645	1.17	
Inpatient Net Revenue per Day	\$2,301		\$3,656	0.63	\$3,664	0.63	\$2,830	0.81	\$2,152	1.07	
Outpatient Net Revenue per Visit	\$1,093		\$781	1.40	\$753	1.45	\$806	1.36	\$1,010	1.08	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$305,095,912		Cash & Cash Equivalents	\$470,422		Current Liabilities	\$8,166,276	
Less Deductions	\$197,695,049		Net Patient Receivables	\$18,695,218		Long-Term Debt	\$3,864,202	
Net Patient Revenue	\$107,400,863		Other Receivables	\$0		Other Liabilities	\$0	
Plus Other Revenue	\$3,437,675					Subtotal	\$12,030,478	
Total Revenue	\$110,838,538		Land, Buildings & Equipment (Net)	\$54,108,447		Unrestricted Fund Balance	\$71,901,847	
Less Expenses	\$98,340,842		Other Assets	\$10,658,238		Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$65,913					Total Liabilities & Fund Balance	\$83,932,325	
Net Income	\$12,563,609		Total Assets	\$83,932,325				

141 ProHealth Waukesha Memorial Hospital
 725 American Avenue
 Waukesha, WI 53188
 262-928-1000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 7

		All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.2%	57.9%	1.18	61.6%	1.11	72.0%	0.95	60.0%	1.14
Obstetrics	62.5%	36.8%	1.70	32.8%	0.57	46.8%	1.33	24.4%	2.56
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	63.4%	58.7%	1.08	56.8%	1.12	68.8%	0.92	53.8%	1.18
Average Census (Patients)									
Adult Medical-Surgical	63.4	26.8	2.36	34.1	1.86	108.1	0.59	66.6	0.95
Obstetrics	18.7	4.8	3.87	5.4	3.44	14.4	1.31	7.3	2.56
Pediatrics	0.0	1.5	N/A	0.0	N/A	5.0	N/A	0.0	N/A
Total Hospital	166.7	49.8	3.35	64.9	2.57	209.1	0.80	141.6	1.18
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.6	0.94	4.3	1.01	5.0	0.86	3.8	1.14
Obstetrics	2.2	2.4	0.89	2.3	0.94	2.6	0.84	1.5	1.42
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.8	4.9	0.99	4.5	1.06	5.3	0.91	4.0	1.20
Surgical Operations									
Inpatient	2,175	1,037	2.10	1,167	1.86	3,842	0.57	2,458	0.88
Outpatient	4,935	3,865	1.28	4,137	1.19	11,153	0.44	4,899	1.01
Inpatient as % of All Surgeries	30.6%	21.2%	1.45	22.0%	1.39	25.6%	1.19	33.4%	0.92
Outpatient Visits									
Non-Emergency Visits	294,265	145,246	2.03	170,630	1.72	450,554	0.65	271,835	1.08
Emergency Visits	44,480	16,058	2.77	21,970	2.02	40,709	1.09	43,730	1.02
Full-Time Equivalents (FTEs)									
Administrators	16.5	19.0	0.87	22.0	0.75	63.3	0.26	16.5	1.00
Nurses, Licensed	548.7	247.5	2.22	286.1	1.92	921.1	0.60	561.0	0.98
Ancillary Nursing Personnel	107.0	40.3	2.66	52.9	2.02	153.6	0.70	110.9	0.97
All Other Personnel	919.5	496.2	1.85	515.7	1.78	1,865.1	0.49	943.7	0.97
Total FTEs	1,591.8	803.0	1.98	876.8	1.82	3,003.0	0.53	1,632.1	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.5	13.0	0.27	11.5	0.31	11.7	0.30	4.0	0.88
Nurses, Licensed	116.6	168.4	0.69	148.8	0.78	170.7	0.68	135.3	0.86
Ancillary Nursing Personnel	22.7	27.4	0.83	27.5	0.83	28.5	0.80	26.7	0.85
All Other Personnel	195.3	337.6	0.58	268.3	0.73	345.6	0.57	227.6	0.86
Total FTEs	338.1	546.4	0.62	456.1	0.74	556.5	0.61	393.5	0.86

Total Hospital:

Beds Set Up & Staffed 263
 Discharges 12,645
 Inpatient Days 60,851

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 30
 Total Births 1,613
 Newborn Days 2,491

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	93	5,350	23,159	68.2%	63.4	4.3
Orthopedic	2	31	1,800	7,499	66.3%	20.5	4.2
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	30	3,151	6,841	62.5%	18.7	2.2
Psychiatric	2	11	379	2,185	54.4%	6.0	5.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	24	426	6,095	69.6%	16.7	14.3
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	19	164	2,906	41.9%	8.0	17.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	55	2,848	12,166	60.6%	33.3	4.3

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	1	16.5	Surgical Personnel	25	9	29.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	65	47	89.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	18	24.8
Dental Hygienists	0	0	0.0	Occupational Therapists	10	12	14.3
Registered Nurses	411	235	524.2	Occupational Therapy Assistants/Aides	0	3	1.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	38	31	52.2
Licensed Practical Nurses	18	3	19.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	66	97	107.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	9	6	10.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.0
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	215	138	271.2
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	220	163	289.4
Pharmacy Personnel	58	28	70.0				
Clinical Laboratory Personnel	27	27	38.9				
				Total	1,226	826	1,591.8

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	2A Value	Ratio	7 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$974,490,089	54.3%	46.6%	1.16	51.5%	1.05	46.9%	1.16	53.1%	1.02
Medical Assistance	\$141,911,149	7.9%	14.4%	0.55	11.3%	0.70	13.3%	0.60	7.7%	1.03
Commercial	\$666,170,327	37.1%	33.9%	1.10	34.7%	1.07	34.1%	1.09	38.5%	0.97
All Other	\$11,728,949	0.7%	5.1%	0.13	2.5%	0.27	5.7%	0.11	0.7%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$806,888,896	45.0%	35.2%	1.28	41.5%	1.08	36.2%	1.24	44.1%	1.02
Medical Assistance	\$114,217,086	6.4%	11.1%	0.57	9.1%	0.70	10.3%	0.62	6.3%	1.01
Commercial	\$318,623,204	17.8%	14.9%	1.19	16.0%	1.11	16.2%	1.09	18.2%	0.98
Charity Care	\$14,030,057	0.8%	0.7%	1.10	0.9%	0.88	0.7%	1.12	0.9%	0.86
Bad Debt	\$12,128,636	0.7%	1.0%	0.66	1.0%	0.66	0.8%	0.82	0.8%	0.80
All Other	\$416,184	0.0%	2.8%	0.01	1.2%	0.02	3.0%	0.01	0.0%	1.40
Total Deductions	\$1,266,304,063	70.6%	65.8%	1.07	69.8%	1.01	67.3%	1.05	70.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.0%	6.5%	1.09	5.3%	1.32	6.7%	1.05	5.7%	1.22
Net Gains/Losses as % of Net Income		2.2%	29.4%	0.07	13.2%	0.16	30.5%	0.07	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$161,508,169	34.3%	42.4%	0.81	38.6%	0.89	41.3%	0.83	34.1%	1.00
Supplies & Services	\$260,362,325	55.2%	51.3%	1.08	53.1%	1.04	53.3%	1.04	55.0%	1.00
Capital Component	\$49,539,234	10.5%	6.2%	1.69	8.4%	1.26	5.4%	1.93	10.9%	0.97
Fiscal Statistics										
Operating Margin (%)		17.0%	10.4%	1.63	13.6%	1.25	9.3%	1.83	9.6%	1.76
Total Hospital Net Income (%)		17.3%	14.1%	1.23	15.4%	1.13	12.9%	1.35	1.2%	14.12
Return on Equity (%)		16.1%	6.3%	2.56	9.8%	1.65	8.9%	1.82	1.0%	16.10
Current Ratio		2.2	4.1	0.54	7.4	0.30	4.8	0.47	1.6	1.42
Days in Net Patient Accounts Receivable		55.4	87.5	0.63	51.6	1.07	61.8	0.90	47.1	1.18
Average Payment Period		63.4	89.9	0.71	51.5	1.23	62.8	1.01	73.5	0.86
Equity Financing (%)		20.0%	64.7%	0.31	80.1%	0.25	69.5%	0.29	20.8%	0.96
Long-Term Debt to Equity Ratio		2.3	0.3	6.94	0.1	24.26	0.2	12.25	2.2	1.04
Times Interest Earned		16.4	21.0	0.78	14.8	1.11	24.3	0.68	1.7	9.63
Total Asset Turnover		0.9	0.4	2.17	0.6	1.49	0.7	1.40	0.9	1.04
Average Age of Plant (Years)		13.3	17.1	0.78	11.1	1.20	13.3	1.00	12.7	1.05
Increase (Decrease) Total Net Patient Revenue		6.4%	12.7%	0.50	7.7%	0.83	11.2%	0.57	-3.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.3%	64.9%	0.97	65.6%	0.96	59.3%	1.07	62.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$16,611	\$18,658	0.89	\$14,982	1.11	\$21,058	0.79	\$6,274	2.65
Inpatient Net Revenue per Day		\$3,327	\$3,656	0.91	\$3,228	1.03	\$3,785	0.88	\$1,417	2.35
Outpatient Net Revenue per Visit		\$974	\$781	1.25	\$697	1.40	\$881	1.11	\$1,360	0.72

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,794,300,514	Cash & Cash Equivalents	\$50,972,033	Current Liabilities	\$74,876,613
Less Deductions	\$1,266,304,063	Net Patient Receivables	\$80,145,302	Long-Term Debt	\$279,131,808
Net Patient Revenue	\$527,996,451	Other Receivables	\$370,078	Other Liabilities	\$135,203,528
Plus Other Revenue	\$39,971,152			Subtotal	\$489,211,949
Total Revenue	\$567,967,603	Land, Buildings & Equipment (Net)	\$422,812,506		
Less Expenses	\$471,409,728	Other Assets	\$57,297,269	Unrestricted Fund Balance	\$122,385,239
Non-Operating Gains/Losses	\$2,143,131			Restricted Fund Balance	\$1,494,256
Net Income	\$98,701,006	Total Assets	\$611,597,188	Total Liabilities & Fund Balance	\$611,597,188

142 ThedaCare Medical Center - Waupaca
800 Riverside Drive
Waupaca, WI 54981
715-258-1000

Fiscal Year: 01/01 to 12/31
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

County: Waupaca
Analysis Area: Lake Winnebago (3)
Volume Group: 3

		All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.6%	57.9%	0.56	50.0%	0.65	36.8%	0.89	26.1%	1.25
Obstetrics	34.1%	36.8%	0.93	28.9%	0.02	23.3%	1.46	29.6%	1.15
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.0%	58.7%	0.63	50.4%	0.73	42.9%	0.86	28.5%	1.30
Average Census (Patients)									
Adult Medical-Surgical	6.2	26.8	0.23	23.2	0.27	7.2	0.86	5.0	1.25
Obstetrics	0.7	4.8	0.14	4.6	0.15	0.9	0.74	0.6	1.15
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.2	49.8	0.19	37.4	0.25	10.9	0.85	7.1	1.30
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.79	3.5	0.95	2.9	1.13
Obstetrics	2.2	2.4	0.90	2.3	0.97	2.1	1.07	1.9	1.14
Pediatrics	0.0	3.8	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.4	0.81	3.8	0.94	3.0	1.19
Surgical Operations									
Inpatient	100	1,037	0.10	1,060	0.09	234	0.43	93	1.08
Outpatient	1,800	3,865	0.47	5,859	0.31	1,718	1.05	1,577	1.14
Inpatient as % of All Surgeries	5.3%	21.2%	0.25	15.3%	0.34	12.0%	0.44	5.6%	0.95
Outpatient Visits									
Non-Emergency Visits	63,645	145,246	0.44	100,098	0.64	77,301	0.82	46,240	1.38
Emergency Visits	11,566	16,058	0.72	15,000	0.77	9,586	1.21	10,027	1.15
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	14.2	0.35	11.2	0.44	9.0	0.56
Nurses, Licensed	58.9	247.5	0.24	181.5	0.32	81.2	0.73	50.8	1.16
Ancillary Nursing Personnel	6.4	40.3	0.16	13.1	0.49	13.2	0.49	3.1	2.07
All Other Personnel	117.7	496.2	0.24	298.4	0.39	206.7	0.57	126.0	0.93
Total FTEs	188.0	803.0	0.23	507.2	0.37	312.3	0.60	188.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.3	13.0	0.64	11.3	0.74	20.5	0.41	17.4	0.48
Nurses, Licensed	98.3	168.4	0.58	144.6	0.68	148.3	0.66	98.0	1.00
Ancillary Nursing Personnel	10.7	27.4	0.39	10.4	1.03	24.2	0.44	6.0	1.79
All Other Personnel	196.4	337.6	0.58	237.6	0.83	377.6	0.52	243.3	0.81
Total FTEs	313.8	546.4	0.57	403.9	0.78	570.6	0.55	364.7	0.86

Total Hospital:

Beds Set Up & Staffed 25
Discharges 958
Inpatient Days 3,374

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 17
Inpatient Days 241

Newborn Nursery:

Bassinet 4
Total Births 114
Newborn Days 206

142 ThedaCare Medical Center - Waupaca
Waupaca, WI 54981

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	686	2,261	32.6%	6.2	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	45	276	0.0%	0.8	6.1
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	113	249	34.1%	0.7	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	159	588	40.3%	1.6	3.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	5	1	5.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	4	15.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	52	22	58.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	8	6.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	7	9.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	54	31	64.9
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	7	1	7.1				
				Total	163	76	188.0

142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

Waupaca, WI 54981			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$56,067,335	50.6%	46.6%	1.08	48.5%	1.04	47.0%	1.08	53.1%	0.95	
Medical Assistance	\$11,659,956	10.5%	14.4%	0.73	11.1%	0.95	13.0%	0.81	10.1%	1.04	
Commercial	\$40,615,972	36.6%	33.9%	1.08	37.0%	0.99	36.1%	1.01	34.4%	1.07	
All Other	\$2,533,326	2.3%	5.1%	0.45	3.4%	0.67	3.8%	0.60	2.4%	0.95	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$36,036,146	32.5%	35.2%	0.92	34.4%	0.95	32.5%	1.00	32.3%	1.01	
Medical Assistance	\$8,607,508	7.8%	11.1%	0.70	8.5%	0.92	9.9%	0.79	6.7%	1.17	
Commercial	\$14,022,805	12.6%	14.9%	0.85	14.3%	0.89	14.1%	0.89	12.3%	1.03	
Charity Care	\$734,388	0.7%	0.7%	0.93	0.6%	1.03	0.7%	1.00	0.4%	1.83	
Bad Debt	\$1,527,849	1.4%	1.0%	1.35	1.4%	0.99	1.5%	0.92	2.1%	0.64	
All Other	\$874,640	0.8%	2.8%	0.28	2.5%	0.32	1.8%	0.44	0.9%	0.92	
Total Deductions	\$61,803,336	55.7%	65.8%	0.85	61.6%	0.90	60.4%	0.92	54.6%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.7%	6.5%	0.26	2.9%	0.59	7.5%	0.22	1.6%	1.08	
Net Gains/Losses as % of Net Income		18.7%	29.4%	0.64	25.8%	0.73	42.4%	0.44	17.9%	1.05	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$20,133,449	47.4%	42.4%	1.12	39.7%	1.20	50.4%	0.94	46.3%	1.02	
Supplies & Services	\$20,130,902	47.4%	51.3%	0.92	53.8%	0.88	42.2%	1.12	48.0%	0.99	
Capital Component	\$2,204,430	5.2%	6.2%	0.83	6.5%	0.80	7.5%	0.70	5.7%	0.91	
Fiscal Statistics											
Operating Margin (%)		14.9%	10.4%	1.43	14.3%	1.05	8.9%	1.68	12.6%	1.19	
Total Hospital Net Income (%)		17.7%	14.1%	1.26	18.3%	0.97	14.5%	1.22	14.9%	1.19	
Return on Equity (%)		19.9%	6.3%	3.15	17.0%	1.17	11.3%	1.76	16.2%	1.23	
Current Ratio		76.5	4.1	18.57	9.1	8.44	5.3	14.43	28.0	2.73	
Days in Net Patient Accounts Receivable		46.8	87.5	0.54	53.2	0.88	49.1	0.95	48.7	0.96	
Average Payment Period		3.1	89.9	0.03	32.2	0.10	43.7	0.07	7.7	0.41	
Equity Financing (%)		96.6%	64.7%	1.49	109.2%	0.89	76.8%	1.26	98.3%	0.98	
Long-Term Debt to Equity Ratio		0.0	0.3	0.08	-0.1	N/A	0.2	0.14	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	19.8	N/A	2,657.5	N/A	
Total Asset Turnover		1.1	0.4	2.53	0.9	1.23	0.7	1.48	1.1	1.02	
Average Age of Plant (Years)		11.5	17.1	0.68	7.7	1.51	10.5	1.10	11.7	0.99	
Increase (Decrease) Total Net Patient Revenue		11.2%	12.7%	0.88	13.9%	0.81	11.8%	0.95	2.8%	4.00	
Outpatient Gross Revenue (% of Total GPR)		85.8%	64.9%	1.32	70.3%	1.22	79.7%	1.08	86.3%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$6,768		\$18,658	0.36	\$13,612	0.50	\$14,182	0.48	\$6,516	1.04	
Inpatient Net Revenue per Day	\$1,965		\$3,656	0.54	\$3,085	0.64	\$3,541	0.55	\$2,058	0.95	
Outpatient Net Revenue per Visit	\$585		\$781	0.75	\$815	0.72	\$602	0.97	\$716	0.82	

Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$110,876,591		Cash & Cash Equivalents	\$18,619,455	Current Liabilities	\$345,055	
Less Deductions	\$61,803,336		Net Patient Receivables	\$6,294,930	Long-Term Debt	\$1,196,613	
Net Patient Revenue	\$49,073,255		Other Receivables	\$0	Other Liabilities	\$0	
Plus Other Revenue	\$840,800				Subtotal	\$1,541,668	
Total Revenue	\$49,914,057		Land, Buildings & Equipment (Net)	\$19,595,150			
Less Expenses	\$42,468,781		Other Assets	\$1,495,295	Unrestricted Fund Balance	\$44,463,162	
Non-Operating Gains/Losses	\$1,710,538				Restricted Fund Balance	\$0	
Net Income	\$9,155,814		Total Assets	\$46,004,830	Total Liabilities & Fund Balance	\$46,004,830	

143 SSM Health Waupun Memorial Hospital
620 W Brown Street
Waupun, WI 53963
920-324-5581

Fiscal Year: 01/01 to 12/31
Type: GMS
Critical Access Hospital
Control: Religious Organization

County: Dodge
Analysis Area: Southern (1)
Volume Group: 2

		All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.7%	57.9%	0.51	58.2%	0.51	19.3%	1.54	28.3%	1.05
Obstetrics	35.1%	36.8%	0.95	41.0%	0.03	21.6%	1.63	28.0%	1.25
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.5%	58.7%	0.49	62.3%	0.46	20.9%	1.37	26.1%	1.09
Average Census (Patients)									
Adult Medical-Surgical	5.3	26.8	0.20	25.0	0.21	3.3	1.60	5.7	0.94
Obstetrics	1.4	4.8	0.29	4.5	0.31	0.9	1.55	1.1	1.25
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	49.8	0.14	53.8	0.13	4.2	1.69	7.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.5	0.86	3.6	1.09	3.6	1.08
Obstetrics	2.2	2.4	0.89	2.5	0.86	2.2	1.00	2.0	1.08
Pediatrics	0.0	3.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.66	4.5	0.71	3.1	1.05	3.2	1.00
Surgical Operations									
Inpatient	175	1,037	0.17	947	0.18	202	0.87	169	1.04
Outpatient	2,128	3,865	0.55	3,798	0.56	1,213	1.75	1,275	1.67
Inpatient as % of All Surgeries	7.6%	21.2%	0.36	20.0%	0.38	14.3%	0.53	11.7%	0.65
Outpatient Visits									
Non-Emergency Visits	62,928	145,246	0.43	172,458	0.36	37,326	1.69	45,873	1.37
Emergency Visits	10,054	16,058	0.63	16,037	0.63	4,868	2.07	8,074	1.25
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	20.3	0.05	5.6	0.18	0.0	N/A
Nurses, Licensed	85.4	247.5	0.35	270.6	0.32	48.0	1.78	77.3	1.11
Ancillary Nursing Personnel	0.0	40.3	N/A	38.3	N/A	5.7	N/A	8.4	0.00
All Other Personnel	114.2	496.2	0.23	620.2	0.18	98.5	1.16	109.9	1.04
Total FTEs	200.6	803.0	0.25	949.5	0.21	157.8	1.27	195.6	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.1	13.0	0.24	12.6	0.24	26.2	0.12	0.0	N/A
Nurses, Licensed	263.6	168.4	1.57	168.2	1.57	225.1	1.17	190.0	1.39
Ancillary Nursing Personnel	0.0	27.4	N/A	23.8	N/A	26.6	N/A	20.8	0.00
All Other Personnel	352.4	337.6	1.04	385.4	0.91	461.9	0.76	270.4	1.30
Total FTEs	619.1	546.4	1.13	590.0	1.05	739.8	0.84	481.1	1.29

Total Hospital:

Beds Set Up & Staffed 25
Discharges 808
Inpatient Days 2,603

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinet 4
Total Births 172
Newborn Days 347

143 SSM Health Waupun Memorial Hospital
Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	500	1,952	29.7%	5.3	3.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	235	513	35.1%	1.4	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	40	138	12.6%	0.4	3.5
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	6	4.2
Physicians & Dentists	3	5	4.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.9
Registered Nurses	24	72	80.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	0.6
Licensed Practical Nurses	0	1	0.8	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.9
Nurse Practitioners	1	0	1.0	Psychologists	2	5	2.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	4	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	30	33.6
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	8	20	18.1
Pharmacy Personnel	2	4	4.3				
Clinical Laboratory Personnel	10	30	32.5				
				Total	78	186	200.6

143 SSM Health Waupun Memorial Hospital

Waupun, WI 53963

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$64,262,983	45.6%	46.6%	0.98	42.1%	1.08	47.7%	0.96	46.1%	0.99
Medical Assistance	\$14,887,087	10.6%	14.4%	0.73	12.0%	0.88	12.6%	0.84	12.4%	0.85
Commercial	\$59,111,559	41.9%	33.9%	1.24	37.4%	1.12	35.5%	1.18	40.0%	1.05
All Other	\$2,720,108	1.9%	5.1%	0.38	8.4%	0.23	4.2%	0.46	1.5%	1.27
Deductions as % of Total Gross Patient Revenue										
Medicare	\$46,723,694	33.1%	35.2%	0.94	31.8%	1.04	27.4%	1.21	30.0%	1.10
Medical Assistance	\$11,044,068	7.8%	11.1%	0.71	9.3%	0.84	8.8%	0.89	9.3%	0.84
Commercial	\$23,940,140	17.0%	14.9%	1.14	19.0%	0.90	12.2%	1.39	17.4%	0.98
Charity Care	\$311,088	0.2%	0.7%	0.31	0.5%	0.41	0.7%	0.31	0.2%	0.91
Bad Debt	\$2,408,479	1.7%	1.0%	1.68	1.0%	1.66	1.3%	1.36	2.3%	0.75
All Other	\$1,050,324	0.7%	2.8%	0.27	4.5%	0.16	2.4%	0.31	1.1%	0.69
Total Deductions	\$85,477,793	60.6%	65.8%	0.92	66.2%	0.92	52.8%	1.15	60.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.5%	0.46	6.8%	0.44	4.2%	0.71	11.7%	0.25
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	49.6%	N/A	27.5%	N/A	1.5%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,907,899	47.3%	42.4%	1.12	44.5%	1.06	46.9%	1.01	49.8%	0.95
Supplies & Services	\$19,797,126	44.8%	51.3%	0.87	48.9%	0.92	45.9%	0.98	41.1%	1.09
Capital Component	\$3,474,351	7.9%	6.2%	1.26	6.6%	1.18	7.1%	1.10	9.1%	0.86
Fiscal Statistics										
Operating Margin (%)		22.7%	10.4%	2.19	8.0%	2.83	14.1%	1.62	10.8%	2.11
Total Hospital Net Income (%)		22.7%	14.1%	1.61	14.8%	1.53	18.4%	1.23	10.9%	2.08
Return on Equity (%)		30.4%	6.3%	4.82	10.2%	3.00	1.6%	19.08	9.0%	3.39
Current Ratio		1.1	4.1	0.27	2.7	0.42	2.8	0.40	1.6	0.72
Days in Net Patient Accounts Receivable		19.6	87.5	0.22	50.7	0.39	469.6	0.04	102.4	0.19
Average Payment Period		65.0	89.9	0.72	78.2	0.83	503.0	0.13	126.1	0.52
Equity Financing (%)		172.1%	64.7%	2.66	59.6%	2.89	50.7%	3.40	59.9%	2.87
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.7	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	28.6	N/A	0.0	N/A
Total Asset Turnover		1.3	0.4	3.13	0.6	2.11	0.1	16.30	0.8	1.64
Average Age of Plant (Years)		4.0	17.1	0.23	12.6	0.32	72.9	0.05	2.9	1.39
Increase (Decrease) Total Net Patient Revenue		34.9%	12.7%	2.74	11.3%	3.10	13.5%	2.59	-14.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.4%	64.9%	1.18	61.9%	1.23	80.3%	0.95	82.6%	0.92
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$20,672	\$18,658	1.11	\$18,949	1.09	\$17,504	1.18	\$12,818	1.61
Inpatient Net Revenue per Day		\$5,918	\$3,656	1.62	\$3,664	1.61	\$4,490	1.32	\$3,948	1.50
Outpatient Net Revenue per Visit		\$564	\$781	0.72	\$753	0.75	\$784	0.72	\$614	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$140,981,736	Cash & Cash Equivalents	\$1,864,535	Current Liabilities	\$7,317,341
Less Deductions	\$85,477,793	Net Patient Receivables	\$2,977,405	Long-Term Debt	-\$5,629
Net Patient Revenue	\$55,503,943	Other Receivables	\$3,181,515	Other Liabilities	-\$38,061,122
Plus Other Revenue	\$1,686,008			Subtotal	-\$30,749,410
Total Revenue	\$57,189,952	Land, Buildings & Equipment (Net)	\$34,199,089		
Less Expenses	\$44,179,376	Other Assets	\$433,841	Unrestricted Fund Balance	\$73,405,795
Non-Operating Gains/Losses	-\$30,895			Restricted Fund Balance	\$0
Net Income	\$12,979,681	Total Assets	\$42,656,385	Total Liabilities & Fund Balance	\$42,656,385

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

		All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.2%	57.9%	1.14	58.8%	1.13	72.0%	0.92	41.5%	1.60
Obstetrics	35.6%	36.8%	0.97	39.4%	0.24	46.8%	0.76	60.5%	0.59
Pediatrics	72.2%	59.6%	1.21	69.2%	1.04	51.3%	1.41	0.0%	N/A
Total Hospital	61.4%	58.7%	1.05	61.6%	1.00	68.8%	0.89	55.8%	1.10
Average Census (Patients)									
Adult Medical-Surgical	57.6	26.8	2.15	17.6	3.27	108.1	0.53	71.0	0.81
Obstetrics	9.6	4.8	1.99	3.2	3.01	14.4	0.67	11.5	0.84
Pediatrics	30.3	1.5	19.65	2.9	10.57	5.0	19.65	0.0	N/A
Total Hospital	194.2	49.8	3.90	35.6	5.45	209.1	0.93	178.7	1.09
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.4	0.89	5.0	0.77	3.9	1.01
Obstetrics	1.9	2.4	0.76	2.2	0.85	2.6	0.72	2.9	0.65
Pediatrics	5.0	3.8	1.31	4.3	1.16	4.1	1.21	0.0	N/A
Total Hospital	5.0	4.9	1.02	4.7	1.05	5.3	0.94	4.5	1.10
Surgical Operations									
Inpatient	6,176	1,037	5.96	1,116	5.53	3,842	1.61	6,846	0.90
Outpatient	11,076	3,865	2.87	3,513	3.15	11,153	0.99	11,293	0.98
Inpatient as % of All Surgeries	35.8%	21.2%	1.69	24.1%	1.48	25.6%	1.40	37.7%	0.95
Outpatient Visits									
Non-Emergency Visits	212,589	145,246	1.46	131,878	1.61	450,554	0.47	99,125	2.14
Emergency Visits	32,086	16,058	2.00	11,093	2.89	40,709	0.79	33,595	0.96
Full-Time Equivalents (FTEs)									
Administrators	135.8	19.0	7.13	20.4	6.65	63.3	2.14	96.0	1.41
Nurses, Licensed	688.8	247.5	2.78	172.5	3.99	921.1	0.75	590.2	1.17
Ancillary Nursing Personnel	218.9	40.3	5.43	24.7	8.86	153.6	1.43	145.2	1.51
All Other Personnel	1,111.4	496.2	2.24	457.0	2.43	1,865.1	0.60	898.3	1.24
Total FTEs	2,154.8	803.0	2.68	674.6	3.19	3,003.0	0.72	1,729.7	1.25
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.6	13.0	2.28	17.1	1.74	11.7	2.52	24.0	1.23
Nurses, Licensed	150.1	168.4	0.89	144.1	1.04	170.7	0.88	147.7	1.02
Ancillary Nursing Personnel	47.7	27.4	1.74	20.6	2.31	28.5	1.68	36.3	1.31
All Other Personnel	242.3	337.6	0.72	381.6	0.63	345.6	0.70	224.8	1.08
Total FTEs	469.7	546.4	0.86	563.4	0.83	556.5	0.84	432.8	1.09

Total Hospital:

Beds Set Up & Staffed 316
 Discharges 14,240
 Inpatient Days 70,867

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 27
 Total Births 1,152
 Newborn Days 2,177

145 Aspirus Wausau Hospital
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	87	5,388	21,036	66.2%	57.6	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	361	3,835	87.6%	10.5	10.6
Hospice	1	10	759	6,404	175.5%	17.5	8.4
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	2	87	5,767	18,494	0.0%	50.7	3.2
Pediatric, acute	2	42	2,217	11,069	72.2%	30.3	5.0
Obstetrics	1	27	1,880	3,509	35.6%	9.6	1.9
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	320	1,946	33.3%	5.3	6.1
Cardiac Intensive Unit	1	12	269	1,219	27.8%	3.3	4.5
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	9	19	37	1.1%	0.1	1.9
Neonatal Intensive/Intermediate Care	1	14	300	3,318	64.9%	9.1	11.1
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	135	1	135.8	Surgical Personnel	23	42	56.6
Physicians & Dentists	33	0	33.0	Radiological Services Personnel	80	75	139.5
Medical & Dental Residents	9	0	9.0	Respiratory Therapists	26	30	46.0
Dental Hygienists	0	0	0.0	Occupational Therapists	17	12	27.0
Registered Nurses	371	407	674.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	27	23	42.8
Licensed Practical Nurses	1	19	11.0	Physical Therapy Assistants/Aides	5	4	8.3
Ancillary Nursing Personnel	126	264	218.9	Recreational Therapists	2	3	5.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	8	8.8
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	57	110	133.0
Health Info Mgmt-Administrators/Technicians	8	3	10.0	All Other Personnel	256	265	384.1
Pharmacy Personnel	46	27	56.8				
Clinical Laboratory Personnel	45	38	72.9				
				Total	1,312	1,380	2,154.8

145 Aspirus Wausau Hospital

Wausau, WI 54401

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$822,838,327	50.5%	46.6%	1.08	51.2%	0.99	46.9%	1.08	51.8%	0.98
Medical Assistance	\$182,076,453	11.2%	14.4%	0.78	13.3%	0.84	13.3%	0.84	10.9%	1.03
Commercial	\$518,222,943	31.8%	33.9%	0.94	29.9%	1.06	34.1%	0.93	32.2%	0.99
All Other	\$105,397,677	6.5%	5.1%	1.28	5.7%	1.15	5.7%	1.13	5.2%	1.26
Deductions as % of Total Gross Patient Revenue										
Medicare	\$608,157,503	37.3%	35.2%	1.06	36.0%	1.04	36.2%	1.03	38.2%	0.98
Medical Assistance	\$153,652,054	9.4%	11.1%	0.85	10.1%	0.94	10.3%	0.92	9.1%	1.04
Commercial	\$176,062,258	10.8%	14.9%	0.72	9.2%	1.17	16.2%	0.67	10.8%	1.00
Charity Care	\$8,877,516	0.5%	0.7%	0.76	0.8%	0.71	0.7%	0.78	0.9%	0.59
Bad Debt	\$6,000,018	0.4%	1.0%	0.36	0.8%	0.45	0.8%	0.44	0.5%	0.79
All Other	\$69,739,833	4.3%	2.8%	1.53	3.5%	1.22	3.0%	1.41	3.3%	1.32
Total Deductions	\$1,022,489,182	62.8%	65.8%	0.95	60.4%	1.04	67.3%	0.93	62.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.5%	6.5%	1.01	4.2%	1.55	6.7%	0.97	4.8%	1.35
Net Gains/Losses as % of Net Income		40.1%	29.4%	1.37	32.5%	1.23	30.5%	1.32	2.3%	17.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$215,828,576	38.1%	42.4%	0.90	42.4%	0.90	41.3%	0.92	40.3%	0.95
Supplies & Services	\$319,831,473	56.4%	51.3%	1.10	52.7%	1.07	53.3%	1.06	53.5%	1.06
Capital Component	\$30,970,788	5.5%	6.2%	0.88	4.9%	1.11	5.4%	1.00	6.2%	0.88
Fiscal Statistics										
Operating Margin (%)		12.6%	10.4%	1.21	9.6%	1.31	9.3%	1.35	11.6%	1.09
Total Hospital Net Income (%)		19.4%	14.1%	1.37	13.6%	1.42	12.9%	1.51	11.8%	1.64
Return on Equity (%)		20.9%	6.3%	3.31	3.3%	6.33	8.9%	2.35	11.2%	1.87
Current Ratio		2.3	4.1	0.56	2.8	0.81	4.8	0.49	1.8	1.30
Days in Net Patient Accounts Receivable		51.1	87.5	0.58	167.5	0.30	61.8	0.83	46.8	1.09
Average Payment Period		57.1	89.9	0.64	165.5	0.35	62.8	0.91	77.6	0.74
Equity Financing (%)		65.8%	64.7%	1.02	50.9%	1.29	69.5%	0.95	61.2%	1.08
Long-Term Debt to Equity Ratio		0.3	0.3	0.78	0.7	0.37	0.2	1.38	0.3	0.82
Times Interest Earned		43.9	21.0	2.09	48.7	0.90	24.3	1.80	18.4	2.38
Total Asset Turnover		1.0	0.4	2.32	0.2	4.30	0.7	1.50	0.9	1.05
Average Age of Plant (Years)		11.4	17.1	0.67	33.5	0.34	13.3	0.86	10.3	1.10
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	1.00	25.1%	0.51	11.2%	1.13	2.8%	4.51
Outpatient Gross Revenue (% of Total GPR)		58.0%	64.9%	0.89	70.5%	0.82	59.3%	0.98	55.7%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$17,643	\$18,658	0.95	\$16,540	1.07	\$21,058	0.84	\$16,204	1.09
Inpatient Net Revenue per Day		\$3,569	\$3,656	0.98	\$3,511	1.02	\$3,785	0.94	\$3,614	0.99
Outpatient Net Revenue per Visit		\$1,475	\$781	1.89	\$799	1.85	\$881	1.67	\$2,337	0.63

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,628,535,404	Cash & Cash Equivalents	\$7,350,663	Current Liabilities	\$84,893,234
Less Deductions	\$1,022,489,182	Net Patient Receivables	\$84,776,747	Long-Term Debt	\$110,199,910
Net Patient Revenue	\$606,046,222	Other Receivables	\$0	Other Liabilities	\$28,334,589
Plus Other Revenue	\$42,239,626			Subtotal	\$223,427,733
Total Revenue	\$648,285,844	Land, Buildings & Equipment (Net)	\$261,792,092		
Less Expenses	\$566,630,837	Other Assets	\$298,923,959	Unrestricted Fund Balance	\$429,415,729
Non-Operating Gains/Losses	\$54,628,593			Restricted Fund Balance	\$0
Net Income	\$136,283,604	Total Assets	\$652,843,461	Total Liabilities & Fund Balance	\$652,843,462

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

		All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.3%	57.9%	0.92	68.4%	0.78	72.0%	0.74	47.4%	1.13
Obstetrics	46.4%	36.8%	1.26	42.5%	0.60	46.8%	0.99	47.5%	0.98
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	53.2%	58.7%	0.91	68.1%	0.78	68.8%	0.77	52.6%	1.01
Average Census (Patients)									
Adult Medical-Surgical	48.5	26.8	1.81	106.2	0.46	108.1	0.45	43.1	1.13
Obstetrics	25.5	4.8	5.27	17.1	1.49	14.4	1.78	26.1	0.98
Pediatrics	0.0	1.5	N/A	7.5	N/A	5.0	N/A	0.0	N/A
Total Hospital	117.1	49.8	2.35	158.1	0.74	209.1	0.56	115.8	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	4.6	1.03	5.5	0.85	5.0	0.93	4.4	1.08
Obstetrics	2.6	2.4	1.05	2.6	0.98	2.6	1.00	2.6	1.00
Pediatrics	0.0	3.8	N/A	3.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	6.0	0.69	5.3	0.78	4.2	0.98
Surgical Operations									
Inpatient	2,087	1,037	2.01	2,696	0.77	3,842	0.54	2,153	0.97
Outpatient	5,473	3,865	1.42	4,901	1.12	11,153	0.49	4,233	1.29
Inpatient as % of All Surgeries	27.6%	21.2%	1.30	35.5%	0.78	25.6%	1.08	33.7%	0.82
Outpatient Visits									
Non-Emergency Visits	169,420	145,246	1.17	244,552	0.69	450,554	0.38	154,688	1.10
Emergency Visits	36,703	16,058	2.29	36,633	1.00	40,709	0.90	34,347	1.07
Full-Time Equivalents (FTEs)									
Administrators	22.0	19.0	1.15	50.6	0.44	63.3	0.35	22.0	1.00
Nurses, Licensed	557.5	247.5	2.25	682.1	0.82	921.1	0.61	571.1	0.98
Ancillary Nursing Personnel	149.9	40.3	3.72	143.1	1.05	153.6	0.98	151.8	0.99
All Other Personnel	1,469.5	496.2	2.96	1,134.1	1.30	1,865.1	0.79	1,494.3	0.98
Total FTEs	2,198.9	803.0	2.74	2,009.8	1.09	3,003.0	0.73	2,239.2	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	13.0	0.53	14.7	0.47	11.7	0.59	7.9	0.87
Nurses, Licensed	173.9	168.4	1.03	198.5	0.88	170.7	1.02	205.5	0.85
Ancillary Nursing Personnel	46.8	27.4	1.71	41.6	1.12	28.5	1.64	54.6	0.86
All Other Personnel	458.5	337.6	1.36	330.0	1.39	345.6	1.33	537.6	0.85
Total FTEs	686.0	546.4	1.26	584.8	1.17	556.5	1.23	805.6	0.85

Total Hospital:

Beds Set Up & Staffed 220
Discharges 10,331
Inpatient Days 42,745

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:

Bassinet 37
Total Births 3,368
Newborn Days 5,859

150 Aurora West Allis Medical Center
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	91	3,767	17,716	53.3%	48.5	4.7
Orthopedic	1	35	1,301	6,039	47.3%	16.5	4.6
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	55	3,613	9,307	46.4%	25.5	2.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	246	3,642	62.4%	10.0	14.8
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	23	381	6,041	72.0%	16.6	15.9
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	22	0	22.0	Surgical Personnel	50	14	57.1
Physicians & Dentists	107	22	112.7	Radiological Services Personnel	46	27	66.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	15	3	16.3
Dental Hygienists	0	0	0.0	Occupational Therapists	6	15	15.8
Registered Nurses	395	169	510.3	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	6	1	6.6	Physical Therapists	17	10	23.1
Licensed Practical Nurses	5	3	6.1	Physical Therapy Assistants/Aides	7	15	12.5
Ancillary Nursing Personnel	91	111	149.9	Recreational Therapists	0	2	1.1
Physician Assistants	10	1	10.7	Dietitians & Nutritionists	4	3	6.1
Nurse Practitioners	23	9	29.4	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	5	6	8.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	152	86	189.7
Health Info Mgmt-Administrators/Technicians	25	5	27.6	All Other Personnel	439	137	523.2
Pharmacy Personnel	36	9	40.3				
Clinical Laboratory Personnel	237	67	277.7				
				Total	1,763	747	2,198.9

150 Aurora West Allis Medical Center

West Allis, WI 53227

West Allis, WI 53227			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$437,072,026	41.2%	46.6%	0.88	44.6%	0.92	46.9%	0.88	41.0%	1.00	
Medical Assistance	\$192,912,320	18.2%	14.4%	1.26	21.6%	0.84	13.3%	1.37	18.4%	0.99	
Commercial	\$395,677,344	37.3%	33.9%	1.10	30.1%	1.24	34.1%	1.09	37.5%	0.99	
All Other	\$35,812,141	3.4%	5.1%	0.67	3.7%	0.92	5.7%	0.59	3.1%	1.09	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$366,571,265	34.5%	35.2%	0.98	35.8%	0.96	36.2%	0.95	34.1%	1.01	
Medical Assistance	\$154,077,639	14.5%	11.1%	1.31	16.4%	0.88	10.3%	1.41	14.0%	1.04	
Commercial	\$201,559,219	19.0%	14.9%	1.27	14.1%	1.35	16.2%	1.17	18.4%	1.03	
Charity Care	\$10,263,245	1.0%	0.7%	1.36	0.9%	1.10	0.7%	1.38	1.2%	0.79	
Bad Debt	\$14,643,891	1.4%	1.0%	1.35	0.9%	1.47	0.8%	1.67	1.1%	1.21	
All Other	\$15,002,449	1.4%	2.8%	0.51	1.3%	1.11	3.0%	0.46	1.3%	1.05	
Total Deductions	\$762,117,708	71.8%	65.8%	1.09	69.4%	1.03	67.3%	1.07	70.2%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.9%	6.5%	0.29	5.3%	0.35	6.7%	0.28	7.7%	0.24	
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	N/A	N/A	30.5%	0.00	0.2%	0.79	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$98,690,901	41.8%	42.4%	0.99	34.5%	1.21	41.3%	1.01	43.4%	0.96	
Supplies & Services	\$123,664,309	52.4%	51.3%	1.02	59.5%	0.88	53.3%	0.98	50.2%	1.04	
Capital Component	\$13,683,735	5.8%	6.2%	0.93	6.0%	0.97	5.4%	1.07	6.5%	0.90	
Fiscal Statistics											
Operating Margin (%)		22.6%	10.4%	2.17	11.2%	2.02	9.3%	2.43	22.0%	1.03	
Total Hospital Net Income (%)		22.7%	14.1%	1.60	10.9%	2.08	12.9%	1.76	22.0%	1.03	
Return on Equity (%)		6.4%	6.3%	1.01	7.1%	0.90	8.9%	0.72	6.2%	1.03	
Current Ratio		38.3	4.1	9.30	6.9	5.56	4.8	8.04	44.0	0.87	
Days in Net Patient Accounts Receivable		59.3	87.5	0.68	56.9	1.04	61.8	0.96	56.7	1.05	
Average Payment Period		41.8	89.9	0.46	51.3	0.81	62.8	0.67	35.8	1.17	
Equity Financing (%)		97.5%	64.7%	1.51	83.8%	1.16	69.5%	1.40	97.0%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		30.1	21.0	1.43	14.2	2.12	24.3	1.24	29.1	1.04	
Total Asset Turnover		0.3	0.4	0.66	0.7	0.43	0.7	0.43	0.3	1.00	
Average Age of Plant (Years)		15.9	17.1	0.93	11.7	1.37	13.3	1.20	14.2	1.12	
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	0.99	11.5%	1.10	11.2%	1.13	-5.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		58.8%	64.9%	0.91	52.8%	1.11	59.3%	0.99	54.1%	1.09	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$13,817		\$18,658	0.74	\$25,873	0.53	\$21,058	0.66	\$13,748	1.00	
Inpatient Net Revenue per Day	\$2,962		\$3,656	0.81	\$4,216	0.70	\$3,785	0.78	\$2,967	1.00	
Outpatient Net Revenue per Visit	\$831		\$781	1.06	\$852	0.97	\$881	0.94	\$727	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,061,473,830	Cash & Cash Equivalents	\$935,959,815	Current Liabilities	\$25,841,918
Less Deductions	\$762,117,708	Net Patient Receivables	\$48,663,936	Long-Term Debt	\$0
Net Patient Revenue	\$299,356,122	Other Receivables	\$1,643,842	Other Liabilities	\$1,305,682
Plus Other Revenue	\$5,715,475			Subtotal	\$27,147,600
Total Revenue	\$305,071,598	Land, Buildings & Equipment (Net)	\$88,409,776		
Less Expenses	\$236,038,945	Other Assets	\$6,064,814	Unrestricted Fund Balance	\$1,053,594,583
Non-Operating Gains/Losses	\$97,122			Restricted Fund Balance	\$0
Net Income	\$69,129,775	Total Assets	\$1,080,742,183	Total Liabilities & Fund Balance	\$1,080,742,183

151 Froedtert West Bend Hospital
 3200 Pleasant Valley Road
 West Bend, WI 53095
 262-334-5533

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 5

		All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	69.5%	57.9%	1.20	61.6%	1.13	54.3%	1.28	66.1%	1.05
Obstetrics	27.5%	36.8%	0.75	32.8%	0.10	31.5%	0.87	29.0%	0.95
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	58.9%	58.7%	1.00	56.8%	1.04	55.3%	1.06	57.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	23.6	26.8	0.88	34.1	0.69	18.1	1.31	22.5	1.05
Obstetrics	3.3	4.8	0.68	5.4	0.60	3.1	1.07	3.5	0.95
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	41.2	49.8	0.83	64.9	0.64	37.4	1.10	40.2	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.71	4.3	0.76	4.1	0.80	3.3	0.99
Obstetrics	2.1	2.4	0.87	2.3	0.92	2.3	0.93	2.2	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.5	0.77	4.4	0.80	3.5	0.99
Surgical Operations									
Inpatient	711	1,037	0.69	1,167	0.61	612	1.16	738	0.96
Outpatient	2,180	3,865	0.56	4,137	0.53	2,709	0.80	1,930	1.13
Inpatient as % of All Surgeries	24.6%	21.2%	1.16	22.0%	1.12	18.4%	1.33	27.7%	0.89
Outpatient Visits									
Non-Emergency Visits	66,443	145,246	0.46	170,630	0.39	120,713	0.55	76,419	0.87
Emergency Visits	13,820	16,058	0.86	21,970	0.63	16,865	0.82	13,844	1.00
Full-Time Equivalents (FTEs)									
Administrators	30.3	19.0	1.59	22.0	1.38	17.0	1.78	26.8	1.13
Nurses, Licensed	165.7	247.5	0.67	286.1	0.58	164.3	1.01	170.2	0.97
Ancillary Nursing Personnel	16.0	40.3	0.40	52.9	0.30	24.6	0.65	18.8	0.85
All Other Personnel	271.9	496.2	0.55	515.7	0.53	297.6	0.91	271.5	1.00
Total FTEs	483.8	803.0	0.60	876.8	0.55	503.6	0.96	487.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	30.7	13.0	2.37	11.5	2.68	14.0	2.20	22.6	1.36
Nurses, Licensed	167.9	168.4	1.00	148.8	1.13	134.7	1.25	143.3	1.17
Ancillary Nursing Personnel	16.2	27.4	0.59	27.5	0.59	20.2	0.81	15.8	1.03
All Other Personnel	275.5	337.6	0.82	268.3	1.03	244.0	1.13	228.5	1.21
Total FTEs	490.3	546.4	0.90	456.1	1.07	412.8	1.19	410.2	1.20

Total Hospital:

Beds Set Up & Staffed 70
 Discharges 4,313
 Inpatient Days 15,048

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 21
 Total Births 544
 Newborn Days 1,121

151 Froedtert West Bend Hospital
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	34	2,639	8,619	69.5%	23.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	567	1,203	27.5%	3.3	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	116	1,343	61.3%	3.7	11.6
Step-Down (Special Care)	1	18	994	3,883	59.1%	10.6	3.9
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	28	4	30.3	Surgical Personnel	9	4	12.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	26	38.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	7	10.5
Dental Hygienists	0	0	0.0	Occupational Therapists	1	6	2.4
Registered Nurses	101	117	164.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	8	3.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	2	1.4
Ancillary Nursing Personnel	7	22	16.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	3.2
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	40	50	64.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	51	58	85.0
Pharmacy Personnel	16	12	19.3				
Clinical Laboratory Personnel	18	6	23.8				
				Total	312	327	483.8

151 Froedtert West Bend Hospital

West Bend, WI 53095

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$213,027,082	53.8%	46.6%	1.15	51.5%	1.05	49.9%	1.08	54.6%	0.99
Medical Assistance	\$45,967,041	11.6%	14.4%	0.81	11.3%	1.02	15.6%	0.75	7.2%	1.61
Commercial	\$127,904,879	32.3%	33.9%	0.95	34.7%	0.93	30.3%	1.07	35.8%	0.90
All Other	\$8,941,152	2.3%	5.1%	0.45	2.5%	0.92	4.2%	0.53	2.4%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$171,269,852	43.3%	35.2%	1.23	41.5%	1.04	36.9%	1.17	44.0%	0.98
Medical Assistance	\$29,723,169	7.5%	11.1%	0.68	9.1%	0.82	11.4%	0.66	6.0%	1.26
Commercial	\$63,463,446	16.0%	14.9%	1.07	16.0%	1.00	11.8%	1.36	16.8%	0.95
Charity Care	\$1,765,891	0.4%	0.7%	0.63	0.9%	0.50	0.9%	0.48	0.4%	1.22
Bad Debt	\$3,477,092	0.9%	1.0%	0.86	1.0%	0.86	1.2%	0.75	1.0%	0.89
All Other	\$5,388,170	1.4%	2.8%	0.49	1.2%	1.12	2.5%	0.55	1.2%	1.16
Total Deductions	\$275,087,620	69.5%	65.8%	1.06	69.8%	1.00	64.7%	1.07	69.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.3%	6.5%	0.98	5.3%	1.19	4.5%	1.41	3.9%	1.61
Net Gains/Losses as % of Net Income		505.4%	29.4%	17.22	13.2%	38.20	43.7%	11.56	1,220.6%	0.41
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,619,962	48.0%	42.4%	1.13	38.6%	1.25	38.8%	1.24	41.3%	1.16
Supplies & Services	\$51,113,383	45.8%	51.3%	0.89	53.1%	0.86	54.3%	0.84	52.4%	0.87
Capital Component	\$6,914,881	6.2%	6.2%	0.99	8.4%	0.74	6.9%	0.90	6.3%	0.98
Fiscal Statistics										
Operating Margin (%)		13.4%	10.4%	1.29	13.6%	0.98	9.6%	1.39	14.5%	0.92
Total Hospital Net Income (%)		-4.0%	14.1%	N/A	15.4%	N/A	15.9%	N/A	-1.5%	2.57
Return on Equity (%)		-5.3%	6.3%	N/A	9.8%	N/A	11.2%	N/A	-2.6%	2.05
Current Ratio		0.9	4.1	0.23	7.4	0.13	3.9	0.24	1.1	0.85
Days in Net Patient Accounts Receivable		48.3	87.5	0.55	51.6	0.94	51.2	0.94	42.9	1.12
Average Payment Period		61.8	89.9	0.69	51.5	1.20	62.2	0.99	53.6	1.15
Equity Financing (%)		76.4%	64.7%	1.18	80.1%	0.95	78.3%	0.98	73.9%	1.03
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		-0.7	21.0	N/A	14.8	N/A	21.6	N/A	0.2	N/A
Total Asset Turnover		1.6	0.4	3.71	0.6	2.55	0.7	2.43	2.0	0.81
Average Age of Plant (Years)		18.2	17.1	1.07	11.1	1.65	10.5	1.73	13.8	1.32
Increase (Decrease) Total Net Patient Revenue		-16.8%	12.7%	N/A	7.7%	N/A	8.7%	N/A	0.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.1%	64.9%	0.89	65.6%	0.89	69.3%	0.84	65.8%	0.88
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,935		\$18,658	0.69	\$14,982	0.86	\$13,373	0.97	\$12,614	1.03
Inpatient Net Revenue per Day	\$3,693		\$3,656	1.01	\$3,228	1.14	\$3,024	1.22	\$3,533	1.05
Outpatient Net Revenue per Visit	\$853		\$781	1.09	\$697	1.22	\$626	1.36	\$1,077	0.79

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$395,840,154	Cash & Cash Equivalents	-\$63,217	Current Liabilities	\$18,161,324
Less Deductions	\$275,087,620	Net Patient Receivables	\$15,962,667	Long-Term Debt	\$0
Net Patient Revenue	\$120,752,534	Other Receivables	\$45,274	Other Liabilities	\$961,717
Plus Other Revenue	\$8,151,892			Subtotal	\$19,123,041
Total Revenue	\$128,904,428	Land, Buildings & Equipment (Net)	\$64,211,359	Unrestricted Fund Balance	\$61,956,959
Less Expenses	\$111,648,226	Other Assets	\$923,917	Restricted Fund Balance	\$187,426
Non-Operating Gains/Losses	-\$21,513,202			Total Liabilities & Fund Balance	\$81,080,000
Net Income	-\$4,257,000	Total Assets	\$81,080,000		

308 Marshfield Medical Center-Weston
3400 Ministry Parkway
Weston, WI 54476
715-393-3000

Fiscal Year: 01/01 to 12/31
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Marathon
Analysis Area: North Central (6)
Volume Group: 6

		All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	99.0%	57.9%	1.71	58.8%	1.68	58.1%	1.70	250.0%	0.40
Obstetrics	44.9%	36.8%	1.22	39.4%	0.06	31.4%	1.43	298.4%	0.15
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	117.3%	58.7%	2.00	61.6%	1.90	55.7%	2.10	146.8%	0.80
Average Census (Patients)									
Adult Medical-Surgical	16.8	26.8	0.63	17.6	0.95	31.3	0.54	12.5	1.35
Obstetrics	2.2	4.8	0.46	3.2	0.70	4.8	0.46	3.0	0.75
Pediatrics	0.0	1.5	N/A	2.9	N/A	4.0	N/A	0.0	N/A
Total Hospital	45.7	49.8	0.92	35.6	1.28	61.6	0.74	41.1	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.6	1.00	4.4	1.04	4.4	1.04	3.4	1.36
Obstetrics	2.1	2.4	0.85	2.2	0.94	2.4	0.87	2.2	0.94
Pediatrics	0.0	3.8	N/A	4.3	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.90	4.7	0.93	4.6	0.94	3.7	1.17
Surgical Operations									
Inpatient	1,087	1,037	1.05	1,116	0.97	1,302	0.83	1,635	0.66
Outpatient	1,867	3,865	0.48	3,513	0.53	5,418	0.34	1,377	1.36
Inpatient as % of All Surgeries	36.8%	21.2%	1.74	24.1%	1.53	19.4%	1.90	54.3%	0.68
Outpatient Visits									
Non-Emergency Visits	124,993	145,246	0.86	131,878	0.95	219,131	0.57	10,118	12.35
Emergency Visits	12,837	16,058	0.80	11,093	1.16	24,739	0.52	12,245	1.05
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.0	0.21	20.4	0.20	20.7	0.19	5.0	0.80
Nurses, Licensed	220.1	247.5	0.89	172.5	1.28	342.9	0.64	140.5	1.57
Ancillary Nursing Personnel	14.7	40.3	0.36	24.7	0.59	54.5	0.27	12.8	1.15
All Other Personnel	397.9	496.2	0.80	457.0	0.87	656.1	0.61	62.5	6.36
Total FTEs	636.6	803.0	0.79	674.6	0.94	1,074.1	0.59	220.8	2.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.6	13.0	0.20	17.1	0.15	10.1	0.25	7.2	0.36
Nurses, Licensed	141.0	168.4	0.84	144.1	0.98	168.5	0.84	202.0	0.70
Ancillary Nursing Personnel	9.4	27.4	0.34	20.6	0.45	26.8	0.35	18.3	0.51
All Other Personnel	254.9	337.6	0.76	381.6	0.67	322.3	0.79	90.0	2.83
Total FTEs	407.9	546.4	0.75	563.4	0.72	527.7	0.77	317.5	1.28

Total Hospital:

Beds Set Up & Staffed 39
Discharges 3,813
Inpatient Days 16,695

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:

Bassinet 1
Total Births 366
Newborn Days 762

308 Marshfield Medical Center-Weston
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	1,346	6,144	99.0%	16.8	4.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	396	819	44.9%	2.2	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	7	387	2,922	114.4%	8.0	7.6
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	10	1,644	6,810	186.6%	18.7	4.1
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	8	3	9.9
Physicians & Dentists	44	12	49.8	Radiological Services Personnel	17	2	18.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	1	13.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	161	82	198.7	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	4	4.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	9	15	14.7	Recreational Therapists	0	0	0.0
Physician Assistants	12	2	12.8	Dietitians & Nutritionists	0	2	1.5
Nurse Practitioners	10	1	10.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	10	1	10.8	Social Workers	2	1	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	132	44	149.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	60	7	63.3
Pharmacy Personnel	19	3	19.1				
Clinical Laboratory Personnel	11	2	12.0				
				Total	550	189	636.6

308 Marshfield Medical Center-Weston

Weston, WI 54476

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$285,014,248	57.9%	46.6%	1.24	51.2%	1.13	43.4%	1.33	61.1%	0.95
Medical Assistance	\$52,136,487	10.6%	14.4%	0.73	13.3%	0.80	18.4%	0.58	10.8%	0.98
Commercial	\$129,340,100	26.3%	33.9%	0.78	29.9%	0.88	33.8%	0.78	20.1%	1.31
All Other	\$25,457,580	5.2%	5.1%	1.02	5.7%	0.92	4.3%	1.19	8.0%	0.65
Deductions as % of Total Gross Patient Revenue										
Medicare	\$198,800,456	40.4%	35.2%	1.15	36.0%	1.12	33.7%	1.20	42.8%	0.94
Medical Assistance	\$40,285,630	8.2%	11.1%	0.74	10.1%	0.81	14.1%	0.58	7.1%	1.16
Commercial	\$41,041,693	8.3%	14.9%	0.56	9.2%	0.90	13.7%	0.61	3.4%	2.44
Charity Care	\$3,039,420	0.6%	0.7%	0.87	0.8%	0.81	0.7%	0.94	1.0%	0.61
Bad Debt	\$6,368,394	1.3%	1.0%	1.27	0.8%	1.59	1.3%	1.03	1.3%	1.02
All Other	\$13,667,847	2.8%	2.8%	0.99	3.5%	0.79	2.7%	1.04	6.1%	0.46
Total Deductions	\$303,203,440	61.6%	65.8%	0.94	60.4%	1.02	66.0%	0.93	61.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.3%	6.5%	0.05	4.2%	0.08	6.7%	0.05	1.2%	0.29
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	32.5%	N/A	20.9%	N/A	41.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$61,321,291	40.8%	42.4%	0.96	42.4%	0.96	43.3%	0.94	24.9%	1.64
Supplies & Services	\$81,557,917	54.2%	51.3%	1.06	52.7%	1.03	49.2%	1.10	70.1%	0.77
Capital Component	\$7,476,394	5.0%	6.2%	0.80	4.9%	1.01	7.4%	0.67	5.0%	1.00
Fiscal Statistics										
Operating Margin (%)		20.6%	10.4%	1.98	9.6%	2.14	12.2%	1.68	-26.4%	N/A
Total Hospital Net Income (%)		20.6%	14.1%	1.46	13.6%	1.51	15.0%	1.37	-56.1%	N/A
Return on Equity (%)		1.2%	6.3%	0.19	3.3%	0.37	3.8%	0.33	-37.4%	N/A
Current Ratio		2.8	4.1	0.68	2.8	0.98	4.0	0.69	9.1	0.31
Days in Net Patient Accounts Receivable		624.6	87.5	7.14	167.5	3.73	139.1	4.49	44.6	14.02
Average Payment Period		715.7	89.9	7.96	165.5	4.33	140.8	5.08	40.2	17.81
Equity Financing (%)		47.4%	64.7%	0.73	50.9%	0.93	62.1%	0.76	77.6%	0.61
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.20	0.4	2.01	0.0	N/A
Times Interest Earned	28,790.8		21.0	1,369.2	48.7	590.67	15.1	1,912.8	-312.2	N/A
Total Asset Turnover		0.1	0.4	0.14	0.2	0.26	0.2	0.24	0.8	0.07
Average Age of Plant (Years)		121.5	17.1	7.12	33.5	3.62	23.5	5.17	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		0.0%	12.7%	N/A	25.1%	N/A	18.6%	N/A	-17.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.1%	64.9%	1.13	70.5%	1.04	69.2%	1.06	41.3%	1.77
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,411		\$18,658	0.77	\$16,540	0.87	\$18,023	0.80	\$11,327	1.27
Inpatient Net Revenue per Day	\$3,586		\$3,656	0.98	\$3,511	1.02	\$3,813	0.94	\$3,048	1.18
Outpatient Net Revenue per Visit	\$1,017		\$781	1.30	\$799	1.27	\$729	1.39	\$1,876	0.54

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$491,948,415	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$303,203,440	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$188,744,975	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$649,569			Subtotal	\$1,683,908,000
Total Revenue	\$189,394,549	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$150,355,602	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$39,038,947	Total Assets	\$3,199,879,000		

152 Gundersen Tri-County Hospital and Clinics
18601 Lincoln Street
Whitehall, WI 54773
715-538-4361

Fiscal Year: 01/01 to 12/31
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

County: Trempealeau
Analysis Area: Southwestern (5B)
Volume Group: 1

		All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.1%	57.9%	0.21	44.6%	0.27	14.2%	0.85	14.0%	0.86
Obstetrics	0.0%	36.8%	N/A	52.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	30.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	14.0%	58.7%	0.24	48.8%	0.29	18.3%	0.76	15.7%	0.89
Average Census (Patients)									
Adult Medical-Surgical	1.8	26.8	0.07	17.0	0.11	2.1	0.88	2.1	0.86
Obstetrics	0.0	4.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.1	49.8	0.04	28.6	0.07	2.8	0.76	2.4	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	4.1	0.83	3.6	0.93	3.6	0.93
Obstetrics	0.0	2.4	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.5	N/A	2.6	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.85	4.9	0.84	4.3	0.96	4.1	1.02
Surgical Operations									
Inpatient	0	1,037	N/A	828	N/A	54	N/A	6	0.00
Outpatient	183	3,865	0.05	2,810	0.07	1,655	0.11	206	0.89
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	22.8%	N/A	3.2%	N/A	2.8%	0.00
Outpatient Visits									
Non-Emergency Visits	42,772	145,246	0.29	141,645	0.30	27,310	1.57	28,604	1.50
Emergency Visits	4,450	16,058	0.28	14,182	0.31	3,184	1.40	3,399	1.31
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	11.3	N/A	1.7	N/A	0.0	N/A
Nurses, Licensed	27.8	247.5	0.11	150.4	0.18	37.1	0.75	27.8	1.00
Ancillary Nursing Personnel	10.5	40.3	0.26	22.0	0.48	6.4	1.65	7.7	1.37
All Other Personnel	112.9	496.2	0.23	396.9	0.28	71.3	1.58	109.9	1.03
Total FTEs	151.2	803.0	0.19	580.7	0.26	116.6	1.30	145.4	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	8.5	N/A	11.4	N/A	0.0	N/A
Nurses, Licensed	247.3	168.4	1.47	113.4	2.18	246.5	1.00	264.4	0.94
Ancillary Nursing Personnel	93.3	27.4	3.40	16.6	5.62	42.3	2.21	72.8	1.28
All Other Personnel	1,004.6	337.6	2.98	299.2	3.36	473.5	2.12	1,044.2	0.96
Total FTEs	1,345.1	546.4	2.46	437.7	3.07	773.8	1.74	1,381.4	0.97

Total Hospital:

Beds Set Up & Staffed 15
Discharges 184
Inpatient Days 764

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 95
Inpatient Days 1,729

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

152 Gundersen Tri-County Hospital and Clinics
Whitehall, WI 54773

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	196	662	12.1%	1.8	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	11	102	0.0%	0.3	9.3
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	1	0.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	3	5.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	17	13	23.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.7
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	7	4	10.5	Recreational Therapists	3	1	3.0
Physician Assistants	3	2	3.7	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	6	4.8
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	54	17	62.7
Pharmacy Personnel	3	1	3.3				
Clinical Laboratory Personnel	1	7	7.5				
				Total	120	58	151.2

152 Gundersen Tri-County Hospital and Clinics

Whitehall, WI 54773

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$19,885,398	47.6%	46.6%	1.02	45.7%	1.04	46.0%	1.03	50.5%	0.94
Medical Assistance	\$5,800,506	13.9%	14.4%	0.96	10.5%	1.32	12.0%	1.16	10.3%	1.35
Commercial	\$11,742,954	28.1%	33.9%	0.83	35.7%	0.79	37.7%	0.75	29.5%	0.95
All Other	\$4,326,400	10.4%	5.1%	2.04	8.1%	1.28	4.2%	2.45	9.8%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,047,003	19.3%	35.2%	0.55	32.9%	0.59	24.4%	0.79	19.2%	1.00
Medical Assistance	\$3,338,068	8.0%	11.1%	0.72	8.2%	0.98	8.3%	0.96	6.0%	1.34
Commercial	\$4,572,308	11.0%	14.9%	0.73	16.1%	0.68	11.4%	0.96	10.0%	1.09
Charity Care	\$350,661	0.8%	0.7%	1.18	0.4%	1.91	0.7%	1.18	1.5%	0.55
Bad Debt	\$396,709	1.0%	1.0%	0.93	0.9%	1.05	1.4%	0.68	1.3%	0.76
All Other	\$1,453,292	3.5%	2.8%	1.25	5.9%	0.59	2.2%	1.56	3.5%	1.00
Total Deductions	\$18,158,041	43.5%	65.8%	0.66	64.5%	0.67	48.5%	0.90	41.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	6.5%	0.75	19.4%	0.25	5.2%	0.94	11.9%	0.41
Net Gains/Losses as % of Net Income		2.2%	29.4%	0.08	94.5%	0.02	16.4%	0.13	0.6%	3.46
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,589,028	51.8%	42.4%	1.22	55.8%	0.93	49.0%	1.06	54.5%	0.95
Supplies & Services	\$9,985,526	44.6%	51.3%	0.87	39.5%	1.13	44.0%	1.01	41.8%	1.07
Capital Component	\$810,921	3.6%	6.2%	0.58	4.7%	0.76	7.0%	0.52	3.7%	0.97
Fiscal Statistics										
Operating Margin (%)		9.7%	10.4%	0.94	0.2%	39.47	12.2%	0.80	15.6%	0.62
Total Hospital Net Income (%)		9.9%	14.1%	0.70	4.3%	2.33	14.2%	0.70	15.7%	0.63
Return on Equity (%)		10.6%	6.3%	1.67	3.3%	3.24	21.6%	0.49	17.4%	0.61
Current Ratio		7.0	4.1	1.70	21.9	0.32	2.1	3.30	4.1	1.69
Days in Net Patient Accounts Receivable		56.9	87.5	0.65	56.7	1.00	53.3	1.07	63.6	0.90
Average Payment Period		43.0	89.9	0.48	17.0	2.53	54.9	0.78	78.5	0.55
Equity Financing (%)		71.8%	64.7%	1.11	87.4%	0.82	43.0%	1.67	56.9%	1.26
Long-Term Debt to Equity Ratio		0.0	0.3	0.10	0.1	0.58	0.7	0.04	0.1	0.51
Times Interest Earned		57.3	21.0	2.72	10.7	5.33	13.9	4.12	66.6	0.86
Total Asset Turnover		1.1	0.4	2.47	0.7	1.45	1.5	0.71	1.1	0.96
Average Age of Plant (Years)		18.0	17.1	1.05	9.0	2.00	8.5	2.12	19.2	0.94
Increase (Decrease) Total Net Patient Revenue		9.9%	12.7%	0.78	15.9%	0.62	15.6%	0.64	3.9%	2.52
Outpatient Gross Revenue (% of Total GPR)		84.6%	64.9%	1.30	80.2%	1.05	82.0%	1.03	80.1%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,051		\$18,658	0.91	\$17,806	0.96	\$21,986	0.78	\$17,605	0.97
Inpatient Net Revenue per Day	\$2,153		\$3,656	0.59	\$3,646	0.59	\$3,295	0.65	\$2,073	1.04
Outpatient Net Revenue per Visit	\$406		\$781	0.52	\$806	0.50	\$696	0.58	\$517	0.78

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,755,258	Cash & Cash Equivalents	\$13,248,832	Current Liabilities	\$2,554,837
Less Deductions	\$18,158,041	Net Patient Receivables	\$3,680,885	Long-Term Debt	\$524,979
Net Patient Revenue	\$23,597,217	Other Receivables	\$103,151	Other Liabilities	\$3,519,160
Plus Other Revenue	\$1,203,062			Subtotal	\$6,598,976
Total Revenue	\$24,800,279	Land, Buildings & Equipment (Net)	\$5,399,794		
Less Expenses	\$22,385,475	Other Assets	\$947,946	Unrestricted Fund Balance	\$16,781,632
Non-Operating Gains/Losses	\$54,756			Restricted Fund Balance	\$0
Net Income	\$2,469,560	Total Assets	\$23,380,608	Total Liabilities & Fund Balance	\$23,380,608

153 ThedaCare Medical Center - Wild Rose
Box 243, 601 Grove Avenue
Wild Rose, WI 54984
920-622-3257

Fiscal Year: 01/01 to 12/31
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

County: Waushara
Analysis Area: Lake Winnebago (3)
Volume Group: 1

		All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	5.1%	57.9%	0.09	50.0%	0.10	14.2%	0.36	4.4%	1.16
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	5.3%	58.7%	0.09	50.4%	0.11	18.3%	0.29	4.4%	1.22
Average Census (Patients)									
Adult Medical-Surgical	1.3	26.8	0.05	23.2	0.05	2.1	0.61	1.1	1.16
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.3	49.8	0.03	37.4	0.04	2.8	0.48	1.1	1.22
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.79	3.6	0.90	2.9	1.14
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.6	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.4	0.79	4.3	0.80	2.9	1.20
Surgical Operations									
Inpatient	0	1,037	N/A	1,060	N/A	54	N/A	0	N/A
Outpatient	53	3,865	0.01	5,859	0.01	1,655	0.03	50	1.06
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	15.3%	N/A	3.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	11,965	145,246	0.08	100,098	0.12	27,310	0.44	5,325	2.25
Emergency Visits	4,129	16,058	0.26	15,000	0.28	3,184	1.30	3,538	1.17
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	14.2	0.07	1.7	0.58	3.0	0.33
Nurses, Licensed	11.2	247.5	0.05	181.5	0.06	37.1	0.30	16.6	0.67
Ancillary Nursing Personnel	4.7	40.3	0.12	13.1	0.36	6.4	0.74	5.4	0.87
All Other Personnel	45.3	496.2	0.09	298.4	0.15	71.3	0.63	39.1	1.16
Total FTEs	62.2	803.0	0.08	507.2	0.12	116.6	0.53	64.0	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.6	13.0	1.05	11.3	1.20	11.4	1.18	50.9	0.27
Nurses, Licensed	151.9	168.4	0.90	144.6	1.05	246.5	0.62	281.5	0.54
Ancillary Nursing Personnel	63.7	27.4	2.33	10.4	6.10	42.3	1.51	91.2	0.70
All Other Personnel	614.3	337.6	1.82	237.6	2.59	473.5	1.30	662.3	0.93
Total FTEs	843.5	546.4	1.54	403.9	2.09	773.8	1.09	1,085.8	0.78

Total Hospital:

Beds Set Up & Staffed 25
Discharges 140
Inpatient Days 485

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 3
Discharges 78
Inpatient Days 1,130

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	140	461	5.1%	1.3	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	9	24	0.0%	0.1	2.7
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	7.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	9	9	11.2	Occupational Therapy Assistants/Aides	0	1	0.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	5	4.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	0	3.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	9	23.7
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	52	29	62.2

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Wild Rose, WI 54984			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$14,219,320	50.4%	46.6%	1.08	48.5%	1.04	46.0%	1.09	54.9%	0.92	
Medical Assistance	\$4,018,026	14.2%	14.4%	0.99	11.1%	1.28	12.0%	1.19	12.9%	1.11	
Commercial	\$8,936,882	31.7%	33.9%	0.94	37.0%	0.86	37.7%	0.84	28.8%	1.10	
All Other	\$1,034,592	3.7%	5.1%	0.72	3.4%	1.07	4.2%	0.87	3.4%	1.08	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$7,796,110	27.6%	35.2%	0.78	34.4%	0.80	24.4%	1.13	30.0%	0.92	
Medical Assistance	\$3,450,807	12.2%	11.1%	1.10	8.5%	1.45	8.3%	1.47	10.9%	1.12	
Commercial	\$3,018,667	10.7%	14.9%	0.72	14.3%	0.75	11.4%	0.94	9.4%	1.14	
Charity Care	\$137,650	0.5%	0.7%	0.68	0.6%	0.76	0.7%	0.69	0.6%	0.80	
Bad Debt	\$657,516	2.3%	1.0%	2.29	1.4%	1.67	1.4%	1.67	2.1%	1.10	
All Other	\$349,460	1.2%	2.8%	0.44	2.5%	0.50	2.2%	0.56	1.1%	1.12	
Total Deductions	\$15,410,210	54.6%	65.8%	0.83	61.6%	0.89	48.5%	1.13	54.1%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.8%	6.5%	0.12	2.9%	0.28	5.2%	0.15	1.2%	0.64	
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	25.8%	0.00	16.4%	0.00	20.0%	0.00	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$8,235,144	66.7%	42.4%	1.57	39.7%	1.68	49.0%	1.36	64.9%	1.03	
Supplies & Services	\$3,497,159	28.3%	51.3%	0.55	53.8%	0.53	44.0%	0.64	30.6%	0.93	
Capital Component	\$607,284	4.9%	6.2%	0.79	6.5%	0.75	7.0%	0.70	4.4%	1.11	
Fiscal Statistics											
Operating Margin (%)		4.4%	10.4%	0.42	14.3%	0.31	12.2%	0.36	2.4%	1.85	
Total Hospital Net Income (%)		4.4%	14.1%	0.31	18.3%	0.24	14.2%	0.31	2.9%	1.49	
Return on Equity (%)		7.6%	6.3%	1.21	17.0%	0.45	21.6%	0.35	3.3%	2.34	
Current Ratio		16.1	4.1	3.90	9.1	1.77	2.1	7.56	23.8	0.67	
Days in Net Patient Accounts Receivable		53.0	87.5	0.61	53.2	1.00	53.3	0.99	52.0	1.02	
Average Payment Period		7.5	89.9	0.08	32.2	0.23	54.9	0.14	9.2	0.82	
Equity Financing (%)		92.5%	64.7%	1.43	109.2%	0.85	43.0%	2.15	97.8%	0.95	
Long-Term Debt to Equity Ratio		0.0	0.3	0.14	-0.1	N/A	0.7	0.07	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	13.9	N/A	207.0	N/A	
Total Asset Turnover		1.7	0.4	4.08	0.9	1.98	1.5	1.18	1.1	1.58	
Average Age of Plant (Years)		4.6	17.1	0.27	7.7	0.60	8.5	0.54	6.9	0.66	
Increase (Decrease) Total Net Patient Revenue		16.0%	12.7%	1.26	13.9%	1.15	15.6%	1.03	-7.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)		82.9%	64.9%	1.28	70.3%	1.18	82.0%	1.01	81.5%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$9,936		\$18,658	0.53	\$13,612	0.73	\$21,986	0.45	\$9,269	1.07	
Inpatient Net Revenue per Day	\$1,324		\$3,656	0.36	\$3,085	0.43	\$3,295	0.40	\$1,244	1.07	
Outpatient Net Revenue per Visit	\$697		\$781	0.89	\$815	0.86	\$696	1.00	\$1,076	0.65	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$28,208,819		Cash & Cash Equivalents		\$1,902,226	Current Liabilities		\$242,455
Less Deductions	\$15,410,210		Net Patient Receivables		\$1,857,718	Long-Term Debt		\$311,636
Net Patient Revenue	\$12,798,609		Other Receivables		\$0	Other Liabilities		\$0
Plus Other Revenue	\$102,792					Subtotal		\$554,091
Total Revenue	\$12,901,400		Land, Buildings & Equipment (Net)		\$3,485,120			
Less Expenses	\$12,339,587		Other Assets		\$137,190	Unrestricted Fund Balance		\$6,828,161
Non-Operating Gains/Losses	\$286					Restricted Fund Balance		\$0
Net Income	\$562,099		Total Assets		\$7,382,254	Total Liabilities & Fund Balance		\$7,382,252

155 Aspirus Riverview Hospital and Clinics, Inc
 410 Dewey Street, PO Box 8080
 Wisconsin Rapids, WI 54495
 715-423-6060

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Wood
 Analysis Area: North Central (6)
 Volume Group: 6

		All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.8%	57.9%	0.53	58.8%	0.52	58.1%	0.53	23.1%	1.34
Obstetrics	21.7%	36.8%	0.59	39.4%	0.07	31.4%	0.69	26.0%	0.83
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	31.1%	58.7%	0.53	61.6%	0.50	55.7%	0.56	25.2%	1.23
Average Census (Patients)									
Adult Medical-Surgical	15.4	26.8	0.57	17.6	0.87	31.3	0.49	18.0	0.86
Obstetrics	2.6	4.8	0.54	3.2	0.82	4.8	0.54	2.9	0.91
Pediatrics	0.0	1.5	N/A	2.9	N/A	4.0	N/A	0.1	0.00
Total Hospital	22.4	49.8	0.45	35.6	0.63	61.6	0.36	25.0	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.80	4.4	0.84	4.4	0.84	3.3	1.13
Obstetrics	1.9	2.4	0.79	2.2	0.88	2.4	0.82	2.0	0.98
Pediatrics	0.0	3.8	N/A	4.3	N/A	3.5	N/A	1.8	0.00
Total Hospital	3.6	4.9	0.74	4.7	0.76	4.6	0.78	3.3	1.11
Surgical Operations									
Inpatient	581	1,037	0.56	1,116	0.52	1,302	0.45	955	0.61
Outpatient	1,785	3,865	0.46	3,513	0.51	5,418	0.33	1,406	1.27
Inpatient as % of All Surgeries	24.6%	21.2%	1.16	24.1%	1.02	19.4%	1.27	40.4%	0.61
Outpatient Visits									
Non-Emergency Visits	34,176	145,246	0.24	131,878	0.26	219,131	0.16	27,487	1.24
Emergency Visits	18,089	16,058	1.13	11,093	1.63	24,739	0.73	19,540	0.93
Full-Time Equivalents (FTEs)									
Administrators	33.0	19.0	1.73	20.4	1.62	20.7	1.60	31.1	1.06
Nurses, Licensed	161.1	247.5	0.65	172.5	0.93	342.9	0.47	164.8	0.98
Ancillary Nursing Personnel	19.8	40.3	0.49	24.7	0.80	54.5	0.36	8.9	2.22
All Other Personnel	343.3	496.2	0.69	457.0	0.75	656.1	0.52	348.6	0.98
Total FTEs	557.3	803.0	0.69	674.6	0.83	1,074.1	0.52	553.4	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	25.6	13.0	1.98	17.1	1.50	10.1	2.52	26.5	0.97
Nurses, Licensed	125.0	168.4	0.74	144.1	0.87	168.5	0.74	140.6	0.89
Ancillary Nursing Personnel	15.4	27.4	0.56	20.6	0.74	26.8	0.57	7.6	2.02
All Other Personnel	266.3	337.6	0.79	381.6	0.70	322.3	0.83	297.4	0.90
Total FTEs	432.3	546.4	0.79	563.4	0.77	527.7	0.82	472.1	0.92

Total Hospital:

Beds Set Up & Staffed 72
 Discharges 2,264
 Inpatient Days 8,169

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 466
 Newborn Days 774

155 Aspirus Riverview Hospital and Clinics, Inc
Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	50	1,531	5,628	30.8%	15.4	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	492	952	21.7%	2.6	1.9
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	241	1,589	43.5%	4.4	6.6
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	33	0	33.0	Surgical Personnel	4	2	6.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	15	30.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	5.5
Dental Hygienists	0	2	0.8	Occupational Therapists	2	4	4.1
Registered Nurses	42	125	153.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	8.0
Licensed Practical Nurses	6	1	7.1	Physical Therapy Assistants/Aides	2	4	4.8
Ancillary Nursing Personnel	4	22	19.8	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	4	4.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	25	26	48.2
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	86	51	124.3
Pharmacy Personnel	8	2	9.3				
Clinical Laboratory Personnel	17	9	26.3				
				Total	294	312	557.3

155 Aspirus Riverview Hospital and Clinics, Inc

Wisconsin Rapids, WI 54495

			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$177,845,454	47.8%	46.6%	1.02	51.2%	0.93	43.4%	1.10	48.7%	0.98
Medical Assistance	\$55,929,707	15.0%	14.4%	1.04	13.3%	1.13	18.4%	0.82	13.5%	1.11
Commercial	\$116,453,232	31.3%	33.9%	0.92	29.9%	1.05	33.8%	0.92	32.4%	0.97
All Other	\$22,190,650	6.0%	5.1%	1.18	5.7%	1.05	4.3%	1.37	5.5%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$128,054,635	34.4%	35.2%	0.98	36.0%	0.95	33.7%	1.02	34.7%	0.99
Medical Assistance	\$41,420,779	11.1%	11.1%	1.00	10.1%	1.10	14.1%	0.79	10.1%	1.11
Commercial	\$28,234,618	7.6%	14.9%	0.51	9.2%	0.82	13.7%	0.55	10.3%	0.74
Charity Care	\$3,669,224	1.0%	0.7%	1.38	0.8%	1.29	0.7%	1.50	1.1%	0.88
Bad Debt	\$2,256,280	0.6%	1.0%	0.59	0.8%	0.75	1.3%	0.48	1.1%	0.55
All Other	\$17,357,678	4.7%	2.8%	1.67	3.5%	1.32	2.7%	1.74	1.5%	3.11
Total Deductions	\$220,993,214	59.3%	65.8%	0.90	60.4%	0.98	66.0%	0.90	58.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.8%	6.5%	0.59	4.2%	0.91	6.7%	0.57	4.1%	0.94
Net Gains/Losses as % of Net Income		43.4%	29.4%	1.48	32.5%	1.33	20.9%	2.08	6.5%	6.71
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,078,423	44.0%	42.4%	1.04	42.4%	1.04	43.3%	1.01	45.0%	0.98
Supplies & Services	\$65,003,867	48.4%	51.3%	0.94	52.7%	0.92	49.2%	0.98	48.1%	1.01
Capital Component	\$10,265,099	7.6%	6.2%	1.23	4.9%	1.55	7.4%	1.03	6.9%	1.10
Fiscal Statistics										
Operating Margin (%)		14.7%	10.4%	1.41	9.6%	1.52	12.2%	1.20	13.9%	1.06
Total Hospital Net Income (%)		23.3%	14.1%	1.65	13.6%	1.71	15.0%	1.55	14.7%	1.59
Return on Equity (%)		20.1%	6.3%	3.18	3.3%	6.10	3.8%	5.35	10.7%	1.88
Current Ratio		5.5	4.1	1.35	2.8	1.95	4.0	1.38	2.5	2.20
Days in Net Patient Accounts Receivable		44.3	87.5	0.51	167.5	0.26	139.1	0.32	46.9	0.94
Average Payment Period		22.4	89.9	0.25	165.5	0.14	140.8	0.16	70.6	0.32
Equity Financing (%)		69.0%	64.7%	1.07	50.9%	1.36	62.1%	1.11	63.1%	1.09
Long-Term Debt to Equity Ratio		0.3	0.3	0.79	0.7	0.37	0.4	0.62	0.3	0.90
Times Interest Earned		24.7	21.0	1.17	48.7	0.51	15.1	1.64	15.1	1.63
Total Asset Turnover		0.8	0.4	1.81	0.2	3.36	0.2	3.20	0.7	1.08
Average Age of Plant (Years)		12.4	17.1	0.73	33.5	0.37	23.5	0.53	13.8	0.90
Increase (Decrease) Total Net Patient Revenue		4.3%	12.7%	0.34	25.1%	0.17	18.6%	0.23	1.4%	3.13
Outpatient Gross Revenue (% of Total GPR)		82.6%	64.9%	1.27	70.5%	1.17	69.2%	1.19	78.6%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,052	\$18,658	0.54	\$16,540	0.61	\$18,023	0.56	\$11,325	0.89
Inpatient Net Revenue per Day		\$2,786	\$3,656	0.76	\$3,511	0.79	\$3,813	0.73	\$3,457	0.81
Outpatient Net Revenue per Visit		\$2,505	\$781	3.21	\$799	3.14	\$729	3.44	\$2,494	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$372,419,043	Cash & Cash Equivalents	\$56,911	Current Liabilities	\$7,712,008
Less Deductions	\$220,993,214	Net Patient Receivables	\$18,368,057	Long-Term Debt	\$36,302,820
Net Patient Revenue	\$151,425,829	Other Receivables	\$20,700,251	Other Liabilities	\$18,914,151
Plus Other Revenue	\$6,020,623			Subtotal	\$62,928,979
Total Revenue	\$157,446,450	Land, Buildings & Equipment (Net)	\$80,252,549	Unrestricted Fund Balance	\$139,971,720
Less Expenses	\$134,347,389	Other Assets	\$83,522,933	Restricted Fund Balance	\$1,327,362
Non-Operating Gains/Losses	\$17,678,927			Total Liabilities & Fund Balance	\$202,900,699
Net Income	\$40,777,988	Total Assets	\$202,900,701		

156 Howard Young Medical Center
 240 Maple Street, PO Box 470
 Woodruff, WI 54568
 715-356-8000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 2

		All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.5%	57.9%	0.42	58.8%	0.42	19.3%	1.27	40.7%	0.60
Obstetrics	0.0%	36.8%	N/A	39.4%	N/A	21.6%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.6%	58.7%	0.52	61.6%	0.50	20.9%	1.47	46.4%	0.66
Average Census (Patients)									
Adult Medical-Surgical	6.9	26.8	0.26	17.6	0.39	3.3	2.06	13.0	0.53
Obstetrics	0.0	4.8	N/A	3.2	N/A	0.9	N/A	1.8	0.00
Pediatrics	0.0	1.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.6	49.8	0.23	35.6	0.33	4.2	2.77	19.5	0.60
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.6	0.81	4.4	0.85	3.6	1.04	3.4	1.10
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	2.2	0.00
Pediatrics	0.0	3.8	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.86	4.7	0.89	3.1	1.37	3.4	1.25
Surgical Operations									
Inpatient	129	1,037	0.12	1,116	0.12	202	0.64	588	0.22
Outpatient	404	3,865	0.10	3,513	0.12	1,213	0.33	759	0.53
Inpatient as % of All Surgeries	24.2%	21.2%	1.14	24.1%	1.00	14.3%	1.70	43.7%	0.55
Outpatient Visits									
Non-Emergency Visits	25,436	145,246	0.18	131,878	0.19	37,326	0.68	22,287	1.14
Emergency Visits	6,431	16,058	0.40	11,093	0.58	4,868	1.32	10,691	0.60
Full-Time Equivalents (FTEs)									
Administrators	4.8	19.0	0.25	20.4	0.23	5.6	0.86	4.9	0.98
Nurses, Licensed	73.8	247.5	0.30	172.5	0.43	48.0	1.54	71.9	1.03
Ancillary Nursing Personnel	0.0	40.3	N/A	24.7	N/A	5.7	N/A	0.0	N/A
All Other Personnel	83.6	496.2	0.17	457.0	0.18	98.5	0.85	85.4	0.98
Total FTEs	162.2	803.0	0.20	674.6	0.24	157.8	1.03	162.2	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.5	13.0	1.12	17.1	0.85	26.2	0.55	10.1	1.44
Nurses, Licensed	223.3	168.4	1.33	144.1	1.55	225.1	0.99	149.1	1.50
Ancillary Nursing Personnel	0.0	27.4	N/A	20.6	N/A	26.6	N/A	0.0	N/A
All Other Personnel	253.0	337.6	0.75	381.6	0.66	461.9	0.55	177.1	1.43
Total FTEs	490.8	546.4	0.90	563.4	0.87	739.8	0.66	336.3	1.46

Total Hospital:

Beds Set Up & Staffed 38
 Discharges 1,012
 Inpatient Days 4,249

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

156 Howard Young Medical Center
Woodruff, WI 54568

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	28	674	2,508	24.5%	6.9	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	338	1,741	47.7%	4.8	5.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	2	4.8	Surgical Personnel	3	3	3.5
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	7	5	7.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	5	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.0
Registered Nurses	60	40	68.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.6
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	1	1	1.8
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	3	4.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	23	35.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	2	3.6
Pharmacy Personnel	7	3	7.8				
Clinical Laboratory Personnel	9	7	10.5				
				Total	143	99	162.2

156 Howard Young Medical Center
Woodruff, WI 54568

Woodruff, WI 54568			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$41,167,053	52.7%	46.6%	1.13	51.2%	1.03	47.7%	1.11	54.6%	0.97	
Medical Assistance	\$13,858,825	17.8%	14.4%	1.23	13.3%	1.34	12.6%	1.41	14.3%	1.24	
Commercial	\$17,497,492	22.4%	33.9%	0.66	29.9%	0.75	35.5%	0.63	23.9%	0.94	
All Other	\$5,535,127	7.1%	5.1%	1.40	5.7%	1.25	4.2%	1.69	7.1%	0.99	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$27,820,811	35.6%	35.2%	1.01	36.0%	0.99	27.4%	1.30	35.6%	1.00	
Medical Assistance	\$11,250,485	14.4%	11.1%	1.30	10.1%	1.43	8.8%	1.63	10.4%	1.39	
Commercial	\$4,507,786	5.8%	14.9%	0.39	9.2%	0.63	12.2%	0.47	5.1%	1.14	
Charity Care	\$1,096,339	1.4%	0.7%	1.97	0.8%	1.84	0.7%	1.99	1.3%	1.05	
Bad Debt	\$867,105	1.1%	1.0%	1.09	0.8%	1.37	1.3%	0.88	2.1%	0.53	
All Other	\$4,028,411	5.2%	2.8%	1.85	3.5%	1.47	2.4%	2.13	4.8%	1.07	
Total Deductions	\$49,570,937	63.5%	65.8%	0.97	60.4%	1.05	52.8%	1.20	59.3%	1.07	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.2%	6.5%	0.80	4.2%	1.23	4.2%	1.25	11.8%	0.44	
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	32.5%	N/A	27.5%	N/A	18.1%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$16,023,538	36.1%	42.4%	0.85	42.4%	0.85	46.9%	0.77	39.0%	0.93	
Supplies & Services	\$25,291,419	57.0%	51.3%	1.11	52.7%	1.08	45.9%	1.24	54.5%	1.05	
Capital Component	\$3,021,382	6.8%	6.2%	1.09	4.9%	1.38	7.1%	0.95	6.5%	1.05	
Fiscal Statistics											
Operating Margin (%)		-47.5%	10.4%	N/A	9.6%	N/A	14.1%	N/A	16.2%	N/A	
Total Hospital Net Income (%)		-0.8%	14.1%	N/A	13.6%	N/A	18.4%	N/A	19.0%	N/A	
Return on Equity (%)		-0.3%	6.3%	N/A	3.3%	N/A	1.6%	N/A	12.8%	N/A	
Current Ratio		5.4	4.1	1.30	2.8	1.89	2.8	1.92	3.6	1.50	
Days in Net Patient Accounts Receivable		48.7	87.5	0.56	167.5	0.29	469.6	0.10	41.1	1.19	
Average Payment Period		32.1	89.9	0.36	165.5	0.19	503.0	0.06	24.9	1.29	
Equity Financing (%)		92.1%	64.7%	1.42	50.9%	1.81	50.7%	1.82	91.2%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned		0.0	21.0	N/A	48.7	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover		0.3	0.4	0.67	0.2	1.24	0.1	3.47	0.6	0.44	
Average Age of Plant (Years)		8.2	17.1	0.48	33.5	0.24	72.9	0.11	7.0	1.18	
Increase (Decrease) Total Net Patient Revenue		-44.1%	12.7%	N/A	25.1%	N/A	13.5%	N/A	-3.6%	12.12	
Outpatient Gross Revenue (% of Total GPR)		64.9%	64.9%	1.00	70.5%	0.92	80.3%	0.81	60.5%	1.07	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$12,123	\$18,658	0.65	\$16,540	0.73	\$17,504	0.69	\$11,111	1.09	
Inpatient Net Revenue per Day		\$2,899	\$3,656	0.79	\$3,511	0.83	\$4,490	0.65	\$3,379	0.86	
Outpatient Net Revenue per Visit		\$536	\$781	0.69	\$799	0.67	\$784	0.68	\$910	0.59	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$78,058,496		Cash & Cash Equivalents		\$1,552	Current Liabilities		\$3,646,416			
Less Deductions	\$49,570,937		Net Patient Receivables		\$3,804,017	Long-Term Debt		\$0			
Net Patient Revenue	\$28,487,559		Other Receivables		\$1,741,131	Other Liabilities		\$4,672,930			
Plus Other Revenue	\$1,561,524					Subtotal		\$8,319,346			
Total Revenue	\$30,049,084		Land, Buildings & Equipment (Net)		\$23,165,222						
Less Expenses	\$44,336,339		Other Assets		\$76,504,710	Unrestricted Fund Balance		\$96,897,286			
Non-Operating Gains/Losses	\$13,923,155					Restricted Fund Balance		\$62,364,980			
Net Income	-\$364,100		Total Assets		\$105,216,632	Total Liabilities & Fund Balance		\$105,216,632			

INDIVIDUAL HOSPITAL TABLES
LONG-TERM ACUTE CARE (LTAC) HOSPITALS

310 Select Specialty Hospital - Madison
801 Braxton Pl
Madison, WI 53715
608-260-2701

Fiscal Year: 01/01 to 12/31
Type: Long-Term Acute Care
Control: Corporation

County: Dane
Analysis Area: Southern (1)
Volume Group: N/A

Selected Utilization Statistics		All LTAC Hospitals		FY 2021 vs.2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	57.7%	64.4%	0.90	64.4%	0.90
Total Hospital	57.7%	64.2%	0.90	64.4%	0.90
Average Census (Patients)					
Acute Long-Term Care	33.4	25.9	1.29	37.4	0.90
Total Hospital	33.4	26.5	1.26	37.4	0.90
Average Length of Stay (Days)					
Acute Long-Term Care	36.6	35.1	1.04	32.3	1.13
Total Hospital	36.6	35.3	1.04	32.3	1.13
Full-Time Equivalents (FTEs)					
Administrators	1.0	4.8	0.21	1.0	1.00
Nurses, Licensed	29.9	24.1	1.24	50.3	0.60
Ancillary Nursing Personnel	15.8	16.2	0.97	25.6	0.62
All Other Personnel	77.3	63.3	1.22	76.7	1.01
Total FTEs	124.0	108.4	1.14	153.6	0.81
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.0	17.9	0.17	2.7	1.12
Nurses, Licensed	89.5	90.7	0.99	134.6	0.67
Ancillary Nursing Personnel	47.2	61.1	0.77	68.5	0.69
All Other Personnel	231.0	238.4	0.97	205.3	1.13
Total FTEs	370.7	408.1	0.91	411.1	0.90

Total Hospital:

Beds Set Up & Staffed 58
Discharges 334
Inpatient Days 12,208

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) No

310 Select Specialty Hospital - Madison
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	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	2	58	334	12,208	57.7%	33.4	36.6
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	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	2	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	3	13.6
Dental Hygienists	0	0	0.0	Occupational Therapists	4	2	4.3
Registered Nurses	26	8	29.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	12	6	15.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.1
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	17	1	17.8
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	23	4	24.3
Pharmacy Personnel	6	5	7.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	110	33	124.0

310 Select Specialty Hospital - Madison
Madison, WI 53715

Madison, WI 53715			All LTAC Hospitals		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$56,019,366	49.7%	52.2%	0.95		51.4%	0.97
Medical Assistance	\$12,267,680	10.9%	17.5%	0.62		13.2%	0.82
Commercial	\$44,486,234	39.4%	30.2%	1.31		35.2%	1.12
All Other	\$0	0.0%	0.1%	N/A		0.2%	N/A
Deductions as % of Total Gross Patient Revenue							
Medicare	\$41,300,722	36.6%	40.3%	0.91		36.7%	1.00
Medical Assistance	\$9,667,969	8.6%	13.8%	0.62		9.3%	0.92
Commercial	\$29,186,682	25.9%	18.6%	1.39		20.1%	1.29
Bad Debt	\$314,942	0.3%	0.3%	0.83		0.3%	0.89
Charity Care	\$0	0.0%	0.0%	N/A		0.0%	N/A
All Other	-\$3,819	0.0%	0.1%	N/A		0.2%	N/A
Total Deductions	\$80,466,496	71.4%	73.2%	0.98		66.5%	1.07
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		0.3%	3.9%	0.09		0.6%	0.56
Net Gains/Losses as % of Net Income		N/A	N/A	N/A		N/A	N/A
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$12,886,986	44.6%	47.2%	0.95		45.8%	0.97
Supplies & Services	\$14,046,678	48.6%	44.5%	1.09		46.6%	1.04
Capital Component	\$1,947,839	6.7%	8.3%	0.81		7.6%	0.89
Fiscal Statistics							
Operating Margin (%)		10.9%	8.2%	1.33		9.2%	1.18
Total Hospital Net Income (%)		9.0%	8.1%	1.11		7.0%	1.28
Return on Equity (%)		22.5%	13.3%	1.69		18.5%	1.22
Current Ratio		1.9	4.8	0.39		1.7	1.12
Days in Net Patient Accounts Receivable		65.5	64.2	1.02		97.8	0.67
Average Payment Period		42.0	39.5	1.06		67.8	0.62
Equity Financing (%)		0.0%	25.7%	N/A		0.0%	0.75
Long-Term Debt to Equity Ratio		0.0	0.1	N/A		0.0	N/A
Times Interest Earned		0.0	859.8	N/A		0.0	N/A
Total Asset Turnover		2.5	1.6	1.55		2.7	0.95
Average Age of Plant (Years)		11.3	9.9	1.14		9.7	1.16
Increase (Decrease) Total Net Patient Revenue		3.0%	6.3%	0.47		21.4%	0.14
Outpatient Gross Revenue (% of Total GPR)		N/A	0.4%	N/A		N/A	N/A
Net Revenue Statistics							
Inpatient Net Revenue per Discharge		\$97,670	\$78,364	1.25		\$74,860	1.30
Inpatient Net Revenue per Day		\$2,672	\$2,221	1.20		\$2,316	1.15
Outpatient Net Revenue per Visit		\$0	\$94	N/A		\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$112,773,280		Cash & Cash Equivalents	\$0	Current Liabilities	\$3,266,626	
Less Deductions	\$80,466,496		Net Patient Receivables	\$5,798,997	Long-Term Debt	\$0	
Net Patient Revenue	\$32,306,784		Other Receivables	\$302	Other Liabilities	\$23,260,356	
Plus Other Revenue	\$111,673				Subtotal	\$26,526,982	
Total Revenue	\$32,418,458		Land, Buildings & Equipment (Net)	\$2,501,126	Unrestricted Fund Balance	-\$13,758,422	
Less Expenses	\$28,881,503		Other Assets	\$4,468,135	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	-\$664,157				Total Liabilities & Fund Balance	\$12,768,560	
Net Income	\$2,872,798		Total Assets	\$12,768,560			

300 Select Specialty Hospital - Milwaukee - St. Francis
 3237 South 16th Street, 5th Floor
 Milwaukee, WI 53215
 414-647-3995

Fiscal Year: 01/01 to 12/31
 Type: Long-Term Acute Care
 Control: Corporation

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: N/A

Selected Utilization Statistics		All LTAC Hospitals		FY 2021 vs.2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	81.1%	64.4%	1.26	59.2%	1.37
Total Hospital	81.1%	64.2%	1.26	59.2%	1.37
Average Census (Patients)					
Acute Long-Term Care	17.8	25.9	0.69	17.2	1.04
Total Hospital	17.8	26.5	0.67	17.2	1.04
Average Length of Stay (Days)					
Acute Long-Term Care	30.2	35.1	0.86	27.1	1.11
Total Hospital	30.2	35.3	0.85	27.1	1.11
Full-Time Equivalents (FTEs)					
Administrators	1.0	4.8	0.21	1.0	1.00
Nurses, Licensed	20.3	24.1	0.84	21.8	0.93
Ancillary Nursing Personnel	4.7	16.2	0.29	15.8	0.30
All Other Personnel	35.2	63.3	0.56	37.7	0.93
Total FTEs	61.2	108.4	0.56	76.3	0.80
FTEs per 100 Patient Census (Adjusted)					
Administrators	5.6	17.9	0.31	5.8	0.96
Nurses, Licensed	113.8	90.7	1.25	127.1	0.90
Ancillary Nursing Personnel	26.3	61.1	0.43	92.1	0.29
All Other Personnel	197.2	238.4	0.83	219.5	0.90
Total FTEs	342.9	408.1	0.84	444.5	0.77

Total Hospital:

Beds Set Up & Staffed 22
 Discharges 216
 Inpatient Days 6,513

Contract with:

Health Maintenance
 Organization (HMO) No
 Preferred Provider
 Organization (PPO) No

300 Select Specialty Hospital - Milwaukee - St. Francis
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	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	1	22	216	6,513	81.1%	17.8	30.2
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	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	8	3	9.4
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	19	3	20.3	Occupational Therapy Assistants/Aides	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	4	3	4.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	1	8.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	8	1	8.7
Pharmacy Personnel	2	2	2.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	55	14	61.2

300 Select Specialty Hospital - Milwaukee - St. Francis
Milwaukee, WI 53215

Milwaukee, WI 53215			All LTAC Hospitals		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$40,535,766	62.5%	52.2%	1.20	63.2%	0.99	
Medical Assistance	\$11,582,318	17.9%	17.5%	1.02	21.2%	0.84	
Commercial	\$12,729,868	19.6%	30.2%	0.65	15.6%	1.26	
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A	
Deductions as % of Total Gross Patient Revenue							
Medicare	\$31,686,422	48.9%	40.3%	1.21	46.6%	1.05	
Medical Assistance	\$9,549,947	14.7%	13.8%	1.07	16.6%	0.89	
Commercial	\$9,316,134	14.4%	18.6%	0.77	11.8%	1.22	
Bad Debt	\$196,372	0.3%	0.3%	0.90	0.3%	0.90	
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A	
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A	
Total Deductions	\$50,748,875	78.3%	73.2%	1.07	75.4%	1.04	
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		0.3%	3.9%	0.08	1.1%	0.29	
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	839.7%	N/A	
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$6,880,239	52.6%	47.2%	1.12	49.3%	1.07	
Supplies & Services	\$4,721,895	36.1%	44.5%	0.81	39.6%	0.91	
Capital Component	\$1,480,144	11.3%	8.3%	1.36	11.1%	1.02	
Fiscal Statistics							
Operating Margin (%)		7.5%	8.2%	0.92	1.7%	4.42	
Total Hospital Net Income (%)		5.3%	8.1%	0.66	-0.2%	N/A	
Return on Equity (%)		12.3%	13.3%	0.93	-0.5%	N/A	
Current Ratio		2.0	4.8	0.43	1.3	1.56	
Days in Net Patient Accounts Receivable		29.0	64.2	0.45	25.8	1.13	
Average Payment Period		45.4	39.5	1.15	48.3	0.94	
Equity Financing (%)		50.0%	25.7%	1.94	37.0%	1.35	
Long-Term Debt to Equity Ratio		0.5	0.1	4.65	1.0	0.49	
Times Interest Earned		0.0	859.8	N/A	0.0	N/A	
Total Asset Turnover		2.4	1.6	1.44	2.1	1.11	
Average Age of Plant (Years)		4.5	9.9	0.45	5.2	0.86	
Increase (Decrease) Total Net Patient Revenue		14.1%	6.3%	2.24	4.2%	3.39	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.4%	N/A	N/A	N/A	
Net Revenue Statistics							
Inpatient Net Revenue per Discharge	\$66,183		\$78,364	0.84	\$53,996	1.23	
Inpatient Net Revenue per Day	\$2,195		\$2,221	0.99	\$1,994	1.10	
Outpatient Net Revenue per Visit	\$0		\$94	N/A	\$0	N/A	
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$64,847,952		Cash & Cash Equivalents	\$0	Current Liabilities	\$1,567,226	
Less Deductions	\$50,748,875		Net Patient Receivables	\$1,121,769	Long-Term Debt	\$1,423,223	
Net Patient Revenue	\$14,099,077		Other Receivables	\$0	Other Liabilities	\$0	
Plus Other Revenue	\$45,764				Subtotal	\$2,990,449	
Total Revenue	\$14,144,841		Land, Buildings & Equipment (Net)	\$795,117	Unrestricted Fund Balance	\$2,993,842	
Less Expenses	\$13,082,278		Other Assets	\$4,067,405	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	-\$323,977				Total Liabilities & Fund Balance	\$5,984,291	
Net Income	\$738,586		Total Assets	\$5,984,291			

184 Lakeview Specialty Hospital & Rehab
 1701 Sharp Road
 Waterford, WI 53185
 262-534-7297

Fiscal Year: 01/01 to 12/31
 Type: Long-Term Acute Care
 Control: Corporation

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: N/A

Selected Utilization Statistics		All LTAC Hospitals		FY 2021 vs.2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	54.3%	64.4%	0.84	53.9%	1.01
Total Hospital	54.3%	64.2%	0.85	53.7%	1.01
Average Census (Patients)					
Acute Long-Term Care	27.7	25.9	1.07	27.5	1.01
Total Hospital	29.8	26.5	1.13	29.5	1.01
Average Length of Stay (Days)					
Acute Long-Term Care	38.7	35.1	1.10	47.7	0.81
Total Hospital	39.3	35.3	1.11	47.6	0.83
Full-Time Equivalents (FTEs)					
Administrators	16.0	4.8	3.37	12.0	1.33
Nurses, Licensed	20.3	24.1	0.84	24.3	0.84
Ancillary Nursing Personnel	30.0	16.2	1.85	19.0	1.58
All Other Personnel	100.0	63.3	1.58	80.4	1.24
Total FTEs	166.3	108.4	1.53	135.7	1.23
FTEs per 100 Patient Census (Adjusted)					
Administrators	52.4	17.9	2.93	40.4	1.30
Nurses, Licensed	66.6	90.7	0.73	81.9	0.81
Ancillary Nursing Personnel	98.3	61.1	1.61	63.9	1.54
All Other Personnel	327.6	238.4	1.37	270.4	1.21
Total FTEs	544.8	408.1	1.34	456.5	1.19

Total Hospital:

Beds Set Up & Staffed 55
 Discharges 277
 Inpatient Days 10,893

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

184 Lakeview Specialty Hospital & Rehab
Waterford, WI 53185

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	4	20	792	54.2%	2.2	39.6
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	51	261	10,101	54.3%	27.7	38.7
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	16	0	16.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	0	5.0
Registered Nurses	18	1	18.7	Occupational Therapy Assistants/Aides	5	0	5.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	28	3	30.0	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	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	4	17.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	52	4	54.0
Pharmacy Personnel	2	6	6.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	155	19	166.3

184 Lakeview Specialty Hospital & Rehab

Waterford, WI 53185

Waterford, WI 53185			All LTAC Hospitals		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$14,058,077	27.3%	52.2%	0.52		30.0%	0.91
Medical Assistance	\$20,024,934	38.9%	17.5%	2.23		52.1%	0.75
Commercial	\$16,941,767	32.9%	30.2%	1.09		17.9%	1.84
All Other	\$464,309	0.9%	0.1%	6.17		0.0%	345.29
Deductions as % of Total Gross Patient Revenue							
Medicare	\$11,678,387	22.7%	40.3%	0.56		21.5%	1.06
Medical Assistance	\$14,916,004	29.0%	13.8%	2.10		35.1%	0.82
Commercial	\$4,278,069	8.3%	18.6%	0.45		3.4%	2.45
Bad Debt	\$438,917	0.9%	0.3%	2.54		1.1%	0.74
Charity Care	\$0	0.0%	0.0%	N/A		0.0%	N/A
All Other	\$413,275	0.8%	0.1%	6.23		0.0%	695.70
Total Deductions	\$31,724,652	61.6%	73.2%	0.84		61.2%	1.01
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		14.2%	3.9%	3.62		8.9%	1.59
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A		0.0%	N/A
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$10,617,146	51.5%	47.2%	1.09		54.6%	0.94
Supplies & Services	\$8,293,889	40.2%	44.5%	0.90		36.5%	1.10
Capital Component	\$1,704,337	8.3%	8.3%	0.99		8.9%	0.93
Fiscal Statistics							
Operating Margin (%)		10.5%	8.2%	1.29		5.3%	1.98
Total Hospital Net Income (%)		10.5%	8.1%	1.30		5.3%	1.98
Return on Equity (%)		27.3%	13.3%	2.05		13.0%	2.10
Current Ratio		3.8	4.8	0.80		2.0	1.89
Days in Net Patient Accounts Receivable		95.9	64.2	1.49		98.4	0.97
Average Payment Period		30.0	39.5	0.76		61.4	0.49
Equity Financing (%)		4.2%	25.7%	0.16		0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.1	N/A		0.0	N/A
Times Interest Earned		290.7	859.8	0.34		259.1	1.12
Total Asset Turnover		2.6	1.6	1.58		2.4	1.06
Average Age of Plant (Years)		11.2	9.9	1.13		14.4	0.78
Increase (Decrease) Total Net Patient Revenue		10.6%	6.3%	1.68		6.6%	1.60
Outpatient Gross Revenue (% of Total GPR)		2.3%	0.4%	6.17		0.6%	3.53
Net Revenue Statistics							
Inpatient Net Revenue per Discharge	\$71,106		\$78,364	0.91		\$80,563	0.88
Inpatient Net Revenue per Day	\$1,808		\$2,221	0.81		\$1,692	1.07
Outpatient Net Revenue per Visit	\$94		\$94	1.00		\$205	0.46
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$51,489,087		Cash & Cash Equivalents	\$871,298	Current Liabilities	\$1,683,139	
Less Deductions	\$31,724,652		Net Patient Receivables	\$5,193,395	Long-Term Debt	\$0	
Net Patient Revenue	\$19,764,435		Other Receivables	\$2,529	Other Liabilities	\$6,827,164	
Plus Other Revenue	\$3,277,705				Subtotal	\$8,510,303	
Total Revenue	\$23,042,139		Land, Buildings & Equipment (Net)	\$2,463,827			
Less Expenses	\$20,615,372		Other Assets	\$349,707	Unrestricted Fund Balance	\$370,453	
Non-Operating Gains/Losses	\$0				Restricted Fund Balance	\$0	
Net Income	\$2,426,766		Total Assets	\$8,880,756	Total Liabilities & Fund Balance	\$8,880,756	

190 Select Specialty Hospital - Milwaukee - West Allis
8901 W Lincoln Ave, 6th Floor
West Allis, WI 53227
414-328-7700

Fiscal Year: 01/01 to 12/31
Type: Long-Term Acute Care
Control: Corporation

County: Milwaukee
Analysis Area: Milwaukee County (2B)
Volume Group: N/A

Selected Utilization Statistics		All LTAC Hospitals		FY 2021 vs.2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	82.5%	64.4%	1.28	78.2%	1.06
Total Hospital	82.5%	64.2%	1.29	78.2%	1.06
Average Census (Patients)					
Acute Long-Term Care	24.7	25.9	0.95	26.6	0.93
Total Hospital	24.7	26.5	0.93	26.6	0.93
Average Length of Stay (Days)					
Acute Long-Term Care	33.7	35.1	0.96	34.5	0.98
Total Hospital	33.7	35.3	0.95	34.5	0.98
Full-Time Equivalents (FTEs)					
Administrators	1.0	4.8	0.21	1.0	1.00
Nurses, Licensed	25.8	24.1	1.07	23.5	1.10
Ancillary Nursing Personnel	14.4	16.2	0.89	18.6	0.78
All Other Personnel	40.9	63.3	0.65	42.4	0.96
Total FTEs	82.1	108.4	0.76	85.5	0.96
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.0	17.9	0.23	3.8	1.07
Nurses, Licensed	104.4	90.7	1.15	88.3	1.18
Ancillary Nursing Personnel	58.3	61.1	0.95	69.9	0.83
All Other Personnel	165.2	238.4	0.69	159.7	1.03
Total FTEs	331.9	408.1	0.81	321.7	1.03

Total Hospital:

Beds Set Up & Staffed 30
Discharges 268
Inpatient Days 9,030

Contract with:

Health Maintenance
Organization (HMO) No
Preferred Provider
Organization (PPO) No

190 Select Specialty Hospital - Milwaukee - West Allis
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	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	1	30	268	9,030	82.5%	24.7	33.7
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	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	9	2	9.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.3
Registered Nurses	24	3	25.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	1	0.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.2
Ancillary Nursing Personnel	11	8	14.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	0	9.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	12	4	13.5
Pharmacy Personnel	2	3	2.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	73	23	82.1

190 Select Specialty Hospital - Milwaukee - West Allis
West Allis, WI 53227

West Allis, WI 53227			All LTAC Hospitals		FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$55,243,171	62.3%	52.2%	1.19	68.7%	0.91	
Medical Assistance	\$11,632,255	13.1%	17.5%	0.75	18.7%	0.70	
Commercial	\$21,856,713	24.6%	30.2%	0.82	12.6%	1.96	
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A	
Deductions as % of Total Gross Patient Revenue							
Medicare	\$43,557,908	49.1%	40.3%	1.22	52.4%	0.94	
Medical Assistance	\$9,660,035	10.9%	13.8%	0.79	14.9%	0.73	
Commercial	\$16,319,498	18.4%	18.6%	0.99	8.5%	2.16	
Bad Debt	\$114,756	0.1%	0.3%	0.39	0.6%	0.22	
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A	
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A	
Total Deductions	\$69,652,197	78.5%	73.2%	1.07	76.3%	1.03	
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		0.3%	3.9%	0.07	0.6%	0.49	
Net Gains/Losses as % of Net Income		79.7%	N/A	N/A	97.5%	0.82	
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$8,041,422	42.5%	47.2%	0.90	42.1%	1.01	
Supplies & Services	\$9,197,304	48.7%	44.5%	1.09	49.3%	0.99	
Capital Component	\$1,662,339	8.8%	8.3%	1.05	8.6%	1.02	
Fiscal Statistics							
Operating Margin (%)		1.2%	8.2%	0.15	0.1%	16.69	
Total Hospital Net Income (%)		5.8%	8.1%	0.71	2.9%	1.99	
Return on Equity (%)		4.4%	13.3%	0.33	2.0%	2.20	
Current Ratio		12.0	4.8	2.50	5.6	2.13	
Days in Net Patient Accounts Receivable		55.3	64.2	0.86	95.9	0.58	
Average Payment Period		42.2	39.5	1.07	93.6	0.45	
Equity Financing (%)		91.9%	25.7%	3.57	83.1%	1.11	
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	0.0	N/A	
Times Interest Earned		0.0	859.8	N/A	0.0	N/A	
Total Asset Turnover		0.7	1.6	0.44	0.7	1.09	
Average Age of Plant (Years)		15.5	9.9	1.56	26.3	0.59	
Increase (Decrease) Total Net Patient Revenue		2.6%	6.3%	0.41	0.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.4%	N/A	N/A	N/A	
Net Revenue Statistics							
Inpatient Net Revenue per Discharge	\$71,622		\$78,364	0.91	\$67,620	1.06	
Inpatient Net Revenue per Day	\$2,126		\$2,221	0.96	\$1,960	1.08	
Outpatient Net Revenue per Visit	\$0		\$94	N/A	\$0	N/A	
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$88,732,138		Cash & Cash Equivalents	\$0	Current Liabilities	\$2,149,140	
Less Deductions	\$69,652,197		Net Patient Receivables	\$2,889,233	Long-Term Debt	\$0	
Net Patient Revenue	\$19,079,941		Other Receivables	\$0	Other Liabilities	\$0	
Plus Other Revenue	\$56,217				Subtotal	\$2,149,140	
Total Revenue	\$19,136,158		Land, Buildings & Equipment (Net)	\$425,899	Unrestricted Fund Balance	\$24,326,748	
Less Expenses	\$18,901,065		Other Assets	\$23,160,756	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$921,952				Total Liabilities & Fund Balance	\$26,475,888	
Net Income	\$1,157,045		Total Assets	\$26,475,888			

INDIVIDUAL HOSPITAL TABLES

PSYCHIATRIC HOSPITALS

319 Rogers Memorial Hospital - Brown Deer
 4600 West Schroeder Drive
 Brown Deer, WI 53223
 414-865-2500

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Control: Other Not-For-Profit

		All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	91.2%	77.1%	1.18	80.8%	1.13
Alcoholism/Chemical Dependency	89.1%	68.7%	1.30	86.7%	1.03
Total Hospital	90.8%	75.6%	1.20	82.0%	1.11
Average Census (Patients)					
Psychiatric	41.0	29.4	1.40	36.4	1.13
Alcoholism/Chemical Dependency	9.8	4.5	2.16	9.5	1.03
Total Hospital	50.8	33.8	1.50	45.9	1.11
Average Length of Stay (Days)					
Psychiatric	6.8	6.6	1.03	6.5	1.04
Alcoholism/Chemical Dependency	4.7	3.8	1.23	4.7	1.00
Total Hospital	6.3	6.2	1.01	6.0	1.04
Outpatient Visits					
Non-Emergency Visits	34,635	55,302	0.63	27,450	1.26
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	8.9	8.5	1.05	4.2	2.12
Nurses, Licensed	54.0	47.8	1.13	59.7	0.90
Psychologists	0.0	8.3	N/A	3.1	0.00
Social Workers	60.4	27.2	2.22	48.9	1.24
All Other Personnel	169.0	130.9	1.29	222.1	0.76
Total FTEs	292.2	222.7	1.31	337.9	0.86
FTEs per 100 Patient Census (Adjusted)					
Administrators	11.6	11.8	0.98	6.5	1.78
Nurses, Licensed	70.8	66.9	1.06	93.0	0.76
Psychologists	0.0	11.7	N/A	4.8	0.00
Social Workers	79.2	38.0	2.08	76.2	1.04
All Other Personnel	221.5	183.1	1.21	346.3	0.64
Total FTEs	383.1	311.5	1.23	526.9	0.73

Total Hospital:

Beds Set Up & Staffed 56
 Discharges 2,967
 Inpatient Days 18,558

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

319 Rogers Memorial Hospital - Brown Deer
Brown Deer, WI 53223

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	45	2,213	14,981	91.2%	41.0	6.8
Alcoholism/chemical dependency	2	11	754	3,577	89.1%	9.8	4.7
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	5	8.9	Surgical Personnel	0	0	0.0
Physicians & Dentists	10	4	11.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	29	30	50.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	14	52	40.4	Recreational Therapists	5	5	8.4
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	2	2	2.7
Nurse Practitioners	4	1	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	57	11	60.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	75	24	87.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	11	1	11.1
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	220	136	292.2

319 Rogers Memorial Hospital - Brown Deer

Brown Deer, WI 53223

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$6,427,259	6.6%	9.3%	0.71	7.8%	0.84
Medical Assistance	\$42,505,298	43.6%	41.4%	1.05	45.2%	0.97
Commercial	\$48,248,777	49.5%	44.3%	1.12	46.4%	1.07
All Other	\$226,889	0.2%	5.0%	0.05	0.6%	0.39
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,646,162	4.8%	5.9%	0.80	5.8%	0.82
Medical Assistance	\$30,227,532	31.0%	19.7%	1.58	30.8%	1.01
Commercial	\$21,261,857	21.8%	17.0%	1.28	21.5%	1.01
Charity Care	\$1,253,285	1.3%	1.7%	0.74	1.5%	0.88
Bad Debt	\$713,962	0.7%	0.8%	0.97	1.1%	0.66
All Other	\$150,301	0.2%	0.9%	0.17	0.3%	0.50
Total Deductions	\$58,253,099	59.8%	46.0%	1.30	61.0%	0.98
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	20.3%	0.01	1.1%	0.10
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$24,999,626	67.8%	48.3%	1.41	68.6%	0.99
Supplies & Services	\$10,752,644	29.2%	48.9%	0.60	24.8%	1.18
Capital Component	\$1,100,097	3.0%	2.9%	1.03	6.6%	0.45
Fiscal Statistics						
Operating Margin (%)		6.0%	6.0%	0.99	-4.0%	N/A
Total Hospital Net Income (%)		6.0%	6.4%	0.94	-1.0%	N/A
Return on Equity (%)		18.5%	7.6%	2.44	-0.5%	N/A
Current Ratio		4.38	2.7	1.62	2.16	2.02
Days in Net Patient Accounts Receivable		42.70	45.3	0.94	56.46	0.76
Average Payment Period		25.78	46.1	0.56	113.75	0.23
Equity Financing (%)		18.4%	56.7%	0.32	54.3%	0.34
Long-Term Debt to Equity Ratio		2.68	0.4	7.01	0.44	6.06
Times Interest Earned		0.00	30.5	N/A	0.27	N/A
Total Asset Turnover		3.08	1.2	2.60	0.48	6.38
Average Age of Plant (Years)		6.63	11.1	0.60	7.37	0.90
Increase (Decrease) Total Net Patient Revenue		21.5%	9.8%	2.20	6.3%	3.39
Outpatient Gross Revenue (% of Total GPR)		33.3%	53.1%	0.63	28.5%	1.17
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$8,376		\$7,565	1.11	\$7,885	1.06
Inpatient Net Revenue per Day	\$1,339		\$1,228	1.09	\$1,311	1.02
Outpatient Net Revenue per Visit	\$434		\$742	0.58	\$406	1.07
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$97,408,222		Cash & Cash Equivalents	\$6,481,100	Current Liabilities	\$2,526,670
Less Deductions	\$58,253,099		Net Patient Receivables	\$4,581,148	Long-Term Debt	\$6,261,403
Net Patient Revenue	\$39,155,123		Other Receivables	\$0	Other Liabilities	\$1,589,483
Plus Other Revenue	\$43,777				Subtotal	\$10,377,556
Total Revenue	\$39,198,900		Land, Buildings & Equipment (Net)	-\$5,138,445	Unrestricted Fund Balance	\$2,334,107
Less Expenses	\$36,852,367		Other Assets	\$6,787,860	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$12,711,663
Net Income	\$2,346,533		Total Assets	\$12,711,663		

033 Fond du Lac County Health Care Center
 459 E 1st St
 Fond du Lac, WI 54935
 920-929-3500

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: County

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group:

Selected Utilization Statistics		All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	42.9%	77.1%	0.56	42.3%	1.02
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	50.0%	75.6%	0.66	42.3%	1.18
Average Census (Patients)					
Psychiatric	10.7	29.4	0.37	10.6	1.02
Alcoholism/Chemical Dependency	1.8	4.5	0.39	0.0	N/A
Total Hospital	12.5	33.8	0.37	10.6	1.18
Average Length of Stay (Days)					
Psychiatric	6.8	6.6	1.03	5.7	1.19
Alcoholism/Chemical Dependency	3.6	3.8	0.94	0.0	N/A
Total Hospital	6.0	6.2	0.97	5.7	1.06
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	342	0.00
Full-Time Equivalents (FTEs)					
Administrators	1.0	8.5	0.12	0.1	8.20
Nurses, Licensed	11.3	47.8	0.24	10.1	1.12
Psychologists	0.1	8.3	0.01	0.1	1.00
Social Workers	0.9	27.2	0.03	0.1	7.00
All Other Personnel	23.5	130.9	0.18	30.2	0.78
Total FTEs	36.8	222.7	0.17	40.6	0.91
FTEs per 100 Patient Census (Adjusted)					
Administrators	8.2	11.8	0.69	1.2	6.94
Nurses, Licensed	90.5	66.9	1.35	95.4	0.95
Psychologists	0.4	11.7	0.03	0.5	0.85
Social Workers	7.0	38.0	0.18	1.2	5.92
All Other Personnel	188.4	183.1	1.03	285.7	0.66
Total FTEs	294.5	311.5	0.95	383.9	0.77

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 757
 Inpatient Days 4,558

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

033 Fond du Lac County Health Care Center
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	25	579	3,916	42.9%	10.7	6.8
Alcoholism/chemical dependency	2	0	178	642	0.0%	1.8	3.6
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	1	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	2	1.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.8
Registered Nurses	7	1	7.0	Occupational Therapy Assistants/Aides	0	2	1.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	3	3.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	14	11.8	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	0.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	6	0.7
Health Info Mgmt-Administrators/Technicians	0	10	1.3	All Other Personnel	2	13	6.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	24	56	36.8

033 Fond du Lac County Health Care Center

Fond du Lac, WI 54935

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics		FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,004,405	16.8%	9.3%	1.80	15.7%	1.07
Medical Assistance	\$1,239,125	20.8%	41.4%	0.50	18.6%	1.11
Commercial	\$473,920	7.9%	44.3%	0.18	9.9%	0.80
All Other	\$3,245,631	54.4%	5.0%	10.97	55.8%	0.98
Deductions as % of Total Gross Patient Revenue						
Medicare	\$464,373	7.8%	5.9%	1.31	7.4%	1.05
Medical Assistance	\$577,329	9.7%	19.7%	0.49	8.9%	1.09
Commercial	\$213,360	3.6%	17.0%	0.21	4.9%	0.73
Charity Care	\$0	0.0%	1.7%	N/A	0.0%	N/A
Bad Debt	\$355,000	6.0%	0.8%	7.84	9.6%	0.62
All Other	\$839,665	14.1%	0.9%	15.36	15.2%	0.92
Total Deductions	\$2,449,728	41.1%	46.0%	0.89	46.0%	0.89
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	20.3%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		N/A	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,600,097	81.1%	48.3%	1.68	81.6%	0.99
Supplies & Services	\$829,289	18.7%	48.9%	0.38	18.1%	1.03
Capital Component	\$12,016	0.3%	2.9%	0.09	0.3%	1.04
Fiscal Statistics						
Operating Margin (%)		-26.4%	6.0%	N/A	-46.1%	0.57
Total Hospital Net Income (%)		-26.2%	6.4%	N/A	-45.3%	0.58
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		27.5%	9.8%	2.81	-38.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	53.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,110		\$7,565	0.68	\$4,773	1.07
Inpatient Net Revenue per Day	\$849		\$1,228	0.69	\$840	1.01
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,963,081		Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,449,728		Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,513,353		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0				Subtotal	\$0
Total Revenue	\$3,513,352		Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,441,402		Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,988				Total Liabilities & Fund Balance	\$0
Net Income	-\$921,062		Total Assets	\$0		

172 Bellin Psychiatric Center
301 E St Joseph Ave
Green Bay, WI 54301
920-433-3630

Fiscal Year: 10/01 to 09/30
Type: Psychiatric

County: Brown
Analysis Area: Northeastern (4)
Volume Group:

Control: Other Not-For-Profit

Selected Utilization Statistics		All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	65.4%	77.1%	0.85	56.7%	1.15
Alcoholism/Chemical Dependency	76.5%	68.7%	1.11	66.4%	1.15
Total Hospital	66.8%	75.6%	0.88	58.0%	1.15
Average Census (Patients)					
Psychiatric	25.5	29.4	0.87	22.1	1.15
Alcoholism/Chemical Dependency	4.6	4.5	1.01	4.0	1.15
Total Hospital	30.1	33.8	0.89	26.1	1.15
Average Length of Stay (Days)					
Psychiatric	5.7	6.6	0.87	5.4	1.05
Alcoholism/Chemical Dependency	3.4	3.8	0.88	3.4	1.01
Total Hospital	5.2	6.2	0.83	5.0	1.04
Outpatient Visits					
Non-Emergency Visits	85,729	55,302	1.55	80,127	1.07
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.7	8.5	0.20	2.5	0.68
Nurses, Licensed	51.7	47.8	1.08	53.5	0.97
Psychologists	9.0	8.3	1.08	8.6	1.05
Social Workers	72.5	27.2	2.67	51.6	1.41
All Other Personnel	94.5	130.9	0.72	83.9	1.13
Total FTEs	229.3	222.7	1.03	200.0	1.15
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.6	11.8	0.22	4.2	0.62
Nurses, Licensed	79.0	66.9	1.18	90.2	0.88
Psychologists	13.7	11.7	1.18	14.5	0.95
Social Workers	110.7	38.0	2.91	86.9	1.27
All Other Personnel	144.3	183.1	0.79	141.4	1.02
Total FTEs	350.3	311.5	1.12	337.2	1.04

Total Hospital:

Beds Set Up & Staffed 45
Discharges 2,130
Inpatient Days 10,980

Contract with:

Health Maintenance Organization (HMO) Yes
Preferred Provider Organization (PPO) Yes

172 Bellin Psychiatric Center
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	39	1,634	9,304	65.4%	25.5	5.7
Alcoholism/chemical dependency	1	6	496	1,676	76.5%	4.6	3.4
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	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	1.7	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	0	12.0	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	1	0	1.0
Registered Nurses	27	29	44.0	Occupational Therapy Assistants/Aides	2	1	2.7
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	6	17	15.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	5	5.2	Psychologists	9	0	9.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	38	24	72.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	10	12.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	36	39	48.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	146	129	229.3

172 Bellin Psychiatric Center
Green Bay, WI 54301

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,720,729	15.6%	9.3%	1.67	17.1%	0.91
Medical Assistance	\$19,702,939	35.3%	41.4%	0.85	32.6%	1.08
Commercial	\$24,605,258	44.1%	44.3%	1.00	45.5%	0.97
All Other	\$2,736,601	4.9%	5.0%	0.99	4.7%	1.04
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,923,087	8.8%	5.9%	1.49	10.9%	0.81
Medical Assistance	\$12,091,677	21.7%	19.7%	1.10	21.5%	1.01
Commercial	\$7,132,227	12.8%	17.0%	0.75	13.3%	0.96
Charity Care	\$944,218	1.7%	1.7%	0.98	1.6%	1.05
Bad Debt	\$669,839	1.2%	0.8%	1.58	1.7%	0.70
All Other	\$1,371,428	2.5%	0.9%	2.68	1.5%	1.62
Total Deductions	\$27,132,476	48.7%	46.0%	1.06	50.6%	0.96
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		2.6%	20.3%	0.13	3.7%	0.69
Net Gains/Losses as % of Net Income		70.4%	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$23,849,724	82.3%	48.3%	1.70	84.5%	0.97
Supplies & Services	\$4,392,332	15.1%	48.9%	0.31	12.7%	1.19
Capital Component	\$750,679	2.6%	2.9%	0.89	2.8%	0.94
Fiscal Statistics						
Operating Margin (%)		1.3%	6.0%	0.22	-2.1%	N/A
Total Hospital Net Income (%)		4.4%	6.4%	0.69	-0.4%	N/A
Return on Equity (%)		6.6%	7.6%	0.88	-0.5%	N/A
Current Ratio		0.55	2.7	0.20	0.58	0.94
Days in Net Patient Accounts Receivable		37.40	45.3	0.83	46.64	0.80
Average Payment Period		142.50	46.1	3.09	190.39	0.75
Equity Financing (%)		37.2%	56.7%	0.66	28.9%	1.29
Long-Term Debt to Equity Ratio		0.21	0.4	0.54	0.27	0.77
Times Interest Earned		9.35	30.5	0.31	0.37	25.36
Total Asset Turnover		1.46	1.2	1.23	1.22	1.20
Average Age of Plant (Years)		10.81	11.1	0.97	10.08	1.07
Increase (Decrease) Total Net Patient Revenue		14.7%	9.8%	1.51	7.5%	1.98
Outpatient Gross Revenue (% of Total GPR)		53.8%	53.1%	1.01	56.0%	0.96
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,169		\$7,565	0.95	\$6,629	1.08
Inpatient Net Revenue per Day	\$1,382		\$1,228	1.13	\$1,337	1.03
Outpatient Net Revenue per Visit	\$164		\$742	0.22	\$163	1.01
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,765,527		Cash & Cash Equivalents	\$3,134,714	Current Liabilities	\$11,124,662
Less Deductions	\$27,132,476		Net Patient Receivables	\$2,934,006	Long-Term Debt	\$1,547,350
Net Patient Revenue	\$28,633,051		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$756,345				Subtotal	\$12,672,012
Total Revenue	\$29,389,396		Land, Buildings & Equipment (Net)	\$6,754,244	Unrestricted Fund Balance	\$7,500,268
Less Expenses	\$28,992,735		Other Assets	\$7,349,316	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$943,187				Total Liabilities & Fund Balance	\$20,172,280
Net Income	\$1,339,848		Total Assets	\$20,172,280		

040 Brown County Community Treatment Center
3150 Gershwin Drive
Green Bay, WI 54311
920-391-4700

Fiscal Year: 01/01 to 12/31
Type: Psychiatric
Control: County

County: Brown
Analysis Area: Northeastern (4)
Volume Group:

Selected Utilization Statistics		All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	62.5%	77.1%	0.81	60.6%	1.03
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	62.5%	75.6%	0.83	60.6%	1.03
Average Census (Patients)					
Psychiatric	10.0	29.4	0.34	9.7	1.03
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	10.0	33.8	0.30	9.7	1.03
Average Length of Stay (Days)					
Psychiatric	5.7	6.6	0.87	5.1	1.11
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	5.7	6.2	0.92	5.1	1.11
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	0.1	8.5	0.01	0.1	1.67
Nurses, Licensed	12.2	47.8	0.26	9.8	1.25
Psychologists	0.0	8.3	N/A	0.0	N/A
Social Workers	3.7	27.2	0.13	1.8	2.03
All Other Personnel	28.5	130.9	0.22	22.5	1.27
Total FTEs	44.5	222.7	0.20	34.1	1.31
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.2	11.8	0.10	0.7	1.65
Nurses, Licensed	113.6	66.9	1.70	91.6	1.24
Psychologists	0.0	11.7	N/A	0.0	N/A
Social Workers	33.9	38.0	0.89	16.9	2.01
All Other Personnel	265.1	183.1	1.45	210.5	1.26
Total FTEs	413.7	311.5	1.33	319.7	1.29

Total Hospital:

Beds Set Up & Staffed 16
Discharges 638
Inpatient Days 3,649

Contract with:

Health Maintenance Organization (HMO) Yes
Preferred Provider Organization (PPO) Yes

040 Brown County Community Treatment Center
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	16	641	3,649	62.5%	10.0	5.7
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	1	0.1	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	1	0.3	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	1	0.2
Registered Nurses	8	8	12.1	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	1	0.1	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	11	18.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	2	0.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	6	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	0	2.0
Health Info Mgmt-Administrators/Technicians	0	4	0.5	All Other Personnel	3	40	6.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	1	0.1				
				Total	24	78	44.5

040 Brown County Community Treatment Center
Green Bay, WI 54311

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,229,795	28.1%	9.3%	3.01	24.7%	1.14
Medical Assistance	\$2,231,837	51.1%	41.4%	1.23	54.0%	0.95
Commercial	\$420,458	9.6%	44.3%	0.22	9.3%	1.04
All Other	\$487,643	11.2%	5.0%	2.25	12.1%	0.92
Deductions as % of Total Gross Patient Revenue						
Medicare	\$345,274	7.9%	5.9%	1.33	8.4%	0.94
Medical Assistance	\$470,206	10.8%	19.7%	0.55	11.2%	0.96
Commercial	\$99,203	2.3%	17.0%	0.13	4.4%	0.52
Charity Care	\$0	0.0%	1.7%	N/A	0.0%	N/A
Bad Debt	\$191,563	4.4%	0.8%	5.78	2.6%	1.71
All Other	-\$679,196	-15.5%	0.9%	N/A	-16.8%	0.93
Total Deductions	\$427,050	9.8%	46.0%	0.21	9.8%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		-2.4%	20.3%	N/A	-0.8%	3.07
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,263,758	84.8%	48.3%	1.76	86.8%	0.98
Supplies & Services	\$517,565	13.4%	48.9%	0.28	11.6%	1.16
Capital Component	\$68,360	1.8%	2.9%	0.61	1.6%	1.11
Fiscal Statistics						
Operating Margin (%)		0.0%	6.0%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	6.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		4.4%	9.8%	0.45	-1.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		7.1%	53.1%	0.13	7.4%	0.96
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,011		\$7,565	0.79	\$5,222	1.15
Inpatient Net Revenue per Day	\$1,051		\$1,228	0.86	\$995	1.06
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,369,733		Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$427,050		Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,942,683		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	-\$93,001				Subtotal	\$0
Total Revenue	\$3,849,683		Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$3,849,683		Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$0
Net Income	\$0		Total Assets	\$0		

321 Willow Creek Behavioral Health
1351 Ontario Road
Green Bay, WI 54311

Fiscal Year: 01/01 to 12/31
Type: Psychiatric

County: Brown
Analysis Area: Northeastern (4)
Volume Group:

Control: Corporation

		All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	153.6%	77.1%	1.99	59.9%	2.57
Alcoholism/Chemical Dependency	0.9%	68.7%	0.01	0.0%	N/A
Total Hospital	128.1%	75.6%	1.70	59.9%	2.14
Average Census (Patients)					
Psychiatric	46.1	29.4	1.57	43.1	1.07
Alcoholism/Chemical Dependency	0.1	4.5	0.01	0.0	N/A
Total Hospital	46.1	33.8	1.36	43.1	1.07
Average Length of Stay (Days)					
Psychiatric	7.6	6.6	1.16	7.2	1.06
Alcoholism/Chemical Dependency	5.0	3.8	1.30	0.0	N/A
Total Hospital	7.6	6.2	1.22	7.2	1.06
Outpatient Visits					
Non-Emergency Visits	3,969	55,302	0.07	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	8.5	0.12	11.0	0.09
Nurses, Licensed	21.4	47.8	0.45	35.9	0.60
Psychologists	1.0	8.3	0.12	0.0	N/A
Social Workers	6.0	27.2	0.22	8.3	0.73
All Other Personnel	72.6	130.9	0.55	81.0	0.90
Total FTEs	102.0	222.7	0.46	136.2	0.75
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.9	11.8	0.16	21.8	0.09
Nurses, Licensed	40.5	66.9	0.61	71.1	0.57
Psychologists	1.9	11.7	0.16	0.0	N/A
Social Workers	11.4	38.0	0.30	16.3	0.69
All Other Personnel	137.4	183.1	0.75	160.3	0.86
Total FTEs	193.0	311.5	0.62	269.6	0.72

Total Hospital:

Beds Set Up & Staffed 36
Discharges 2,210
Inpatient Days 16,836

Contract with:

Health Maintenance Organization (HMO) No
Preferred Provider Organization (PPO) Yes

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	30	2,206	16,816	153.6%	46.1	7.6
Alcoholism/chemical dependency	2	6	4	20	0.9%	0.1	5.0
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	3	0	3.0	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	17	2	17.4	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	0	0	0.0	Recreational Therapists	2	0	2.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	0	3.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	0	22.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	19	0	19.0
Pharmacy Personnel	2	1	2.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	101	6	102.0

321 Willow Creek Behavioral Health
Green Bay, WI 54311

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics		FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$3,449,000	8.9%	9.3%	0.95	10.5%	0.84
Medical Assistance	\$19,296,380	49.5%	41.4%	1.20	50.0%	0.99
Commercial	\$15,068,249	38.7%	44.3%	0.87	31.2%	1.24
All Other	\$1,150,800	3.0%	5.0%	0.60	8.4%	0.35
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,152,494	5.5%	5.9%	0.93	6.2%	0.89
Medical Assistance	\$11,948,126	30.7%	19.7%	1.56	30.2%	1.02
Commercial	\$8,118,625	20.8%	17.0%	1.23	14.2%	1.47
Charity Care	\$4,368	0.0%	1.7%	0.01	0.0%	1.11
Bad Debt	\$121,264	0.3%	0.8%	0.41	-0.1%	N/A
All Other	\$530,146	1.4%	0.9%	1.48	4.9%	0.28
Total Deductions	\$22,875,023	58.7%	46.0%	1.28	55.5%	1.06
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	20.3%	0.00	0.1%	0.67
Net Gains/Losses as % of Net Income		57.0%	5.5%	1.68	33.8%	1.68
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$11,157,929	73.5%	48.3%	1.52	75.2%	0.98
Supplies & Services	\$3,305,849	21.8%	48.9%	0.45	20.2%	1.08
Capital Component	\$716,939	4.7%	2.9%	1.63	4.7%	1.01
Fiscal Statistics						
Operating Margin (%)		5.7%	6.0%	0.95	7.5%	0.76
Total Hospital Net Income (%)		12.4%	6.4%	1.94	10.9%	1.13
Return on Equity (%)		17.1%	7.6%	2.26	14.7%	1.16
Current Ratio		0.65	2.7	0.24	0.35	1.85
Days in Net Patient Accounts Receivable		17.69	45.3	0.39	6.19	2.86
Average Payment Period		38.99	46.1	0.85	35.45	1.10
Equity Financing (%)		17.1%	56.7%	0.30	0.0%	N/A
Long-Term Debt to Equity Ratio		4.11	0.4	10.75	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		1.29	1.2	1.08	1.30	0.99
Average Age of Plant (Years)		4.94	11.1	0.44	3.97	1.25
Increase (Decrease) Total Net Patient Revenue		-1.1%	9.8%	N/A	3.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		12.7%	53.1%	0.24	15.4%	0.83
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,649	\$7,565	0.88	\$6,673	1.00
Inpatient Net Revenue per Day		\$873	\$1,228	0.71	\$935	0.93
Outpatient Net Revenue per Visit		\$382	\$742	0.51	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,964,429	Cash & Cash Equivalents	\$1,500	Current Liabilities	\$1,556,256	
Less Deductions	\$22,875,023	Net Patient Receivables	\$779,845	Long-Term Debt	\$8,816,097	
Net Patient Revenue	\$16,089,406	Other Receivables	\$35,054	Other Liabilities	\$0	
Plus Other Revenue	\$13,077			Subtotal	\$10,372,353	
Total Revenue	\$16,102,487	Land, Buildings & Equipment (Net)	\$11,512,129	Unrestricted Fund Balance	\$2,144,778	
Less Expenses	\$15,180,717	Other Assets	\$188,603	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$1,223,007			Total Liabilities & Fund Balance	\$12,517,131	
Net Income	\$2,144,777	Total Assets	\$12,517,131			

068 Norwood Health Center
1600 N Chestnut Ave
Marshfield, WI 54449
715-384-2188

Fiscal Year: 01/01 to 12/31
Type: Psychiatric
Control: County

County: Wood
Analysis Area: North Central (6)
Volume Group:

Selected Utilization Statistics		All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	47.3%	77.1%	0.61	58.7%	0.81
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	47.3%	75.6%	0.63	58.7%	0.81
Average Census (Patients)					
Psychiatric	7.6	29.4	0.26	7.0	1.07
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	7.6	33.8	0.22	7.0	1.07
Average Length of Stay (Days)					
Psychiatric	9.0	6.6	1.36	8.6	1.04
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	9.0	6.2	1.44	8.6	1.04
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	5.0	8.5	0.59	3.3	1.50
Nurses, Licensed	7.8	47.8	0.16	6.7	1.15
Psychologists	1.0	8.3	0.12	1.0	1.00
Social Workers	3.0	27.2	0.11	2.1	1.46
All Other Personnel	25.4	130.9	0.19	19.8	1.28
Total FTEs	42.2	222.7	0.19	32.9	1.28
FTEs per 100 Patient Census (Adjusted)					
Administrators	66.1	11.8	5.58	47.2	1.40
Nurses, Licensed	102.5	66.9	1.53	95.5	1.07
Psychologists	13.2	11.7	1.13	14.2	0.93
Social Workers	39.7	38.0	1.04	29.1	1.36
All Other Personnel	335.9	183.1	1.83	280.9	1.20
Total FTEs	557.4	311.5	1.79	466.9	1.19

Total Hospital:

Beds Set Up & Staffed 16
Discharges 308
Inpatient Days 2,760

Contract with:

Health Maintenance Organization (HMO) No
Preferred Provider Organization (PPO) No

068 Norwood Health Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	16	308	2,760	47.3%	7.6	9.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	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	1	1	1.6
Registered Nurses	5	2	5.8	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	5	6.2	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	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	3	2.0	All Other Personnel	14	0	14.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	38	12	42.2

068 Norwood Health Center
Marshfield, WI 54449

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,748,141	32.6%	9.3%	3.49	43.2%	0.75
Medical Assistance	\$2,674,542	49.9%	41.4%	1.20	34.7%	1.44
Commercial	\$744,441	13.9%	44.3%	0.31	18.7%	0.74
All Other	\$193,370	3.6%	5.0%	0.73	3.5%	1.04
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,437,699	26.8%	5.9%	4.51	15.8%	1.69
Medical Assistance	\$637,543	11.9%	19.7%	0.60	11.3%	1.05
Commercial	\$144,659	2.7%	17.0%	0.16	6.0%	0.45
Charity Care	\$12,237	0.2%	1.7%	0.13	0.4%	0.57
Bad Debt	\$357,715	6.7%	0.8%	8.79	1.2%	5.36
All Other	\$7,896	0.1%	0.9%	0.16	0.1%	1.18
Total Deductions	\$2,597,749	48.5%	46.0%	1.05	34.9%	1.39
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		50.0%	20.3%	2.47	44.8%	1.12
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$2,621,940	50.8%	48.3%	1.05	63.7%	0.80
Supplies & Services	\$2,543,112	49.2%	48.9%	1.01	36.3%	1.36
Capital Component	\$0	0.0%	2.9%	N/A	0.1%	N/A
Fiscal Statistics						
Operating Margin (%)		6.6%	6.0%	1.09	12.6%	0.52
Total Hospital Net Income (%)		6.6%	6.4%	1.04	12.6%	0.52
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-11.5%	9.8%	N/A	-11.3%	1.02
Outpatient Gross Revenue (% of Total GPR)		N/A	53.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$10,131		\$7,565	1.34	\$10,605	0.96
Inpatient Net Revenue per Day	\$1,131		\$1,228	0.92	\$1,235	0.92
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,360,495		Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,597,749		Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,762,746		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,766,814				Subtotal	\$0
Total Revenue	\$5,529,557		Land, Buildings & Equipment (Net)	\$0		
Less Expenses	\$5,165,052		Other Assets	\$0	Unrestricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Restricted Fund Balance	\$0
Net Income	\$364,505		Total Assets	\$0	Total Liabilities & Fund Balance	\$0

147 Milwaukee County Behavioral Health Complex
 9455 W Watertown Plank Rd
 Milwaukee, WI 53226
 414-257-6995

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: County

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Selected Utilization Statistics		All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	68.2%	77.1%	0.88	102.1%	0.67
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	68.2%	75.6%	0.90	102.1%	0.67
Average Census (Patients)					
Psychiatric	23.9	29.4	0.81	35.7	0.67
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	23.9	33.8	0.71	35.7	0.67
Average Length of Stay (Days)					
Psychiatric	10.1	6.6	1.54	13.1	0.77
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	10.1	6.2	1.63	12.5	0.81
Outpatient Visits					
Non-Emergency Visits	19	55,302	0.00	136	0.14
Emergency Visits	6,289	1,331	4.72	6,471	0.97
Full-Time Equivalents (FTEs)					
Administrators	41.0	8.5	4.84	40.0	1.03
Nurses, Licensed	99.3	47.8	2.08	105.9	0.94
Psychologists	10.0	8.3	1.20	29.4	0.34
Social Workers	5.0	27.2	0.18	56.1	0.09
All Other Personnel	62.7	130.9	0.48	220.8	0.28
Total FTEs	218.0	222.7	0.98	452.1	0.48
FTEs per 100 Patient Census (Adjusted)					
Administrators	21.3	11.8	1.80	20.7	1.03
Nurses, Licensed	51.7	66.9	0.77	54.9	0.94
Psychologists	5.2	11.7	0.45	15.2	0.34
Social Workers	2.6	38.0	0.07	29.1	0.09
All Other Personnel	32.7	183.1	0.18	114.4	0.29
Total FTEs	113.5	311.5	0.36	234.2	0.48

Total Hospital:

Beds Set Up & Staffed 35
 Discharges 862
 Inpatient Days 8,718

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) No

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	35	862	8,718	68.2%	23.9	10.1
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	41	0	41.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	6	4.2	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	5	1	5.4
Registered Nurses	86	6	91.1	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	7	2	8.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	6	4	8.2	Psychologists	10	0	10.0
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	44	0	44.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	206	19	218.0

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$9,277,421	5.6%	9.3%	0.60	5.5%	1.01
Medical Assistance	\$128,504,788	77.0%	41.4%	1.86	74.6%	1.03
Commercial	\$1,189,232	0.7%	44.3%	0.02	1.0%	0.69
All Other	\$27,913,372	16.7%	5.0%	3.37	18.8%	0.89
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,868,802	2.3%	5.9%	0.39	2.5%	0.93
Medical Assistance	\$17,549,585	10.5%	19.7%	0.53	9.0%	1.17
Commercial	\$412,871	0.2%	17.0%	0.01	0.3%	0.72
Charity Care	\$6,476,040	3.9%	1.7%	2.24	4.7%	0.82
Bad Debt	\$258,486	0.2%	0.8%	0.20	-1.4%	N/A
All Other	\$3,034,568	1.8%	0.9%	1.98	8.3%	0.22
Total Deductions	\$31,600,352	18.9%	46.0%	0.41	23.5%	0.81
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		42.7%	20.3%	2.11	46.7%	0.91
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$63,888,676	27.1%	48.3%	0.56	28.1%	0.96
Supplies & Services	\$171,153,782	72.5%	48.9%	1.48	71.2%	1.02
Capital Component	\$988,137	0.4%	2.9%	0.14	0.7%	0.62
Fiscal Statistics						
Operating Margin (%)		0.0%	6.0%	N/A	-1.0%	N/A
Total Hospital Net Income (%)		0.0%	6.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		3.37	2.7	1.25	5.02	0.67
Days in Net Patient Accounts Receivable		50.26	45.3	1.11	76.10	0.66
Average Payment Period		23.11	46.1	0.50	25.49	0.91
Equity Financing (%)		73.1%	56.7%	1.29	40.5%	1.80
Long-Term Debt to Equity Ratio		0.01	0.4	0.02	0.04	0.18
Times Interest Earned		1.00	30.5	0.03	1.00	1.00
Total Asset Turnover		3.95	1.2	3.33	2.68	1.48
Average Age of Plant (Years)		56.04	11.1	5.04	26.66	2.10
Increase (Decrease) Total Net Patient Revenue		11.5%	9.8%	1.18	11.4%	1.02
Outpatient Gross Revenue (% of Total GPR)		86.2%	53.1%	1.62	80.7%	1.07
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$13,693		\$7,565	1.81	\$19,393	0.71
Inpatient Net Revenue per Day	\$1,220		\$1,228	0.99	\$1,481	0.82
Outpatient Net Revenue per Visit	\$19,616		\$742	26.44	\$14,962	1.31
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$166,884,813		Cash & Cash Equivalents	-\$1,677,233	Current Liabilities	\$14,906,206
Less Deductions	\$31,600,352		Net Patient Receivables	\$18,629,429	Long-Term Debt	\$343,728
Net Patient Revenue	\$135,284,461		Other Receivables	\$0	Other Liabilities	\$841,730
Plus Other Revenue	\$100,746,134				Subtotal	\$16,091,664
Total Revenue	\$236,030,595		Land, Buildings & Equipment (Net)	\$5,995,508	Unrestricted Fund Balance	\$43,625,767
Less Expenses	\$236,030,595		Other Assets	\$36,769,727	Restricted Fund Balance	\$5,553
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$59,717,431
Net Income	\$0		Total Assets	\$59,717,431		

099 Rogers Memorial Hospital Inc
 34700 Valley Road
 Oconomowoc, WI 53066
 262-646-4411

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group:

Control: Other Not-For-Profit

		All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	92.6%	77.1%	1.20	86.8%	1.07
Alcoholism/Chemical Dependency	96.5%	68.7%	1.41	87.5%	1.10
Total Hospital	93.1%	75.6%	1.23	86.8%	1.07
Average Census (Patients)					
Psychiatric	60.2	29.4	2.05	55.5	1.08
Alcoholism/Chemical Dependency	7.7	4.5	1.70	7.0	1.10
Total Hospital	67.9	33.8	2.01	62.5	1.09
Average Length of Stay (Days)					
Psychiatric	9.8	6.6	1.48	9.1	1.07
Alcoholism/Chemical Dependency	4.7	3.8	1.21	4.5	1.04
Total Hospital	8.7	6.2	1.39	8.2	1.06
Outpatient Visits					
Non-Emergency Visits	32,896	55,302	0.59	29,765	1.11
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	14.5	8.5	1.71	12.5	1.16
Nurses, Licensed	92.5	47.8	1.93	102.6	0.90
Psychologists	0.0	8.3	N/A	2.8	0.00
Social Workers	102.5	27.2	3.78	102.7	1.00
All Other Personnel	539.3	130.9	4.12	700.4	0.77
Total FTEs	748.8	222.7	3.36	920.9	0.81
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.8	11.8	0.66	7.3	1.07
Nurses, Licensed	49.8	66.9	0.74	59.8	0.83
Psychologists	0.0	11.7	N/A	1.6	0.00
Social Workers	55.2	38.0	1.45	59.9	0.92
All Other Personnel	290.4	183.1	1.59	408.3	0.71
Total FTEs	403.2	311.5	1.29	536.8	0.75

Total Hospital:

Beds Set Up & Staffed 73
 Discharges 2,858
 Inpatient Days 24,794

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	65	2,252	21,975	92.6%	60.2	9.8
Alcoholism/chemical dependency	2	8	606	2,819	96.5%	7.7	4.7
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	6	14.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	24	7	26.4	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	38	62	79.8	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	2	2.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	15	51	43.1	Recreational Therapists	22	11	29.3
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	12	14	20.6
Nurse Practitioners	9	2	10.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	87	31	102.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	243	204	380.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	35	2	35.4
Pharmacy Personnel	1	1	1.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	502	393	748.8

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics		FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,708,614	3.6%	9.3%	0.39	4.2%	0.85
Medical Assistance	\$28,476,764	11.8%	41.4%	0.28	11.9%	0.99
Commercial	\$201,694,843	83.6%	44.3%	1.89	82.8%	1.01
All Other	\$2,455,553	1.0%	5.0%	0.21	1.0%	1.03
Deductions as % of Total Gross Patient Revenue						
Medicare	\$5,749,453	2.4%	5.9%	0.40	3.0%	0.80
Medical Assistance	\$19,596,372	8.1%	19.7%	0.41	7.9%	1.03
Commercial	\$65,645,915	27.2%	17.0%	1.60	27.2%	1.00
Charity Care	\$2,066,969	0.9%	1.7%	0.50	0.9%	0.92
Bad Debt	\$890,350	0.4%	0.8%	0.49	0.7%	0.49
All Other	\$975,522	0.4%	0.9%	0.44	0.4%	1.02
Total Deductions	\$94,924,581	39.3%	46.0%	0.85	40.2%	0.98
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	20.3%	0.00	1.2%	0.08
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	11.3%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$62,328,693	56.2%	48.3%	1.16	55.9%	1.01
Supplies & Services	\$42,435,033	38.3%	48.9%	0.78	34.4%	1.11
Capital Component	\$6,139,128	5.5%	2.9%	1.91	9.8%	0.57
Fiscal Statistics						
Operating Margin (%)		24.3%	6.0%	4.03	23.4%	1.04
Total Hospital Net Income (%)		24.3%	6.4%	3.82	25.6%	0.95
Return on Equity (%)		13.2%	7.6%	1.74	12.7%	1.04
Current Ratio		3.16	2.7	1.17	2.16	1.46
Days in Net Patient Accounts Receivable		46.07	45.3	1.02	56.51	0.82
Average Payment Period		107.53	46.1	2.33	158.57	0.68
Equity Financing (%)		53.0%	56.7%	0.93	54.3%	0.98
Long-Term Debt to Equity Ratio		0.53	0.4	1.40	0.44	1.21
Times Interest Earned		0.00	30.5	N/A	20.26	N/A
Total Asset Turnover		0.54	1.2	0.46	0.48	1.12
Average Age of Plant (Years)		7.37	11.1	0.66	6.51	1.13
Increase (Decrease) Total Net Patient Revenue		9.2%	9.8%	0.94	23.6%	0.39
Outpatient Gross Revenue (% of Total GPR)		63.4%	53.1%	1.19	63.5%	1.00
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$13,598	\$7,565	1.80	\$12,377	1.10
Inpatient Net Revenue per Day		\$1,567	\$1,228	1.28	\$1,509	1.04
Outpatient Net Revenue per Visit		\$3,296	\$742	4.44	\$3,397	0.97
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$241,335,773		Cash & Cash Equivalents	\$79,184,940	Current Liabilities	\$30,870,411
Less Deductions	\$94,924,581		Net Patient Receivables	\$18,480,332	Long-Term Debt	\$76,500,713
Net Patient Revenue	\$146,411,192		Other Receivables	\$0	Other Liabilities	\$19,420,018
Plus Other Revenue	\$133,582				Subtotal	\$126,791,142
Total Revenue	\$146,544,774		Land, Buildings & Equipment (Net)	\$89,446,689	Unrestricted Fund Balance	\$143,253,700
Less Expenses	\$110,902,854		Other Assets	\$82,932,881	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$270,044,842
Net Income	\$35,641,920		Total Assets	\$270,044,842		

140 Waukesha County Mental Health Center
1501 Airport Rd
Waukesha, WI 53188
262-548-7957

Fiscal Year: 01/01 to 12/31
Type: Psychiatric
Control: County

County: Waukesha
Analysis Area: Southeastern (2A)
Volume Group:

		All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	69.3%	77.1%	0.90	56.5%	1.23
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	69.3%	75.6%	0.92	56.5%	1.23
Average Census (Patients)					
Psychiatric	13.9	29.4	0.47	15.8	0.88
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	13.9	33.8	0.41	15.8	0.88
Average Length of Stay (Days)					
Psychiatric	9.1	6.6	1.39	11.8	0.78
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	9.1	6.2	1.47	11.8	0.78
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	3.2	8.5	0.38	3.4	0.94
Nurses, Licensed	12.0	47.8	0.25	13.8	0.87
Psychologists	0.5	8.3	0.06	0.6	0.83
Social Workers	3.2	27.2	0.12	3.2	1.00
All Other Personnel	23.1	130.9	0.18	28.3	0.82
Total FTEs	42.0	222.7	0.19	49.3	0.85
FTEs per 100 Patient Census (Adjusted)					
Administrators	22.4	11.8	1.89	20.3	1.10
Nurses, Licensed	83.9	66.9	1.26	82.6	1.02
Psychologists	3.5	11.7	0.30	3.6	0.97
Social Workers	22.4	38.0	0.59	19.2	1.17
All Other Personnel	161.6	183.1	0.88	169.5	0.95
Total FTEs	293.7	311.5	0.94	295.2	0.99

Total Hospital:

Beds Set Up & Staffed 20
Discharges 554
Inpatient Days 5,062

Contract with:

Health Maintenance Organization (HMO) Yes
Preferred Provider Organization (PPO) Yes

140 Waukesha County Mental Health Center
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	20	554	5,062	69.3%	13.9	9.1
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	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	1	3.2	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	1	2.4	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	1	2	1.2
Registered Nurses	9	10	11.0	Occupational Therapy Assistants/Aides	2	2	2.3
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	13	4	13.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	0	0	0.0	Psychologists	0	2	0.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	4	3.2
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	1	1	1.2	All Other Personnel	1	3	1.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	37	31	42.0

140 Waukesha County Mental Health Center
Waukesha, WI 53188

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics		FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$2,863,475	41.9%	9.3%	4.49	40.0%	1.05
Medical Assistance	\$1,940,816	28.4%	41.4%	0.69	25.0%	1.13
Commercial	\$1,139,305	16.7%	44.3%	0.38	18.2%	0.92
All Other	\$883,097	12.9%	5.0%	2.61	16.7%	0.77
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,979,042	29.0%	5.9%	4.88	31.3%	0.93
Medical Assistance	\$1,485,191	21.8%	19.7%	1.11	15.6%	1.40
Commercial	\$789,295	11.6%	17.0%	0.68	13.7%	0.84
Charity Care	\$0	0.0%	1.7%	N/A	0.0%	N/A
Bad Debt	\$0	0.0%	0.8%	N/A	0.0%	N/A
All Other	\$246,142	3.6%	0.9%	3.93	10.1%	0.36
Total Deductions	\$4,499,670	65.9%	46.0%	1.43	70.7%	0.93
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		66.4%	20.3%	3.28	70.8%	0.94
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$4,655,392	67.2%	48.3%	1.39	70.0%	0.96
Supplies & Services	\$2,077,760	30.0%	48.9%	0.61	27.3%	1.10
Capital Component	\$195,324	2.8%	2.9%	0.97	2.7%	1.04
Fiscal Statistics						
Operating Margin (%)		0.0%	6.0%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	6.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		11.3%	9.8%	1.16	-28.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	53.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,200		\$7,565	0.56	\$4,249	0.99
Inpatient Net Revenue per Day	\$446		\$1,228	0.36	\$342	1.30
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,826,693		Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$4,499,670		Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,327,023		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,601,452				Subtotal	\$0
Total Revenue	\$6,928,476		Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$6,928,476		Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$0
Net Income	\$0		Total Assets	\$0		

144 North Central Health Care
1100 Lakeview Dr
Wausau, WI 54403
715-848-4600

Fiscal Year: 01/01 to 12/31
Type: Psychiatric
Control: County

County: Marathon
Analysis Area: North Central (6)
Volume Group:

Selected Utilization Statistics		All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	54.1%	77.1%	0.70	67.6%	0.80
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	39.8%	75.6%	0.53	73.9%	0.54
Average Census (Patients)					
Psychiatric	13.0	29.4	0.44	10.8	1.20
Alcoholism/Chemical Dependency	0.6	4.5	0.13	0.7	0.87
Total Hospital	21.5	33.8	0.64	21.4	1.00
Average Length of Stay (Days)					
Psychiatric	4.8	6.6	0.73	5.9	0.81
Alcoholism/Chemical Dependency	2.8	3.8	0.72	2.7	1.01
Total Hospital	7.3	6.2	1.18	10.2	0.72
Outpatient Visits					
Non-Emergency Visits	197,221	55,302	3.57	164,642	1.20
Emergency Visits	4,361	1,331	3.28	3,799	1.15
Full-Time Equivalents (FTEs)					
Administrators	4.0	8.5	0.47	2.0	2.00
Nurses, Licensed	14.9	47.8	0.31	27.6	0.54
Psychologists	0.0	8.3	N/A	4.0	0.00
Social Workers	5.0	27.2	0.18	8.4	0.59
All Other Personnel	35.9	130.9	0.27	321.5	0.11
Total FTEs	59.9	222.7	0.27	363.6	0.16
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.5	11.8	0.64	4.7	1.62
Nurses, Licensed	28.2	66.9	0.42	64.4	0.44
Psychologists	0.0	11.7	N/A	9.3	0.00
Social Workers	9.4	38.0	0.25	19.7	0.48
All Other Personnel	67.8	183.1	0.37	750.5	0.09
Total FTEs	113.0	311.5	0.36	848.7	0.13

Total Hospital:

Beds Set Up & Staffed 54
Discharges 1,068
Inpatient Days 7,839

Contract with:

Health Maintenance Organization (HMO) Yes
Preferred Provider Organization (PPO) Yes

144 North Central Health Care
Wausau, WI 54403

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	24	992	4,742	54.1%	13.0	4.8
Alcoholism/chemical dependency	1	0	76	210	0.0%	0.6	2.8
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	1	30	391	2,887	26.4%	7.9	7.4

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	0	2.0	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	9	9	13.8	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	6	10	12.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	1	0.1	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	4	0	4.0
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	2	0	2.0
Pharmacy Personnel	7	3	9.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	46	23	59.9

144 North Central Health Care
Wausau, WI 54403

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$13,989,786	26.7%	9.3%	2.86	26.7%	1.00
Medical Assistance	\$31,908,618	60.9%	41.4%	1.47	60.6%	1.00
Commercial	\$3,523,615	6.7%	44.3%	0.15	4.6%	1.46
All Other	\$3,010,799	5.7%	5.0%	1.16	8.1%	0.71
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,837,683	14.9%	5.9%	2.52	15.2%	0.98
Medical Assistance	\$7,087,321	13.5%	19.7%	0.69	12.7%	1.07
Commercial	\$1,335,024	2.5%	17.0%	0.15	1.7%	1.50
Charity Care	\$2,506,932	4.8%	1.7%	2.76	6.7%	0.71
Bad Debt	\$373,831	0.7%	0.8%	0.94	0.8%	0.89
All Other	-\$21,727	0.0%	0.9%	N/A	-0.1%	0.33
Total Deductions	\$19,119,064	36.5%	46.0%	0.79	37.0%	0.99
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		34.2%	20.3%	1.69	32.6%	1.05
Net Gains/Losses as % of Net Income		N/A	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$29,432,645	55.0%	48.3%	1.14	53.4%	1.03
Supplies & Services	\$22,050,588	41.2%	48.9%	0.84	43.6%	0.94
Capital Component	\$2,064,012	3.9%	2.9%	1.33	3.0%	1.28
Fiscal Statistics						
Operating Margin (%)		-5.8%	6.0%	N/A	-6.9%	0.84
Total Hospital Net Income (%)		-5.6%	6.4%	N/A	-6.4%	0.88
Return on Equity (%)		-4.4%	7.6%	N/A	-5.2%	0.85
Current Ratio		1.62	2.7	0.60	1.76	0.92
Days in Net Patient Accounts Receivable		48.65	45.3	1.07	26.71	1.82
Average Payment Period		40.59	46.1	0.88	28.08	1.45
Equity Financing (%)		39.9%	56.7%	0.70	47.8%	0.83
Long-Term Debt to Equity Ratio		0.57	0.4	1.49	0.34	1.66
Times Interest Earned		-10.98	30.5	N/A	-1,703.23	0.01
Total Asset Turnover		0.79	1.2	0.67	0.81	0.97
Average Age of Plant (Years)		22.20	11.1	1.99	24.00	0.93
Increase (Decrease) Total Net Patient Revenue		2.3%	9.8%	0.23	10.2%	0.22
Outpatient Gross Revenue (% of Total GPR)		74.0%	53.1%	1.39	73.3%	1.01
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$9,103		\$7,565	1.20	\$12,180	0.75
Inpatient Net Revenue per Day	\$1,931		\$1,228	1.57	\$2,226	0.87
Outpatient Net Revenue per Visit	\$119		\$742	0.16	\$140	0.85
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$52,432,819		Cash & Cash Equivalents	\$193,367	Current Liabilities	\$5,793,813
Less Deductions	\$19,119,064		Net Patient Receivables	\$4,440,542	Long-Term Debt	\$14,587,688
Net Patient Revenue	\$33,313,755		Other Receivables	\$3,898,305	Other Liabilities	\$18,061,935
Plus Other Revenue	\$17,304,822				Subtotal	\$38,443,436
Total Revenue	\$50,618,578		Land, Buildings & Equipment (Net)	\$24,460,379	Unrestricted Fund Balance	\$25,520,127
Less Expenses	\$53,547,245		Other Assets	\$30,970,970	Restricted Fund Balance	\$12,779,166
Non-Operating Gains/Losses	\$83,168				Total Liabilities & Fund Balance	\$63,963,563
Net Income	-\$2,845,499		Total Assets	\$63,963,563		

149 Aurora Psychiatric Hospital
 1220 Dewey Avenue
 Wauwatosa, WI 53213
 414-454-6600

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Control: Other Not-For-Profit

		All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	62.6%	77.1%	0.81	68.6%	0.91
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	47.5%	0.00
Total Hospital	72.5%	75.6%	0.96	64.2%	1.13
Average Census (Patients)					
Psychiatric	55.1	29.4	1.88	52.1	1.06
Alcoholism/Chemical Dependency	8.7	4.5	1.91	9.5	0.91
Total Hospital	63.8	33.8	1.89	61.6	1.03
Average Length of Stay (Days)					
Psychiatric	4.3	6.6	0.65	4.3	0.99
Alcoholism/Chemical Dependency	3.1	3.8	0.80	3.3	0.94
Total Hospital	4.1	6.2	0.66	4.2	0.99
Outpatient Visits					
Non-Emergency Visits	55,398	55,302	1.00	53,769	1.03
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	14.0	8.5	1.65	14.0	1.00
Nurses, Licensed	126.0	47.8	2.64	123.5	1.02
Psychologists	78.5	8.3	9.41	80.5	0.97
Social Workers	4.0	27.2	0.15	2.0	2.00
All Other Personnel	251.0	130.9	1.92	257.0	0.98
Total FTEs	473.5	222.7	2.13	477.0	0.99
FTEs per 100 Patient Census (Adjusted)					
Administrators	14.1	11.8	1.19	14.7	0.96
Nurses, Licensed	127.3	66.9	1.90	130.0	0.98
Psychologists	79.3	11.7	6.80	84.8	0.94
Social Workers	4.0	38.0	0.11	2.1	1.92
All Other Personnel	253.6	183.1	1.38	270.4	0.94
Total FTEs	478.3	311.5	1.54	502.0	0.95

Total Hospital:

Beds Set Up & Staffed 88
 Discharges 5,676
 Inpatient Days 23,275

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	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	1	88	4,700	20,108	62.6%	55.1	4.3
Alcoholism/chemical dependency	1	0	1,035	3,167	0.0%	8.7	3.1
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	14	0	14.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	21	3	21.9	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	2	0	2.0
Registered Nurses	81	53	114.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	7	4.0	Recreational Therapists	1	4	3.2
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	2	3.1
Nurse Practitioners	7	1	7.0	Psychologists	66	25	78.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	1	1	1.5	All Other Health Professionals	65	31	81.0
Health Info Mgmt-Administrators/Technicians	3	2	4.2	All Other Personnel	97	36	116.5
Pharmacy Personnel	7	3	9.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	382	168	473.5

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics		FY 2021	Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$19,794,750	13.4%	9.3%	1.43	14.7%	0.91
Medical Assistance	\$65,694,839	44.4%	41.4%	1.07	46.4%	0.96
Commercial	\$59,091,431	39.9%	44.3%	0.90	36.9%	1.08
All Other	\$3,395,341	2.3%	5.0%	0.46	2.0%	1.12
Deductions as % of Total Gross Patient Revenue						
Medicare	\$14,893,742	10.1%	5.9%	1.69	11.0%	0.92
Medical Assistance	\$51,537,014	34.8%	19.7%	1.77	35.6%	0.98
Commercial	\$31,272,929	21.1%	17.0%	1.24	19.1%	1.10
Charity Care	\$917,675	0.6%	1.7%	0.36	0.5%	1.25
Bad Debt	\$2,134,025	1.4%	0.8%	1.90	1.2%	1.19
All Other	\$1,626,173	1.1%	0.9%	1.20	1.2%	0.94
Total Deductions	\$102,381,558	69.2%	46.0%	1.50	68.5%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		6.5%	20.3%	0.32	11.5%	0.57
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$28,100,418	57.3%	48.3%	1.19	60.1%	0.95
Supplies & Services	\$17,851,798	36.4%	48.9%	0.75	33.4%	1.09
Capital Component	\$3,066,106	6.3%	2.9%	2.16	6.4%	0.97
Fiscal Statistics						
Operating Margin (%)		-0.5%	6.0%	N/A	5.1%	N/A
Total Hospital Net Income (%)		-0.5%	6.4%	N/A	5.1%	N/A
Return on Equity (%)		-0.5%	7.6%	N/A	5.1%	N/A
Current Ratio		2.34	2.7	0.87	1.98	1.18
Days in Net Patient Accounts Receivable		55.86	45.3	1.23	55.96	1.00
Average Payment Period		28.34	46.1	0.61	34.95	0.81
Equity Financing (%)		92.1%	56.7%	1.62	90.7%	1.02
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.75	30.5	0.02	3.87	0.19
Total Asset Turnover		1.06	1.2	0.89	1.00	1.06
Average Age of Plant (Years)		8.29	11.1	0.74	7.28	1.14
Increase (Decrease) Total Net Patient Revenue		5.5%	9.8%	0.56	-18.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		35.0%	53.1%	0.66	34.9%	1.00
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$4,665	\$7,565	0.62	\$4,633	1.01
Inpatient Net Revenue per Day		\$1,127	\$1,228	0.92	\$1,111	1.01
Outpatient Net Revenue per Visit		\$384	\$742	0.52	\$366	1.05
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$147,976,359	Cash & Cash Equivalents	\$1,418,530	Current Liabilities	\$3,648,333	
Less Deductions	\$102,381,558	Net Patient Receivables	\$6,978,079	Long-Term Debt	\$0	
Net Patient Revenue	\$45,594,801	Other Receivables	\$78,442	Other Liabilities	\$0	
Plus Other Revenue	\$3,178,895			Subtotal	\$3,648,333	
Total Revenue	\$48,773,693	Land, Buildings & Equipment (Net)	\$37,666,777	Unrestricted Fund Balance	\$42,555,116	
Less Expenses	\$49,018,322	Other Assets	\$61,621	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$46,203,449	
Net Income	-\$244,629	Total Assets	\$46,203,449			

192 Rogers Memorial Hospital - Milwaukee
11101 W Lincoln Ave
West Allis, WI 53227
414-327-3000

Fiscal Year: 08/01 to 07/31
Type: Psychiatric

County: Milwaukee
Analysis Area: Milwaukee County (2B)
Volume Group:

Control: Other Not-For-Profit

Selected Utilization Statistics		All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	84.4%	77.1%	1.09	74.7%	1.13
Alcoholism/Chemical Dependency	64.1%	68.7%	0.93	98.6%	0.65
Total Hospital	79.2%	75.6%	1.05	80.0%	0.99
Average Census (Patients)					
Psychiatric	45.6	29.4	1.55	42.6	1.07
Alcoholism/Chemical Dependency	12.2	4.5	2.69	15.8	0.77
Total Hospital	57.8	33.8	1.71	58.4	0.99
Average Length of Stay (Days)					
Psychiatric	6.3	6.6	0.96	6.5	0.98
Alcoholism/Chemical Dependency	3.8	3.8	1.00	4.2	0.91
Total Hospital	5.6	6.2	0.90	5.6	0.99
Outpatient Visits					
Non-Emergency Visits	32,552	55,302	0.59	27,501	1.18
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	7.3	8.5	0.86	5.2	1.39
Nurses, Licensed	70.5	47.8	1.47	76.5	0.92
Psychologists	0.0	8.3	N/A	2.8	0.00
Social Workers	59.8	27.2	2.20	52.6	1.14
All Other Personnel	245.4	130.9	1.87	303.1	0.81
Total FTEs	382.8	222.7	1.72	440.2	0.87
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.7	11.8	0.65	5.9	1.30
Nurses, Licensed	75.1	66.9	1.12	86.7	0.87
Psychologists	0.0	11.7	N/A	3.2	0.00
Social Workers	63.7	38.0	1.68	59.6	1.07
All Other Personnel	261.4	183.1	1.43	343.5	0.76
Total FTEs	407.8	311.5	1.31	498.9	0.82

Total Hospital:

Beds Set Up & Staffed 73
Discharges 3,789
Inpatient Days 21,093

Contract with:

Health Maintenance Organization (HMO) Yes
Preferred Provider Organization (PPO) Yes

192 Rogers Memorial Hospital - Milwaukee
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	54	2,633	16,645	84.4%	45.6	6.3
Alcoholism/chemical dependency	2	19	1,156	4,448	64.1%	12.2	3.8
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	6	7.3	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	3	12.8	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	25	51	59.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	2	2.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	16	60	52.5	Recreational Therapists	7	8	10.7
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	6	4	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	52	18	59.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	97	66	140.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	21	1	21.3
Pharmacy Personnel	2	2	2.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	248	221	382.8

192 Rogers Memorial Hospital - Milwaukee

West Allis, WI 53227

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$10,895,411	9.1%	9.3%	0.97	10.0%	0.91
Medical Assistance	\$46,516,008	38.8%	41.4%	0.94	39.4%	0.98
Commercial	\$61,432,676	51.2%	44.3%	1.16	49.9%	1.03
All Other	\$1,084,478	0.9%	5.0%	0.18	0.7%	1.30
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,756,235	6.5%	5.9%	1.09	7.0%	0.92
Medical Assistance	\$32,367,949	27.0%	19.7%	1.37	26.8%	1.01
Commercial	\$23,848,632	19.9%	17.0%	1.17	20.5%	0.97
Charity Care	\$2,134,194	1.8%	1.7%	1.03	2.3%	0.77
Bad Debt	\$1,092,596	0.9%	0.8%	1.20	1.3%	0.68
All Other	\$564,647	0.5%	0.9%	0.51	0.3%	1.45
Total Deductions	\$67,764,253	56.5%	46.0%	1.23	58.4%	0.97
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	20.3%	0.00	1.1%	0.01
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	62.8%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$31,660,143	64.3%	48.3%	1.33	63.3%	1.02
Supplies & Services	\$15,251,062	31.0%	48.9%	0.63	28.7%	1.08
Capital Component	\$2,291,001	4.7%	2.9%	1.61	8.0%	0.58
Fiscal Statistics						
Operating Margin (%)		5.7%	6.0%	0.94	1.8%	3.23
Total Hospital Net Income (%)		5.7%	6.4%	0.89	4.6%	1.24
Return on Equity (%)		5.6%	7.6%	0.74	2.3%	2.44
Current Ratio		4.36	2.7	1.62	2.16	2.02
Days in Net Patient Accounts Receivable		44.54	45.3	0.98	56.45	0.79
Average Payment Period		27.25	46.1	0.59	120.84	0.23
Equity Financing (%)		72.6%	56.7%	1.28	54.3%	1.34
Long-Term Debt to Equity Ratio		0.23	0.4	0.59	0.44	0.51
Times Interest Earned		0.00	30.5	N/A	4.47	N/A
Total Asset Turnover		0.98	1.2	0.83	0.48	2.03
Average Age of Plant (Years)		9.35	11.1	0.84	7.27	1.29
Increase (Decrease) Total Net Patient Revenue		9.8%	9.8%	1.00	29.1%	0.34
Outpatient Gross Revenue (% of Total GPR)		38.4%	53.1%	0.72	34.1%	1.13
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,182		\$7,565	0.95	\$7,141	1.01
Inpatient Net Revenue per Day	\$1,290		\$1,228	1.05	\$1,271	1.02
Outpatient Net Revenue per Visit	\$800		\$742	1.08	\$801	1.00
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$119,928,572		Cash & Cash Equivalents	\$9,077,630	Current Liabilities	\$3,538,933
Less Deductions	\$67,764,253		Net Patient Receivables	\$6,365,218	Long-Term Debt	\$8,769,914
Net Patient Revenue	\$52,164,319		Other Receivables	\$0	Other Liabilities	\$2,226,279
Plus Other Revenue	\$5,309				Subtotal	\$14,535,126
Total Revenue	\$52,169,629		Land, Buildings & Equipment (Net)	\$16,700,854	Unrestricted Fund Balance	\$38,546,969
Less Expenses	\$49,202,206		Other Assets	\$20,938,393	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$53,082,095
Net Income	\$2,967,423		Total Assets	\$53,082,095		

INDIVIDUAL HOSPITAL TABLES

REHABILITATION HOSPITALS

320 UW Health Rehabilitation Hospital
 5115 N Biltmore Lane
 Madison, WI 53718
 608-592-8101

Fiscal Year: 01/01 to 12/31
 Type: Rehabilitation
 Control: Partnership

County: Dane
 Analysis Area: Southern (1)
 Volume Group: N/A

		FY 2021 vs. 2020		
Selected Utilization Statistics	FY 2021	FY 2020	Ratio	
Occupancy Rate (%)				
Rehabilitation & Physical Medicine	86.8%	82.5%	1.05	
Total Hospital	86.8%	82.5%	1.05	
Average Census (Patients)				
Rehabilitation & Physical Medicine	43.4	41.2	1.05	
Total Hospital	43.4	41.2	1.05	
Average Length of Stay (Days)				
Rehabilitation & Physical Medicine	13.0	12.4	1.05	
Total Hospital	13.0	12.3	1.05	
Outpatient Visits				
Non-Emergency Visits				
Emergency Visits				
Full-Time Equivalents (FTEs)				
Administrators	13.0	12.0	1.08	
Nurses, Licensed	34.0	38.8	0.88	
Physical Therapists	9.3	9.0	1.04	
Occupational Therapists	0.0	8.6	0.00	
All Other Personnel	56.2	53.1	1.06	
Total FTEs	112.6	121.4	0.93	
FTEs per 100 Patient Census (Adjusted)				
Administrators	30.2	28.7	1.05	
Nurses, Licensed	78.9	92.8	0.85	
Physical Therapists	21.7	21.5	1.01	
Occupational Therapists	0.0	20.5	0.00	
All Other Personnel	130.4	127.0	1.03	
Total FTEs	261.1	290.5	0.90	

Total Hospital:

Beds Set Up & Staffed 50
 Discharges 1,221
 Inpatient Days 15,849

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

320 UW Health Rehabilitation Hospital
Madison, WI 53718

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	50	1,221	15,849	86.8%	43.4	13.0
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	13	0	13.0	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	31	4	31.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	2	9.3
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	22	1	22.0	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	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	2	9.2
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	18	3	20.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	108	12	112.6

320 UW Health Rehabilitation Hospital
Madison, WI 53718

			FY 2021 vs. 2020		
Selected Financial Statistics			FY 2021	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue					
Medicare	\$39,068,989	63.2%	64.6%	0.98	
Medical Assistance	\$4,947,931	8.0%	9.2%	0.87	
Commercial	\$17,597,035	28.4%	26.0%	1.09	
All Other	\$238,656	0.4%	0.2%	1.68	
Deductions as % of Total Gross Patient Revenue					
Medicare	\$18,741,765	30.3%	29.9%	1.01	
Medical Assistance	\$3,163,692	5.1%	5.8%	0.88	
Commercial	\$5,283,574	8.5%	6.2%	1.38	
Charity Care	\$86,664	0.1%	0.3%	0.46	
Bad Debt	\$43,749	0.1%	0.0%	1.91	
All Other	\$182,048	0.3%	0.3%	1.10	
Total Deductions	\$27,501,492	44.5%	42.5%	1.05	
Other Revenue & Net Gains or Losses					
Other Revenue as % of Total Revenue		0.1%	0.2%	0.48	
Net Gains/Losses as % of Net Income		2.6%	1.4%	1.86	
Expenses as % of Total Expenses					
Salary/Fringe Benefits	\$11,698,739	54.0%	53.9%	1.00	
Supplies & Services	\$7,625,227	35.2%	34.6%	1.02	
Capital Component	\$2,332,923	10.8%	11.6%	0.93	
Fiscal Statistics					
Operating Margin (%)		37.0%	36.7%	1.01	
Total Hospital Net Income (%)		37.6%	37.0%	1.02	
Return on Equity (%)		45.0%	36.9%	1.22	
Current Ratio		2.0	1.3	1.46	
Days in Net Patient Accounts Receivable		46.9	37.8	1.24	
Average Payment Period		62.8	132.5	0.47	
Equity Financing (%)		46.8%	38.9%	1.21	
Long-Term Debt to Equity Ratio		0.9	1.0	0.87	
Times Interest Earned		12,053.7	0.0	N/A	
Total Asset Turnover		1.2	1.0	1.19	
Average Age of Plant (Years)		6.5	4.7	1.38	
Increase (Decrease) Total Net Patient Revenue		6.1%	0.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)		N/A	N/A	N/A	
Net Revenue Statistics					
Inpatient Net Revenue per Discharge	\$28,169		\$26,464	1.06	
Inpatient Net Revenue per Day	\$2,186		\$2,118	1.03	
Outpatient Net Revenue per Visit	\$0		\$0	N/A	
Income Statement			Assets		Liabilities & Fund Balances
Gross Patient Revenue (GPR)	\$61,852,610	Cash & Cash Equivalents	\$2,961,592	Current Liabilities	\$3,669,530
Less Deductions	\$27,501,492	Net Patient Receivables	\$4,412,444	Long-Term Debt	\$11,757,469
Net Patient Revenue	\$34,351,118	Other Receivables	-\$414,496	Other Liabilities	\$0
Plus Other Revenue	\$31,364			Subtotal	\$15,426,999
Total Revenue	\$34,382,482	Land, Buildings & Equipment (Net)	\$1,210,985	Unrestricted Fund Balance	\$13,598,322
Less Expenses	\$21,656,889	Other Assets	\$20,854,796	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$339,571			Total Liabilities & Fund Balance	\$29,025,321
Net Income	\$13,065,164	Total Assets	\$29,025,321		

082 Ascension Sacred Heart Rehabilitation Hospital
 2025 E Newport Avenue
 Milwaukee, WI 53211
 414-961-3300

Fiscal Year: 07/01 to 06/30
 Type: Rehabilitation
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: N/A

		FY 2021 vs. 2020		
Selected Utilization Statistics	FY 2021	FY 2020	Ratio	
Occupancy Rate (%)				
Rehabilitation & Physical Medicine	40.2%	40.2%	1.00	
Total Hospital	40.2%	40.2%	1.00	
Average Census (Patients)				
Rehabilitation & Physical Medicine	6.0	6.0	1.00	
Total Hospital	6.0	6.0	1.00	
Average Length of Stay (Days)				
Rehabilitation & Physical Medicine	15.9	18.7	0.85	
Total Hospital	15.9	18.7	0.85	
Outpatient Visits				
Non-Emergency Visits	7,781	10,783	0.72	
Emergency Visits	0	0	N/A	
Full-Time Equivalents (FTEs)				
Administrators	2.0	2.6	0.76	
Nurses, Licensed	11.8	8.2	1.44	
Physical Therapists	6.3	5.3	1.19	
Occupational Therapists	6.1	6.1	1.00	
All Other Personnel	21.6	28.2	0.76	
Total FTEs	47.8	50.4	0.95	
FTEs per 100 Patient Census (Adjusted)				
Administrators	20.6	25.3	0.81	
Nurses, Licensed	121.9	78.9	1.54	
Physical Therapists	64.5	50.6	1.27	
Occupational Therapists	62.8	58.7	1.07	
All Other Personnel	222.1	271.0	0.82	
Total FTEs	491.8	484.4	1.02	

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 138
 Inpatient Days 2,199

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

082 Ascension Sacred Heart Rehabilitation Hospital
Milwaukee, WI 53211

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	15	138	2,199	40.2%	6.0	15.9
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	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	2	1	2.0	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	2	11	6.1
Registered Nurses	7	8	11.3	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	5	6.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	2	1.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	1	0.5	Psychologists	0	1	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	19	14.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	1	6.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	30	51	47.8

082 Ascension Sacred Heart Rehabilitation Hospital
Milwaukee, WI 53211

Milwaukee, WI 53211			FY 2021 vs. 2020		
Selected Financial Statistics		FY 2021	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue					
Medicare	\$6,739,899	35.4%	32.7%	1.08	
Medical Assistance	\$7,339,589	38.5%	36.9%	1.04	
Commercial	\$4,428,199	23.2%	29.3%	0.79	
All Other	\$548,785	2.9%	1.1%	2.55	
Deductions as % of Total Gross Patient Revenue					
Medicare	\$4,033,920	21.2%	19.7%	1.07	
Medical Assistance	\$5,203,489	27.3%	26.4%	1.04	
Commercial	\$2,405,897	12.6%	14.9%	0.85	
Charity Care	\$189,591	1.0%	0.0%	31.96	
Bad Debt	\$360,070	1.9%	1.4%	1.34	
All Other	\$149,883	0.8%	0.7%	1.17	
Total Deductions	\$12,342,850	64.8%	63.0%	1.03	
Other Revenue & Net Gains or Losses					
Other Revenue as % of Total Revenue		0.6%	2.3%	0.28	
Net Gains/Losses as % of Net Income		1.5%	0.0%	N/A	
Expenses as % of Total Expenses					
Salary/Fringe Benefits	\$4,008,936	52.1%	51.4%	1.01	
Supplies & Services	\$3,581,564	46.6%	47.1%	0.99	
Capital Component	\$99,020	1.3%	1.4%	0.91	
Fiscal Statistics					
Operating Margin (%)		-13.8%	-21.0%	0.66	
Total Hospital Net Income (%)		-14.0%	-21.0%	0.67	
Return on Equity (%)		-32.9%	-60.6%	0.54	
Current Ratio		4.8	5.0	0.96	
Days in Net Patient Accounts Receivable		63.5	80.5	0.79	
Average Payment Period		25.2	19.2	1.31	
Equity Financing (%)		50.2%	42.4%	1.19	
Long-Term Debt to Equity Ratio		0.0	0.0	N/A	
Times Interest Earned		0.0	0.0	N/A	
Total Asset Turnover		2.3	2.9	0.81	
Average Age of Plant (Years)		12.0	9.5	1.26	
Increase (Decrease) Total Net Patient Revenue		-8.4%	-14.4%	0.58	
Outpatient Gross Revenue (% of Total GPR)		37.6%	41.8%	0.90	
Net Revenue Statistics					
Inpatient Net Revenue per Discharge		\$40,211	\$45,907	0.88	
Inpatient Net Revenue per Day		\$2,506	\$2,443	1.03	
Outpatient Net Revenue per Visit		\$196	\$203	0.96	
Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,056,472	Cash & Cash Equivalents	\$5,365	Current Liabilities	\$526,963
Less Deductions	\$12,342,850	Net Patient Receivables	\$1,168,077	Long-Term Debt	\$0
Net Patient Revenue	\$6,713,622	Other Receivables	\$0	Other Liabilities	\$904,956
Plus Other Revenue	\$43,212			Subtotal	\$1,431,919
Total Revenue	\$6,756,834	Land, Buildings & Equipment (Net)	\$288,470	Unrestricted Fund Balance	\$1,444,750
Less Expenses	\$7,689,520	Other Assets	\$1,414,757	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$14,559			Total Liabilities & Fund Balance	\$2,876,669
Net Income	-\$947,245	Total Assets	\$2,876,669		

312 ProHealth Rehabilitation Hospital of Wisconsin
 1625 Coldwater Creek Drive
 Waukesha, WI 53188
 262-521-8800

Fiscal Year: 01/01 to 12/31
 Type: Rehabilitation
 Control: Partnership

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: N/A

		FY 2021 vs. 2020		
Selected Utilization Statistics	FY 2021	FY 2020	Ratio	
Occupancy Rate (%)				
Rehabilitation & Physical Medicine	103.8%	139.7%	0.74	
Total Hospital	103.8%	139.7%	0.74	
Average Census (Patients)				
Rehabilitation & Physical Medicine	33.2	32.1	1.03	
Total Hospital	33.2	32.1	1.03	
Average Length of Stay (Days)				
Rehabilitation & Physical Medicine	12.9	12.8	1.01	
Total Hospital	12.8	12.8	1.01	
Outpatient Visits				
Non-Emergency Visits	8,162	6,389	1.28	
Emergency Visits	0	0	N/A	
Full-Time Equivalents (FTEs)				
Administrators	8.0	11.0	0.73	
Nurses, Licensed	32.5	27.1	1.20	
Physical Therapists	11.0	10.0	1.10	
Occupational Therapists	7.2	7.2	1.00	
All Other Personnel	56.6	53.1	1.07	
Total FTEs	115.2	108.4	1.06	
FTEs per 100 Patient Census (Adjusted)				
Administrators	22.3	31.5	0.71	
Nurses, Licensed	90.3	77.6	1.16	
Physical Therapists	30.6	28.5	1.07	
Occupational Therapists	20.0	20.6	0.97	
All Other Personnel	157.6	151.9	1.04	
Total FTEs	320.8	310.1	1.03	

Total Hospital:

Beds Set Up & Staffed 32
 Discharges 945
 Inpatient Days 12,126

Contract with:

Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

312 ProHealth Rehabilitation Hospital of Wisconsin
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	32	941	12,126	103.8%	33.2	12.9
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	8	0	8.0	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	3	6	7.2
Registered Nurses	24	4	26.7	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	11.0
Licensed Practical Nurses	4	3	5.8	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	22	16.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	4	7.7
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	0	0	0.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	23	7	27.9
Pharmacy Personnel	1	2	2.4				
Clinical Laboratory Personnel	0	0	0.0				
				Total	78	53	115.2

312 ProHealth Rehabilitation Hospital of Wisconsin
Waukesha, WI 53188

Waukesha, WI 53188

			FY 2021 vs. 2020			
Selected Financial Statistics			FY 2021	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$26,371,393	75.3%	76.3%	0.99		
Medical Assistance	\$1,682,248	4.8%	6.3%	0.76		
Commercial	\$6,897,901	19.7%	17.2%	1.15		
All Other	\$62,511	0.2%	0.2%	0.91		
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,447,218	21.3%	21.5%	0.99		
Medical Assistance	\$1,053,253	3.0%	3.0%	1.00		
Commercial	\$2,105,704	6.0%	4.5%	1.33		
Charity Care	\$9,613	0.0%	0.2%	0.11		
Bad Debt	\$69,925	0.2%	0.1%	2.69		
All Other	\$35,649	0.1%	0.0%	1,547.53		
Total Deductions	\$10,721,362	30.6%	29.3%	1.04		
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		2.8%	0.8%	3.66		
Net Gains/Losses as % of Net Income		0.0%	0.0%	N/A		
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$10,393,750	64.8%	63.6%	1.02		
Supplies & Services	\$4,022,389	25.1%	25.7%	0.97		
Capital Component	\$1,626,631	10.1%	10.7%	0.95		
Fiscal Statistics						
Operating Margin (%)		35.8%	34.2%	1.05		
Total Hospital Net Income (%)		35.8%	34.2%	1.05		
Return on Equity (%)		85.1%	50.0%	1.70		
Current Ratio		1.7	1.3	1.27		
Days in Net Patient Accounts Receivable		44.5	43.7	1.02		
Average Payment Period		67.9	169.0	0.40		
Equity Financing (%)		0.0%	0.0%	N/A		
Long-Term Debt to Equity Ratio		0.0	0.0	N/A		
Times Interest Earned		-6,865.8	0.0	N/A		
Total Asset Turnover		2.4	1.5	1.63		
Average Age of Plant (Years)		10.8	10.6	1.02		
Increase (Decrease) Total Net Patient Revenue		7.7%	14.0%	0.55		
Outpatient Gross Revenue (% of Total GPR)		8.3%	7.1%	1.18		
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$24,619	\$23,677	1.04		
Inpatient Net Revenue per Day		\$1,936	\$1,829	1.06		
Outpatient Net Revenue per Visit		\$134	\$130	1.04		
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,014,053		Cash & Cash Equivalents	\$1,706,641	Current Liabilities	\$2,939,443
Less Deductions	\$10,721,362		Net Patient Receivables	\$2,964,647	Long-Term Debt	\$826,855
Net Patient Revenue	\$24,292,691		Other Receivables	\$42	Other Liabilities	\$6,743,042
Plus Other Revenue	\$690,671				Subtotal	\$10,509,340
Total Revenue	\$24,983,361		Land, Buildings & Equipment (Net)	\$1,058,578	Unrestricted Fund Balance	\$0
Less Expenses	\$16,042,770		Other Assets	\$4,779,432	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$10,509,340
Net Income	\$8,940,591		Total Assets	\$10,509,340		

INDIVIDUAL HOSPITAL TABLES
STATE-OPERATED MENTAL HEALTH INSTITUTES

060 Mendota Mental Health Institute
 301 Troy Dr
 Madison, WI 53704
 608-301-1001

Fiscal Year: 07/01 to 06/30
 Type: Psychiatric
 Control: State

County: Dane
 Analysis Area: Southern (1)
 Volume Group: N/A

		FY 2021 vs. 2020		
Selected Utilization Statistics	FY 2021	FY 2020	Ratio	
Occupancy Rate (%)				
Psychiatric	88.9%	96.7%	0.92	
Alcoholism/Chemical Dependency	0.0%	0.0%	N/A	
Total Hospital	88.9%	96.7%	0.92	
Average Census (Patients)				
Psychiatric	266.0	287.1	0.93	
Alcoholism/Chemical Dependency	0.0	0.0	N/A	
Total Hospital	266.0	287.1	0.93	
Average Length of Stay (Days)				
Psychiatric	170.0	179.6	0.95	
Alcoholism/Chemical Dependency	0.0	0.0	N/A	
Total Hospital	170.0	177.8	0.96	
Outpatient Visits				
Non-Emergency Visits	0	0	N/A	
Emergency Visits	0	0	N/A	
Full-Time Equivalents (FTEs)				
Administrators	14.0	15.0	0.93	
Nurses, Licensed	101.5	125.8	0.81	
Psychologists	25.1	24.2	1.04	
Social Workers	25.0	25.0	1.00	
All Other Personnel	678.6	673.1	1.01	
Total FTEs	844.8	863.1	0.98	
FTEs per 100 Patient Census (Adjusted)				
Administrators	11.8	11.5	1.03	
Nurses, Licensed	85.8	96.2	0.89	
Psychologists	21.2	18.5	1.14	
Social Workers	21.1	19.1	1.10	
All Other Personnel	573.8	515.1	1.11	
Total FTEs	714.3	660.5	1.08	

Total Hospital:

Beds Set Up & Staffed 299
 Discharges 571
 Inpatient Days 97,073

Contract with:

Health Maintenance
 Organization (HMO) No
 Preferred Provider
 Organization (PPO) No

060 Mendota Mental Health Institute
Madison, WI 53704

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	299	571	97,073	88.9%	266.0	170.0
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	14	0	14.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	17	3	19.2	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	1	0.6	Occupational Therapists	13	1	13.5
Registered Nurses	86	10	94.0	Occupational Therapy Assistants/Aides	18	0	18.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	7	1	7.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	314	10	319.6	Recreational Therapists	7	0	7.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.7
Nurse Practitioners	0	0	0.0	Psychologists	23	3	25.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	25	0	25.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	27	3	28.9
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	249	12	257.3
Pharmacy Personnel	6	3	7.9				
Clinical Laboratory Personnel	1	1	1.7				
				Total	812	49	844.8

060 Mendota Mental Health Institute
Madison, WI 53704

			FY 2021 vs. 2020		
Selected Financial Statistics		FY 2021	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue					
Medicare	\$3,809,446	25.6%	27.9%	0.92	
Medical Assistance	\$509,299	3.4%	1.2%	2.89	
Commercial	\$333,416	2.2%	1.7%	1.33	
All Other	\$10,203,630	68.7%	69.2%	0.99	
Deductions as % of Total Gross Patient Revenue					
Medicare	\$546,313	3.7%	3.3%	1.10	
Medical Assistance	\$5,034	0.0%	0.6%	0.06	
Commercial	\$0	0.0%	0.0%	N/A	
Charity Care	\$0	0.0%	0.0%	N/A	
Bad Debt	\$0	0.0%	0.0%	N/A	
All Other	\$0	0.0%	0.0%	N/A	
Total Deductions	\$551,347	3.7%	3.9%	0.95	
Other Revenue & Net Gains or Losses					
Other Revenue as % of Total Revenue		85.4%	81.6%	1.05	
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	
Expenses as % of Total Expenses					
Salary/Fringe Benefits	\$85,948,035	82.0%	78.9%	1.04	
Supplies & Services	\$15,697,036	15.0%	18.5%	0.81	
Capital Component	\$3,188,820	3.0%	2.6%	1.15	
Fiscal Statistics					
Operating Margin (%)		-7.3%	-0.8%	9.62	
Total Hospital Net Income (%)		-7.2%	-0.3%	21.24	
Return on Equity (%)		0.0%	0.0%	N/A	
Current Ratio		0.0	0.0	N/A	
Days in Net Patient Accounts Receivable		0.0	0.0	N/A	
Average Payment Period		0.0	0.0	N/A	
Equity Financing (%)		0.0%	0.0%	N/A	
Long-Term Debt to Equity Ratio		0.0	0.0	N/A	
Times Interest Earned		-69.3	-2.0	33.83	
Total Asset Turnover		0.0	0.0	N/A	
Average Age of Plant (Years)		0.0	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue		-12.5%	7.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		12.0%	14.2%	0.85	
Net Revenue Statistics					
Inpatient Net Revenue per Discharge		\$21,917	\$23,579	0.93	
Inpatient Net Revenue per Day		\$330	\$340	0.97	
Outpatient Net Revenue per Visit		\$0	\$0	N/A	
Income Statement			Assets		Liabilities & Fund Balances
Gross Patient Revenue (GPR)	\$14,855,791	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$551,347	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$14,304,444	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$83,433,892			Subtotal	\$0
Total Revenue	\$97,738,335	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$104,833,891	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$15,631			Total Liabilities & Fund Balance	\$0
Net Income	-\$7,079,925	Total Assets	\$0		

154 Winnebago Mental Health Institute
 4100 Treffert Dr,
 Oshkosh, WI 54901
 920-235-4910

Fiscal Year: 07/01 to 06/30
 Type: Psychiatric
 Control: State

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: N/A

		FY 2021 vs. 2020		
Selected Utilization Statistics	FY 2021	FY 2020	Ratio	
Occupancy Rate (%)				
Psychiatric	100.7%	83.3%	1.21	
Alcoholism/Chemical Dependency	0.0%	0.0%	N/A	
Total Hospital	105.8%	91.1%	1.16	
Average Census (Patients)				
Psychiatric	185.2	153.3	1.21	
Alcoholism/Chemical Dependency	9.4	14.2	N/A	
Total Hospital	194.6	167.5	1.16	
Average Length of Stay (Days)				
Psychiatric	19.9	20.5	0.97	
Alcoholism/Chemical Dependency	10.6	18.8	0.56	
Total Hospital	19.2	20.4	0.94	
Outpatient Visits				
Non-Emergency Visits	0	0	N/A	
Emergency Visits	0	0	N/A	
Full-Time Equivalents (FTEs)				
Administrators	36.0	36.0	1.00	
Nurses, Licensed	65.8	73.2	0.90	
Psychologists	11.1	10.1	1.10	
Social Workers	23.5	23.9	0.98	
All Other Personnel	498.0	538.0	0.93	
Total FTEs	634.5	681.2	0.93	
FTEs per 100 Patient Census (Adjusted)				
Administrators	24.3	27.0	0.90	
Nurses, Licensed	44.4	54.8	0.81	
Psychologists	7.5	7.5	0.99	
Social Workers	15.9	17.9	0.89	
All Other Personnel	335.6	402.9	0.83	
Total FTEs	427.6	510.2	0.84	

Total Hospital:

Beds Set Up & Staffed 184
 Discharges 3,707
 Inpatient Days 71,031

Contract with:

Health Maintenance
 Organization (HMO) No
 Preferred Provider
 Organization (PPO) No

154 Winnebago Mental Health Institute
Oshkosh, WI 54901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	184	3,401	67,603	100.7%	185.2	19.9
Alcoholism/chemical dependency	1	0	323	3,428	0.0%	9.4	10.6
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	35	1	36.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	19	1	19.6	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	13	6	18.3
Registered Nurses	47	14	57.7	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	260	5	263.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	3	3.8
Nurse Practitioners	4	4	8.2	Psychologists	6	6	11.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	19	5	23.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	9	21.3
Health Info Mgmt-Administrators/Technicians	6	1	6.8	All Other Personnel	142	17	154.5
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	2	2	3.6				
				Total	572	75	634.5

154 Winnebago Mental Health Institute
Oshkosh, WI 54901

Oshkosh, WI 54901			FY 2021 vs. 2020		
Selected Financial Statistics		FY 2021	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue					
Medicare	\$14,269,288	25.8%	24.5%	1.05	
Medical Assistance	\$13,237,549	23.9%	23.9%	1.00	
Commercial	\$8,665,797	15.6%	17.6%	0.89	
All Other	\$19,238,431	34.7%	34.0%	1.02	
Deductions as % of Total Gross Patient Revenue					
Medicare	\$3,011,068	5.4%	6.0%	0.91	
Medical Assistance	\$502,355	0.9%	2.8%	0.32	
Commercial	\$0	0.0%	0.0%	N/A	
Charity Care	\$0	0.0%	0.0%	N/A	
Bad Debt	\$0	0.0%	0.0%	N/A	
All Other	\$0	0.0%	0.0%	N/A	
Total Deductions	\$3,513,423	6.3%	8.8%	0.72	
Other Revenue & Net Gains or Losses					
Other Revenue as % of Total Revenue		34.8%	35.9%	0.97	
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	
Expenses as % of Total Expenses					
Salary/Fringe Benefits	\$67,486,872	68.8%	67.4%	1.02	
Supplies & Services	\$27,699,282	28.2%	29.4%	0.96	
Capital Component	\$2,974,837	3.0%	3.2%	0.95	
Fiscal Statistics					
Operating Margin (%)		-23.3%	-15.6%	1.49	
Total Hospital Net Income (%)		-22.6%	-15.0%	1.51	
Return on Equity (%)		0.0%	0.0%	N/A	
Current Ratio		0.0	0.0	N/A	
Days in Net Patient Accounts Receivable		0.0	0.0	N/A	
Average Payment Period		0.0	0.0	N/A	
Equity Financing (%)		0.0%	0.0%	N/A	
Long-Term Debt to Equity Ratio		0.0	0.0	N/A	
Times Interest Earned		-235.5	-140.6	1.68	
Total Asset Turnover		0.0	0.0	N/A	
Average Age of Plant (Years)		0.0	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue		12.7%	1.5%	8.30	
Outpatient Gross Revenue (% of Total GPR)		0.1%	0.3%	0.52	
Net Revenue Statistics					
Inpatient Net Revenue per Discharge		\$13,979	\$15,284	0.91	
Inpatient Net Revenue per Day		\$958	\$942	1.02	
Outpatient Net Revenue per Visit		\$0	\$0	N/A	
Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,411,065	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$3,513,423	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$51,897,642	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$27,715,578			Subtotal	\$0
Total Revenue	\$79,613,220	Land, Buildings & Equipment (Net)	\$0		
Less Expenses	\$98,160,991	Other Assets	\$0	Unrestricted Fund Balance	\$0
Non-Operating Gains/Losses	\$479,525			Restricted Fund Balance	\$0
Net Income	-\$18,068,246	Total Assets	\$0	Total Liabilities & Fund Balance	\$0

SECTION VIII. APPENDICES

APPENDIX 1: GLOSSARY OF TERMS

APPENDIX 2: CAVEATS, DATA LIMITATIONS, AND TECHNICAL NOTES

APPENDIX 3: SURVEY INSTRUMENTS

APPENDIX 4: SELECTED WISCONSIN MAPS

APPENDIX 5: HOSPITAL INDEX

APPENDIX 1: GLOSSARY OF TERMS

APPENDIX 1: GLOSSARY OF TERMS

Note: Refer to the Instructions and Definitions Section of the survey instruments in Appendix 3 for terms not defined here.

Abbreviations used in this report:

AODA: alcohol and other drug abuse

BHI: Bureau of Health Information

CAH: Critical Access Hospital

FTE: full-time equivalent

FY: fiscal year

GMS: general medical-surgical

HMO: health maintenance organization

PPO: preferred provider organization

PPS: prospective payment system

Active/Associate medical staff – Physicians with full admitting privileges at a hospital. Active medical staff generally admit more patients than do associate physicians. Although practices vary from hospital to hospital, physicians on the associate staff usually do not have voting privileges in medical staff meetings at the facility.

Adjusted census – A calculation that accounts for the average daily census, adjusted to reflect the impact of both inpatient and outpatient volume. The steps used to calculate adjusted census are as follows:

1. Inpatient gross revenue per inpatient day = (Total gross inpatient service revenue + Total gross inpatient ancillary revenue) / Total inpatient days
2. Adjusted outpatient days = Gross outpatient revenue / Inpatient gross revenue per inpatient day
3. Adjusted census = (Total inpatient days + Adjusted outpatient days) / Number of days in fiscal year.

Adjusted discharges – A calculation that adjusts the number of discharges (hospitalizations) to reflect the impact of both inpatient and outpatient volume. The steps used to calculate adjusted discharges are as follows:

1. Inpatient gross revenue per discharge = (Total gross inpatient service revenue + Total gross inpatient ancillary revenue) / Total inpatient discharges
2. Outpatient equivalent discharges = Gross outpatient revenue / Inpatient gross revenue per discharge
3. Total hospital adjusted discharges = Total inpatient discharges + Outpatient equivalent discharges

Amortization of financing expense – The gradual recognition of the expenses related to securing a loan or bond. These are recognized over the life of the loan.

Analysis areas – Clusters of counties configured originally into seven administrative districts for the state; modified by BHI to allow for two additional sub areas, thus creating a total of nine analysis areas. (See the county listing in Section III and the map in Appendix 4).

Ancillary revenue – Charges for services other than room, board, and medical nursing services, such as laboratory, radiology, pharmacy, and therapy services that are provided to hospital patients in the course of care.

Average census – The average number of patients in a hospital on any given day. It is calculated by dividing total inpatient days by the number of days in the fiscal year.

Average length of stay – The average period of time (usually stated in days) patients stay in a hospital. It is calculated by dividing total patient days by the number of patients discharged by the facility. Average length of stay may reflect a variety of factors such as case mix, severity of illness, hospital efficiency, or programmatic considerations.

Average age of plant - A measure of the average age (in years) of a hospital's fixed assets.

Bad debt – Claims arising from rendering patient care services that the hospital, using a sound credit and collection policy, determines are not collectable; bad debt does not include charity care and is treated as deduction from revenue.

Beds set up and staffed - The number of beds that are staffed by a facility as of the end of its fiscal year. This may be more or less than the capacity of the facility and usually fluctuates over time to reflect changes in utilization. Beds set up and staffed may occasionally exceed hospital capacity to cover short-term peaks in utilization, such as might occur following a major multi-vehicle accident.

Capital component of insurance premium – Expense for insurance on buildings and fixtures.

Capital component (of total expenses) – Indicates the portion of hospital expenses allocated to depreciation expense, interest expense, amortization of financing expenses, rents and leases and the capital component of insurance premium.

Critical Access Hospital – GMS care facilities providing outpatient, emergency and short-term inpatient services. Generally rural not-for-profit hospitals are eligible to convert to CAHs if they are more than a 35-mile drive from another hospital or CAH, and may have up to 25 beds. They have an average inpatient stay of 96 hours or less. A CAH must have 24-hour emergency care available. Hospitals certified as CAHs are noted as such in Section IV (Individual Hospital Tables).

Charity care – Charges for health care a hospital provides to a patient who, after an investigation of the circumstances surrounding the patient's ability to pay, including nonqualification for a public program, is determined by the hospital to be unable to pay all or a portion of the hospital's normal billed charges.

Current ratio – A ratio of current assets to current liabilities, providing information about a facility's ability to meet its current liabilities.

Days in net patient accounts receivable – Indicates the average length of time that patient accounts are outstanding. Increasing values for this ratio may imply problems in collection or billing.

Deductions from revenue – The proportion of charges that were billed to patients for services provided but were not received by hospitals due to reduced reimbursement from both government and private sources, charity care, or bad debt. The uncollected charges are treated as deductions from revenue.

Distinct unit – A wing or group of beds at a hospital specially designated and staffed to provide services to a specific class of patients (e.g., orthopedics, hospice, psychiatric).

Equity – Assets or the entries on a balance sheet showing all properties and claims against other that may be applied, directly or indirectly, to cover liabilities.

Equity financing – Relates unrestricted fund balances to total assets.

Expenses – All expired costs for goods and services that have been used or consumed in carrying out some activity during the fiscal year and from which no benefit will extend beyond the present.

Fiscal statistics (also called financial statistics) – Used to indicate a hospital's liquidity or net income (i.e., the income it retains from revenue after expenses are subtracted). Fiscal statistics are used by health care analysts and financial specialists to evaluate the internal operations of a hospital, and to determine the ability of the institution to incur additional indebtedness. Each statistic represents the relationship between two or more data items and provides a useful measure for assessing a hospital's financial health. Fiscal statistics may be expressed as a ratio or multiplied by 100 and expressed as a percent. The formulas used to calculate most of the fiscal statistics used in this document were taken from the book 2011 *Almanac of Hospital Financial and Operating Indicators: A Comprehensive Benchmark of the Nation's Hospitals* by Ingenix, Inc.

Fiscal year – A 12-month accounting period that begins and ends according to the internal operations of a hospital.

Full-time equivalent (FTE) – A measure of staffing levels calculated by dividing the total number of part-time work hours at a facility by the length of the normal full-time work week and adding the resulting number to the number of full-time persons employed at the facility.

Gross patient revenue – The total charges generated by hospitals to inpatients and outpatients for services provided, regardless of the amount a hospital actually expects to collect.

Health maintenance organization (HMO) – A health care plan that makes available to its participants, in consideration for predetermined periodic fixed payments, comprehensive health care services performed by providers selected by the organization.

Interest expense – Includes all interest incurred on borrowing for working capital purposes and for capital debt purposes.

Long-term debt – Any general obligation of a hospital with a term greater than one year.

Long-term debt to equity ratio – Highlights the extent to which the hospital relies on long-term debt to finance capital assets, an important measure of a hospital's financial health.

Medicare – The federal health insurance program for the elderly and/or disabled, created under 42 USC 1395 and 42 CFR subchapter B, also known as Title 18.

Medical Assistance – A state health insurance program for people with low or no incomes, with federal matching funds, created under ss. 49.43 to 49.497, Wisconsin Statutes, also known as Medicaid, MA, or Title 19. For purposes of this report, Medical Assistance includes BadgerCare, a Medicaid-like program.

Net income – The amount of total revenue retained after subtracting total expenses and factoring in nonoperating gains or losses.

Net patient revenue – Total gross revenue from service to inpatients and outpatients minus total deductions from revenue (i.e., the revenue actually collected by hospitals for services to patients).

Nonoperating gain or loss – Gains or losses from incidental services such as unrestricted gifts, donated services, contributions from donors, unrestricted income from endowment funds, and income from investments other than income related to borrowed funds.

Occupancy rate – A measure of the extent to which a hospital uses beds available for patient care. It is calculated by dividing a facility's total inpatient days by the product of the number of beds set up and staffed as of the last day of the fiscal year multiplied by the number of days in the fiscal year.

Other revenue – Consists of revenue from services other than health care provided to patients, as well as sales and services to nonpatients (e.g., cafeteria or gift-shop sales). This includes tax appropriations.

Operating margin – Defines the proportion of total revenue that remains after the subtraction of total expenses. Includes revenue from nonpatient care activities, such as cafeteria and gift-shop sales.

Outpatient gross revenue – Total charges billed to outpatients for services provided.

Patient revenue – The sum of charges generated by a hospital from patient services only. Patient revenue may be gross or net and maybe calculated for all patients, together, and/or separately for inpatients and outpatients.

Return on equity – Indicates net income per dollar invested in the hospital by financial supporters (donors) and by the hospital itself through retained income.

Supplies and services – Includes professional fees, contracted nursing services, malpractice insurance premiums, and all other operating expenses.

Swing bed – An acute-care hospital bed that may also be used to treat patients requiring long-term care services. Facilities having swing beds may be eligible for special reimbursement under Medicare for nursing home services provided in those beds if they meet certain conditions.

Times interest earned – Measures the extent to which earnings could fall and still not impair a hospital's ability to repay its interest obligations.

Total asset turnover – Measures the relationship between revenue (a rough measure of output) and assets (a rough measure of input).

Total revenue – The sum of net patient revenue and other revenue from operations.

Total hospital net income – Indicates how much the hospital generates (keeps) from all sources.

Volume group – A classification system created by BHI, based upon total hospital discharges (hospitalizations), adjusted to account for both inpatient and outpatient volume. GMS hospitals are ranked from lowest to highest and assigned to a group from 1 to 7. Specialty hospitals are not assigned a volume group.

APPENDIX 2: CAVEATS, DATA LIMITATIONS AND TECHNICAL NOTES

APPENDIX 2: CAVEATS, DATA LIMITATIONS AND TECHNICAL NOTES

Caveats and Data Limitations

Users of this report should consider the caveats and limitations below when analyzing the data.

In comparing FY 2020 with FY 2021, many hospitals reported significantly increased numbers in the current fiscal year. Many of the hospitals have returned to pre-pandemic levels. As noted in FY 2020, many hospitals temporarily closed departments and clinics because of COVID, including performing non-emergent surgeries. Significant changes can be seen but are not limited to the following categories: Inpatient stays and discharges, services, outpatient surgeries, outpatient visits, admissions, and personnel.

Caveats:

- Amery Regional Medical Center (001) reported increases in hospital personnel from previous years as it changed its methodology in calculating this number.
- Ascension NE Wisconsin – St. Elizabeth Campus (004), Ascension Calumet Hospital (019) and Ascension NE Wisconsin – Mercy Campus (103) reported increases in medical staff than in previous years as it previously was not reporting credentialed staff accurately in the survey.
- Hospitals within ThedaCare reported decreases in part-time personnel and hours from previous years as it integrated a new reporting system.
- Hospitals within SSM Health reported an increase in medical staff from previous years with updating its methodology to calculate this number.
- Marshfield Medical Center – Beaver Dam (010) has reported an increase in medical staff. With its acquisition by Marshfield Clinic Health System, the health system's providers now have privileges to the hospital.
- Hospitals within Mayo Clinic Health System reported decreases in part-time personnel and hours from previous years as it updated its definition and methodology to report.
- Prairie Ridge Health (022) reported a decrease in medical staff from previous years in updating its methodology to report based on its interpretation of the definition for reporting medical staff.
- Aspirus Health System acquired the following hospitals Ascension: Aspirus Eagle River Hospital (028), Aspirus Merrill Hospital (074), Howard Young Medical Center (156), Aspirus Stanley Hospital (130), Aspirus Tomahawk Hospital (136), Aspirus Rhinelander Hospital (118), Aspirus Stevens Point Hospital (131).
- Marshfield Clinic Health System acquired the following hospitals: Marshfield Medical Center – Park Falls (106) and Marshfield Medical Center – Weston (308).

- Reedsburg Area Medical Center (117) reported an increase in reporting part-time hospital personnel and hours from previous year as it developed a more accurate tracking system.
- Marshfield Medical Center – Rice Lake (119) reported a decrease in hospital personnel from previous years as it had previously included personnel from its rural health clinics.
- Aspirus Stevens Point (131) reported an increase in hospital personnel from previous years as it updated its methodology to report.
- Aspirus Tomahawk Hospital (136) included its Crandon Clinic into its reporting of outpatient visits. The clinic is now a provider-based clinic of the hospital.
- ProHealth Waukesha Memorial Hospital (141) reported a decrease in medical staff from previous years. It inadvertently included physician assistants and nurse practitioners in its reporting.
- Libertas Center (170) was reported as an AODA unit within St. Vincent Hospital.
- Froedtert Health System acquired Holy Family Memorial (178).
- Marshfield Medical Center – Eau Claire (322) reported an increase in hospital personnel from previous years. It had inadvertently excluded personnel from its outpatient departments.

Data Limitations:

- The categories used in the surveys on which this report is based may be interpreted differently by individual hospitals.
- Each table shows only data reported by each individual hospital. Values were not estimated for missing data. For some statistics, facilities with missing data were dropped from the calculations. Caution is urged in evaluating a group average if a large number of hospitals did not report the necessary data.
- All data presented in this report are retrospective and based on self-reported information. To complete the FY 2021 Hospital Fiscal Survey, hospitals extracted data from their audited financial statements and reported the data in a form that may have been different from their original financial statements. Nonetheless, most hospitals made every effort to extract the requested data from their audited financial statements, although some provided only totals because they were unable to disaggregate the data.
- Since financial and reimbursement data are based on audited financial statements, they will not necessarily be consistent with the expected payment source data contained in WHA Information Center's patient discharge data.
- Caution is urged when interpreting a hospital's specific fiscal figures and when comparing one hospital to another. Many different factors can affect these numbers and lead to inaccurate comparison if they are not considered. For example,

reporting periods vary among facilities. Regional pricing differentials and variations in the types of services offered (a hospital's case mix) can also affect fiscal figures. Hospital accounting systems, as well as internal information systems, vary in their levels of sophistication, which affect the quality of the fiscal data.

- Care should also be taken in interpreting an individual facility's fiscal statistics that vary significantly from the values for similar facilities. Sometimes the values reported include adjustments from a previous year, such as large Medicare adjustments or large settlements from disputed Medical Assistance claims.
- Occupancy rates for each individual hospital table can exceed 100 percent. The rates are based on the number of beds set up and staffed as of the last day of the fiscal year, excluding holidays and weekends, and this bed count may vary during the course of the year. Furthermore, inpatient service areas may have an overflow of patients during peak periods, requiring the shifting of these patients to temporarily designated beds. As a result, the average census in an inpatient service area may exceed the theoretical capacity implied by a hospital's fiscal year-end bed count.

Technical Notes

If the calculation of ratios is not mathematically possible or relevant, N/A has been entered in the tables. N/A is also used to designate missing data. Zeros have been used to record service counts and percentages that are actually zero. Averages for surgical operations and outpatient visits are rounded to the nearest whole number. Monetary values are rounded to the nearest dollar. Ratios are rounded to the nearest hundredth. Percentages and other values are rounded to the nearest tenth. In some cases, rounding causes slight discrepancies between a "total" value and the sum of its individual components.

On the first page of the hospital tables, in the selected utilization statistics, the total hospital measure for occupancy rate, average census and average length of stay may not equal the sum of the components of those measures. The components of these measures use the number of beds, number of discharges and inpatient days from the annual survey. The total hospital measure uses the number of inpatient discharges and number of discharge days from the fiscal survey. The total number of discharges from the annual survey may not equal the number of inpatient discharges from the fiscal survey. The total inpatient days from the annual survey may not equal the total discharge days from the fiscal survey. This could result in a discrepancy between the total hospital measure and the sum of the components of those measures.

The total hospital discharges and inpatient days on the bottom of the first page of the hospital tables are from the fiscal survey. The discharges & transfers and the patient days of care on the second page of the hospital tables are from the annual survey. This could result in a discrepancy between the discharges and inpatient days reported on the first page and the total discharges and total patient days of care reported on the second page. See the paragraph above.

Asterisks below indicate that the results shown in the tables have been multiplied by 100 to arrive at a percent figure.

Notes on Utilization Statistics

The following specific utilization measures describe the statistics found in the GMS individual hospital tables. The utilization measures for specialty hospitals differ slightly.

Occupancy Rate (%) *

Total inpatient days / (Beds set up and staffed x Number of days in fiscal year)

This measure indicates the proportion of the actual inpatient days used in each service to the total number of days that could have been used.

Average Census (Patients)

Total inpatient days / Number of days in the fiscal year

This measure indicates the average number of inpatients in the facility per day.

Average Length of Stay (Days)

Total inpatient days / Total discharges

This measure indicates the average number of inpatient days per discharge.

Surgical Operations

These are the actual numbers submitted by hospitals on the 2021 Annual Survey of Hospitals.

Inpatient Surgeries as Percent of All Surgical Operations *

Number of inpatient surgical operations / Total surgical operations

This measure indicates the proportion of inpatient surgeries to the total surgeries performed in the facility.

Outpatient Visits

These are the actual numbers submitted by hospitals on the 2021 Annual Survey of Hospitals.

Full-Time Equivalents (FTEs) by category

Number of full-time persons + (Total number of part-time hours / Average workweek of a facility's full-time employees)

This measure indicates staffing levels, counting full-time persons and the number of part-time hours divided by the average workweek, for individual categories of hospital

personnel. For GMS hospitals, these categories include administrators, licensed nurses (registered nurses, licensed practical nurses, and nurse practitioners—not including physician assistants), ancillary nursing personnel, and all other hospital personnel. For psychiatric hospitals, and the state-operated mental health institutes, these categories include administrators, licensed nurses, psychologists, social workers, and all other hospital personnel. For rehabilitation hospitals, these categories include administrators, licensed nurses, ancillary nursing personnel, physical therapists, occupational therapists, and all other hospital personnel.

Full-Time Equivalents (FTEs) per 100 Adjusted Patient Census

Full-time equivalents from the previous section / Adjusted census formula

This measure indicates professional personnel per 100 adjusted patient census. It creates a staff-to-patient ratio for particular personnel classifications.

Notes on Fiscal Statistics

The following specific financial measures describe the statistics found in the individual hospital tables.

Gross Revenue as a Percent of Total Gross Patient Revenue *

Gross patient revenue by payer category / Total gross patient revenue

This set of measures lists the sources of total gross patient revenue by the following payer categories:

- Medicare (Medicare and Medicare HMO);
- Medical Assistance (Medical Assistance and Medical Assistance HMO, includes BadgerCare);
- Commercial (group and individual accident and health insurance, self-funded plans, workers' compensation, HMOs, and all other alternative health care payments systems); and
- All other sources.

Deductions as a Percent of Total Gross Patient Revenue *

Deductions from patient revenue by payer category / Total gross patient revenue.

These six measures show the proportion of gross patient revenue not received by hospitals from the following payer categories:

- Medicare (Medicare and Medicare HMO)
- Medical Assistance (Medical Assistance and Medical Assistance HMO, including BadgerCare)
- Commercial (group and individual accident and health insurance, self-funded plans, workers' compensation, HMOs, and all other alternative health care payments systems)
- Charity Care
- Bad Debt
- All other sources.

Other Revenue and Net Gains or Losses *

This set of measures lists other revenue as a percent of total revenue and net gains/losses as a percent of net income.

Other Revenue as Percent of Total Revenue

Other revenue / Total revenue

This measure indicates the proportion of total revenue that comes from other revenue, which consists of tax appropriations, revenue from services that are not patient care services, and sales and activities made available to persons other than patients that are normally part of the day-to-day operation of a hospital. Examples include, but are not limited to, cafeteria sales, donated supplies, parking fees, rentals received, tuition from educational programs, research grants, and income related to borrowed funds.

Net Gains/Losses as Percent of Net Income

(Nonoperating gains – nonoperating losses) / Net income

This measure indicates the proportion of total net income that comes from net nonoperating gains, which consists of unrestricted gifts, donated services, contributions from donors and unrestricted income from endowment funds minus state and federal corporate taxes as well as other gains/losses not directly related to patient care. A high percentage of net gains means that the hospital generates much of its net income from incidental transactions. A negative figure means that the hospital's taxes and other losses exceed its nonoperating gains.

Expenses as Percent of Total Expenses

Expenses by category / Total expenses

The four measures below examine individual components of hospital expenses as a proportion of total hospital expenses for the following categories:

- Salaries and fringe benefits (payroll and employee benefits)
- Supplies and services (professional fees, contracted nursing services, medical malpractice insurance premiums, and all other operating expenses)
- Capital component (depreciation, interest expense, amortization of financing expenses, rents and leases, and capital component of insurance premiums) – High capital percentages may reflect recent renovation or construction projects, or a greater investment in new technology or equipment. Low percentages may reflect either an older physical plant or a tendency not to use debt financing for major projects

Fiscal Statistics

Each ratio represents the relationship between two or more data items and provides a useful measure for assessing a hospital's financial health.

*Operating Margin **

$$(\text{Total revenue} - \text{total expenses}) / \text{Total revenue}$$

This ratio defines the proportion of total revenue that remains after the subtraction of total expenses. High operating margins tend to reflect greater cost-efficiency. The Healthcare Financial Management Association (HFMA) recommends an operating margin of at least four percent to sustain existing operations.

*Total Hospital Net Income Percentage**

$$\text{Net income} / (\text{Total revenue} + \text{nonoperating gains} - \text{nonoperating losses})$$

Indicates how much the hospital generated (kept) from all sources. A negative number means the hospital operated at a loss.

*Return on Equity **

$$\text{Net Income} / \text{Unrestricted fund balances}$$

The primary test of profitability. Indicates profit per dollar invested in the hospital by financial supporters (donors) and by the hospital itself through retained profit. Measures the rate at which equity grew during the fiscal year.

Current Ratio

$$\text{Current assets} / \text{Current liabilities}$$

One of the most widely used measures of liquidity. The higher the ratio value, the better the facility's ability to meet its current liabilities. A stable current ratio of 1.5 to 2.0 is the hospital industry norm and is viewed as appropriate by credit rating agencies.

Days in Net Patient Accounts Receivable

$$\text{Net patient receivables} / (\text{Net patient revenue} / \text{Number of days in report year})$$

This measure indicates the collection period for outstanding patient account. A high value implies that a hospital is having difficulty in bill collection and may have to resort to debt financing to meet short-term obligations.

Average Payment Period

$$\text{Current liabilities} / [(\text{Total expenses} - \text{depreciation expense}) / \text{Number of days in report year}]$$

Provides a measure of the average time that elapses before current liabilities are paid. A high measure implies that a hospital may have problem meeting its current obligations.

*Equity Financing **

$$\text{Unrestricted fund balance} / \text{Total assets}$$

Relates fund balances (equity) to total assets. A high ratio means that the hospital tends to use profit and gifts to pay for assets and accumulates little debt. A low ratio means that the hospital tends to rely on debt.

Long-term Debt to Equity Ratio

Long-term debt / Unrestricted fund balance

This ratio measures the relative importance of long-term debt in the hospital's permanent capital structure (long-term debt and fund balances), i.e., the extent to which a hospital relies upon debt rather than equity to finance new capital projects. Hospitals with high ratios have relied more heavily on debt than equity and may have difficulty in obtaining future debt financing for major projects.

Times Interest Earned

(Net income + interest expense) / Interest expense

Measures the extent to which earnings could fall and still not impair the hospital's ability to repay its interest obligations.

Total Asset Turnover

Total revenue / Total assets

Measures the relationship between revenue (a rough measure of output) and assets (a rough measure of input). A high value for this relationship implies that the facility's total investment is being used efficiently and that a large number of services are being provided to the community from a limited resource base.

Average Age of Plant (years)

Accumulated depreciation / Depreciation expense

This ratio provides a measure of the average age in years of a hospital's fixed assets. The calculation assumes straight-line depreciation. Hospitals with relatively high average ages of plant may soon require major capital expenditures and/or debt financing to replace older fixed assets such as buildings or machinery. This can affect future profitability.

*Increase (decrease) in Total Net Patient Revenue **

(Total net patient revenue this year – total net patient revenue last year) / Total net patient revenue last year

This ratio measures the percent of increase or decrease in total net patient revenue from the previous fiscal year.

*Outpatient Gross Revenue as a Percent of Total Gross Patient Revenue **

Outpatient gross revenue / Gross patient revenue

This ratio measures the proportion of total gross patient revenue that comes from outpatient services. A high percentage indicates that the hospital relies to a greater extent on outpatient revenue.

Patient Statistics

These measures examine average inpatient and outpatient revenues received.

Inpatient Net Revenue per Discharge

Total inpatient net revenue / Total discharges

Inpatient net revenue per discharge represents the average revenue actually received per hospital inpatient stay, before expenses are deducted. Inpatient net revenue is comprised of inpatient charges minus an estimate of the inpatient component of total deductions. This figure includes swing-bed discharges.

Inpatient Net Revenue per Day

Total inpatient net revenue / Total inpatient days

Inpatient net revenue per patient day represents the average revenue actually received for each day of care provided, before expenses are deducted. Inpatient net revenue is comprised of inpatient charges minus an estimate of the inpatient component of total deductions. This figure includes swing-bed days.

Outpatient Net Revenue per Visit

Total outpatient net revenue / Total outpatient visits

Outpatient net revenue per visit represents the average revenue actually received for each visit of care provided, before expenses are deducted. Outpatient net revenue is comprised of outpatient charges minus an estimate of the outpatient component of total deductions.

APPENDIX 3: SURVEY INSTRUMENTS

FY 2021 ANNUAL SURVEY OF HOSPITALS

FY 2021 HOSPITAL FISCAL SURVEY

2021 ANNUAL SURVEY OF HOSPITALS
WHA Information Center, LLC / American Hospital Association

INSTRUCTIONS: All blank data items must be completed. See Instructions document for details.

Instructions and definitions are available in the instructions document, unless otherwise noted.
Additional information may be reported in the **SUPPLEMENTAL INFORMATION** section on the last page of the survey.

Fill out the survey using **hospital data only**, except when the hospital owns and operates a nursing home **AND** a common Board of Directors governs both the hospital and nursing home.

If information for a category is zero, fill in 0. If information for a category is Not Applicable, fill in 0. Do NOT use dashes, N/A, N/AV, M, or decimals on any line in this survey.

Return To: **WHA Information Center**
 5510 Research Park Drive
 P.O. Box 259038
 Madison, WI 53725-9038 or Fax to: 608-274-8554

I. GENERAL INFORMATION

Type or print clearly all information

WHA Information Center Hospital ID _____	AHA Hospital ID _____
Hospital Mailing Label	
Hospital Name _____	
Address _____	P.O. Box _____
City, State _____	ZIP Code _____
FY 2021 Beginning Date _____	
FY 2021 Ending Date _____	
Mo. / Day / Yr.	Mo. / Day / Yr.

II. HOSPITAL INFORMATION AND CLASSIFICATION

Type or print all information

Organization Information**1 Communications Contact and Reporting Period**

- A. Identify the main primary contact responsible for communications related to the data.
 B. Indicate the beginning of your current fiscal year.
 C. Reporting period begin date.
 D. Were you in operation 12 full months at the end of your reporting period?
 Yes---
 No---If no, number of days open during reporting period.

Hospital / Organization Type**2** Indicate the type of organization responsible for establishing policy concerning overall hospital operation.**CHECK ONLY ONE CODE**

<u>Government, Nonfederal</u>	<u>Non-government, Not-for-profit</u>	<u>Investor-owned For-profit</u>	<u>Government, Federal</u>
☐ 12 State	☐ 21 Religious organization	☐ 31 Individual	☐ 45 Veterans Affairs
☐ 13 County	☐ 23 Other not-for-profit	☐ 32 Partnership	
☐ 14 City		☐ 33 Corporation	

- 3** Is the hospital part of a health care system? ☐ Yes ☐ No
 If YES, give name, city, and state of the system headquarters.

(Name) _____ (City) _____ (State) _____

- 4** Is the hospital a division or subsidiary of a holding company? ☐ Yes ☐ No

- 5** Does the hospital itself operate subsidiary corporations? ☐ Yes ☐ No

- 6** Is the hospital contract managed? ☐ Yes ☐ No
 If YES, give name, city, and state of organization that manages the hospital.

(Name) _____ (City) _____ (State) _____

- 7** Is the hospital a member of an alliance? ☐ Yes ☐ No
 If YES, give name, city, and state of the alliance headquarters. **If more than one, list in Section XIV.**

(Name) _____ (City) _____ (State) _____

- 8** Is the hospital a participant in a health care network? ☐ Yes ☐ No
 If YES, give name, city, and state of the network headquarters. **If more than one, list in Section XIV.**

(Name) _____ (City) _____ (State) _____

- 9** Does the hospital participate in a group purchasing arrangement? ☐ Yes ☐ No
 If YES, give name, city, and state of the group purchasing organization.

(Name) _____ (City) _____ (State) _____

- 10** Does the hospital own or operate a primary group practice? ☐ Yes ☐ No

Service**11** Indicate the ONE category that BEST describes the type of service that the hospital provides to the MAJORITY of admissions.

☐ 10 General medical and surgical	☐ 22 Psychiatric
☐ 15 GMS – Critical Access Hospital	☐ 46 Rehabilitation

☐ 20 GMS – Long-Term Acute Care ☐ 82 Alcoholism and other drug abuse

12 Does the hospital restrict admissions primarily to children? ☐ Yes ☐ No

Accreditation (Check all that apply). *Note for "Other," do not specify State of Wisconsin

13 ☐ JCAHO ☐ AOA ☐ Title 18 certified and HFS 124 licensed
 Date of last survey ☐ ☐ DHS 124 licensed
 ___/___ (mm/yy) DNV ☐ ☐ Other (specify) _____

Certification Status

If more than one provider number, list in Section XIV.

14 Medicare (Title 18) ☐ Yes ☐ No

If YES, **Provider Number** 52 - _____

15 Medicaid (Title 19) ☐ Yes ☐ No

If YES, **Provider Number** _____ - _____

Managed Care Information

Does the hospital have a formal written contract that specifies the obligations of each party with:

16 Health Maintenance Organization (HMO)? ☐ Yes ☐ No If Yes, how many contracts?

17 Preferred Provider Organization (PPO)? ☐ Yes ☐ No If Yes, how many contracts?

18 Other managed care or prepaid plan? ☐ Yes ☐ No If Yes, how many contracts?

19 Indicate whether any of the following insurance products have been developed by the hospital, health care system, network, or as a joint venture with an insurer (check all that apply):

	(1) Hospital	(2) Health Care System	(3) Network	(4) Joint Venture With Insurer
Health Maintenance Organization	☐	☐	☐	☐
Preferred Provider Organization	☐	☐	☐	☐
Indemnity Fee-for-Service Plan	☐	☐	☐	☐

20 What percentage of the hospital's NET patient revenue is paid on a capitated basis?
 (If the hospital does not participate in capitated arrangements, enter "0.") %
 (Round; do not use decimals.)

21 Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared-risk basis? ☐ Yes ☐ No

22 If your hospital has arrangements to care for a specific group of enrollees in exchange for a capitated premium, how many lives are covered?

Criteria to Determine If Nursing Home Data Should Be Submitted

- 23** Does the hospital own and operate a nursing home facility under HFS 132? ☐ Yes ☐ No
If YES, answer the question on line 24.
- 24** Are the hospital and nursing home governed by a common Board of Directors? ☐ Yes ☐ No
- 25** If answers to both 23 and 24 are YES, check the appropriate box regarding the location of the nursing home facility.
- Attached/within hospital ☐ Freestanding on hospital campus ☐ Freestanding off campus ☐

III. SELECTED INPATIENT UNITS

If information for a category is zero, fill in 0. If information for a category is Not Applicable, fill in 0. Do NOT use dashes, NA, N/AV, or M.

Account for all adult and pediatric inpatient beds set-up-and-staffed on the last day of the fiscal year (*excluding weekends or holidays*). Do not include "normal newborn" bassinets. List beds for a line only if a unit is specifically designated for the service area. The number of discharges should include deaths and unit transfers. For each service listed, circle the code number (see codes 1-5 below) that best describes the status of the service as of the last day of the fiscal year.

<u>Code</u>	<u>Description</u>
1	Service is provided in or by the hospital in a DISTINCT AND SEPARATE UNIT. The number of beds and utilization information MUST be provided for inpatient units.
2	Service is provided in or by the hospital but NOT IN A DISTINCT AND SEPARATE UNIT.
3	Service is provided by the hospital's Health Care System.
4	Service IS NOT MAINTAINED by the hospital but is available, in the hospital or another facility, through a FORMAL CONTRACTUAL arrangement with another hospital or provider, including networks and joint ventures.
5	SERVICE NOT AVAILABLE either by the hospital or through a formal contractual arrangement with another hospital or provider.
<u>Code</u>	<u>Description</u>
O	Service is provided by the hospital IN BUILDINGS OTHER THAN THE MAIN HOSPITAL BUILDING and is billed under.
B	Service is provided by the hospital IN BOTH THE MAIN HOSPITAL BUILDING AND IN BUILDINGS OTHER THAN THE MAIN HOSPITAL BUILDING).
NOTE:	If the hospital has beds of more than one type in a mixed unit, all bed and utilization data for all bed types found in that unit should be reported on the line corresponding to the mixed unit. Code the "mixed unit" with a "1," and code each individual bed type line for that unit with a "2." Example: If "Mixed intensive care" is the main unit for intensive care beds, code it "1" and the types of beds that may be found there "2." All bed and utilization data should be reported on line 40, "Mixed intensive care." For a unit coded "2," utilization may be reported only if beds, discharges, and inpatient days are all available.

26 Are any patient services provided by the hospital in buildings other than the main hospital bldg

.....

☐ Yes

☐ No

If YES, enter address(es) of other buildings:

In addition to circling code numbers 1-5, **circle O or B, if applicable. See Instructions.**

Selected Inpatient Units	Beds-set-up-&-staffed last day of fiscal year	Number of discharges / transfers for fiscal year	Inpatient days for fiscal year	Discharge Days	Circle one for each line	O or B
GENERAL MEDICAL/SURGICAL						
27 Adult Medical / Surgical, Acute (include gynecology)	_____	_____	_____	_____	1 2 3 4 5	_____
28 Orthopedic	_____	_____	_____	_____	1 2 3 4 5	_____
29 Rehabilitation and Physical Medicine	_____	_____	_____	_____	1 2 3 4 5	_____
30 Hospice	_____	_____	_____	_____	1 2 3 4 5	_____
31 Acute Long-Term Care (Hospital Only)	_____	_____	_____	_____	1 2 3 4 5	_____
32 All Other Acute (Specify types) []	_____	_____	_____	_____	1 2 3 4 5	_____
33 Pediatrics General Medical/Surgical	_____	_____	_____	_____	1 2 3 4 5	_____
Level of care (1, 2 or 3)						
34 Obstetrics (include LDRP, exclude gynecology)	_____	_____	_____	_____	1 2 3 4 5	_____
35 Psychiatric Inpatient Care Inpatient Care	_____	_____	_____	_____	1 2 3 4 5	_____
36 Alcoholism / Chemical Dependency Inpatient Care	_____	_____	_____	_____	1 2 3 4 5	_____
ICU/CCU						
37 Medical / Surgical Intensive Care	_____	_____	_____	_____	1 2 3 4 5	_____
38 Cardiac Intensive Care	_____	_____	_____	_____	1 2 3 4 5	_____
39 Pediatric Intensive Care	_____	_____	_____	_____	1 2 3 4 5	_____
40 Burn Care	_____	_____	_____	_____	1 2 3 4 5	_____
41 Mixed Intensive Care	_____	_____	_____	_____	1 ☒ 3 4 5	_____
42 Step-down (special care)	_____	_____	_____	_____	1 2 3 4 5	_____

Questions? Contact WHA Information Center at WHAInfoCenter@wha.org or (608) 274-1820/(800) 231-8340.

Selected Inpatient Units	Beds-set-up-&-staffed last day of fiscal year	Number of discharges / transfers for fiscal year	Inpatient days for fiscal year	Discharge Days	Circle one for each line	O or B
43 Neonatal Intensive / Intermediate Care (exclude normal newborns)	_____	_____	_____	_____	1 2 3 4 5	_____
44 All Other Intensive Care [specify type(s)] _____	_____	_____	_____	_____	1 2 3 4 5	_____
45 Subacute Care Inpatient care	_____	_____	_____	_____	1 2 3 4 5	_____
46 ALL OTHER INPATIENT UNITS [specify treatment area(s)] _____	_____	_____	_____	_____	1 2 3 4 5	_____
47 TOTAL HOSPITAL FACILITY (Exclude Medicare-certified swing bed inpatient days and Non-Medicare-certified, swing-bed inpatient days).	_____	_____	_____	_____		
	(add lines 27-46)	(add lines 27-46)	(add lines 27-46)	(add lines 27-46)		
48 MEDICARE-CERTIFIED SWING UNIT (Medicare patients only) (Report average number of beds used, rounded to whole number)	_____	_____	_____	_____	1 2 3 4 5	_____
	(average # beds used)	(discharges and transfers)	(inpatient days)	(discharge days)		
49 NON- MEDICARE-CERTIFIED SWING UNIT (Non-Medicare patients only) (Report average number of beds used, rounded to whole number)	_____	_____	_____	_____	1 2 3 4 5	_____
	(average # beds used)	(discharges and transfers)	(inpatient days)	(discharge days)		
50 Newborn Nursery (Bassinets and utilization should be reported on lines 155-157)					1 2 3 4 5	_____

IV. SELECTED ANCILLARY AND OTHER SERVICES

Circle One

O or B

For each service, circle the code number that best describes the status of the service as of the last day of the fiscal year, except weekends and holidays.

51	AIDS/HIV – Specialized Outpatient Program for AIDS/HIV	1 2 3 4 5	_____
52	Alcoholism/Chemical Dependency Outpatient Services (<i>psych/social</i>)	1 2 3 4 5	_____
Ambulance/Transportation Services- Non-emergency			
53	- Non-emergency inter-facility transports by ground ambulance	1 2 3 4 5	_____
54	- Non-emergency inter-facility transports by air ambulance	1 2 3 4 5	_____
55	Arthritis Treatment Center	1 2 3 4 5	_____
56	Assisted Living	1 2 3 4 5	_____
57	Auxiliary	1 2 3 4 5	_____
58	Bariatric Services: Bariatric Weight	1 2 3 4 5	_____
59	Birthing Room/Labor, Delivery, Recovery, Post-partum Room (LDR or LDRP room)	1 2 3 4 5	_____
Cardiac services			
60	- Cardiac Angioplasty (<i>percutaneous transluminal</i>)	1 2 3 4 5	_____
61	- Cardiac Catheterization Laboratory	1 2 3 4 5	_____
62	- Cardiac Rehabilitation Program	1 2 3 4 5	_____
63	- Non-invasive Cardiac Assessment Services	1 2 3 4 5	_____
64	- Open-heart Surgery	1 2 3 4 5	_____
65	Case Management	1 2 3 4 5	_____
66	Crisis Prevention	1 2 3 4 5	_____
67	Complementary Services	1 2 3 4 5	_____
68	Dental Services	1 2 3 4 5	_____
Dialysis services:			
69	- Hemodialysis	1 2 3 4 5	_____
70	- Peritoneal dialysis	1 2 3 4 5	_____
Emergency/urgent care:			
71	- Emergency Department (<i>general medical and surgical</i>)	1 2 3 4 5	_____
72	- Trauma Center [Self-designated Level]	1 2 3 4 5	_____
73	- Urgent Care Center	1 2 3 4 5	_____
74	Ethics Committee	1 2 3 4 5	_____
75	Extracorporeal Shock Wave Lithotripter (ESWL) CHECK ONE Fixed Mobile	1 2 3 4 5	_____

Questions? Contact WHA Information Center at WHAInfoCenter@wha.org or (608) 274-1820/(800) 231-8340.

Selected Ancillary and Other Services		Circle One	O or B
76	Fitness Center	1 2 3 4 5	_____
Food service			
77	- Meals on Wheels	1 2 3 4 5	_____
78	- Nutrition Programs	1 2 3 4 5	_____
79	Genetic Counseling/Screening	1 2 3 4 5	_____
Geriatric services			
80	- Adult Day Care Program	1 2 3 4 5	_____
81	- Alzheimer's Diagnosis/Assessment	1 2 3 4 5	_____
82	- Comprehensive Geriatric Assessment	1 2 3 4 5	_____
83	- Emergency Response System	1 2 3 4 5	_____
84	- Geriatric Acute Care Unit	1 2 3 4 5	_____
85	- Geriatric Clinics	1 2 3 4 5	_____
86	- Respite Care	1 2 3 4 5	_____
87	- Retirement Housing	1 2 3 4 5	_____
88	- Senior Membership Program	1 2 3 4 5	_____
Health Promotion			
89	- Community Health Promotion	1 2 3 4 5	_____
90	- Patient Education	1 2 3 4 5	_____
91	- Worksite Health Promotion	1 2 3 4 5	_____
92	Home Health Services	1 2 3 4 5	_____
93	Home Hospice Services	1 2 3 4 5	_____
Mammography services			
94	- Diagnostic Mammography	1 2 3 4 5	_____
95	- Mammography Screening	1 2 3 4 5	_____
96	Occupational Health Services	1 2 3 4 5	_____
Occupational, physical, and/or rehabilitation services			
97	- Audiology	1 2 3 4 5	_____
98	- Occupational Therapy	1 2 3 4 5	_____
99	- Physical Therapy	1 2 3 4 5	_____

		Circle One	
100	- Recreational Therapy	1 2 3 4 5	_____
101	- Rehabilitation Inpatient Services (<i>service does not have beds</i>)	1 2 3 4 5	_____
102	- Rehabilitation Outpatient Services	1 2 3 4 5	_____
103	- Respiratory Therapy	1 2 3 4 5	_____
104	- Speech Pathology / Therapy	1 2 3 4 5	_____
105	Oncology Services	1 2 3 4 5	_____
106	- Outpatient services – within the hospital	1 ☒ 3 4 5	_____
107	- Outpatient services – on hospital campus, but in freestanding center	1 ☒ 3 4 5	_____
108	- Outpatient services – freestanding off hospital campus	1 2 3 4 5	_____
109	Pain Management Program	1 2 3 4 5	_____
110	Patient Representative Services	1 2 3 4 5	_____
Psychiatric services			
111	- Psychiatric Child / Adolescent Services	1 2 3 4 5	_____
112	- Psychiatric Consultation – Liaison Services	1 2 3 4 5	_____
113	- Psychiatric Education Services	1 2 3 4 5	_____
114	- Psychiatric Emergency Services	1 2 3 4 5	_____
115	- Psychiatric Geriatric Services	1 2 3 4 5	_____
116	- Psychiatric Outpatient Services	1 2 3 4 5	_____
117	- Psychiatric Partial Hospitalization Program	1 2 3 4 5	_____
118	Radiation Therapy	1 2 3 4 5	_____
Radiology, diagnostic			
119	- CT Scanner (<i>Computed Tomographic Scanner</i>)	1 2 3 4 5	_____
	Check One: ☐ Fixed ☐ Mobile ☐ Both		
120	- Nuclear Medicine Department	1 2 3 4 5	_____
121	- Magnetic Resonance Imaging (<i>MRI</i>)	1 2 3 4 5	_____
	Check One: ☐ Fixed ☐ Mobile ☐ Both		
122	- Positron Emission Tomography Scanner (<i>PET</i>)	1 2 3 4 5	_____
123	- Single Photon Emission Computerized Tomography (<i>SPECT</i>)	1 2 3 4 5	_____
	Check One: ☐ Fixed ☐ Mobile ☐ Both		

124	- Ultrasound	1 2 3 4 5	_____
Reproductive health			
125	- Fertility Counseling	1 2 3 4 5	_____
126	- In Vitro Fertilization	1 2 3 4 5	_____
127	Social Work Services	1 2 3 4 5	_____
128	Sports Medicine Clinic/Services	1 2 3 4 5	_____
129	Surgery, Ambulatory or Outpatient (<i>day surgery</i>)	1 2 3 4 5	_____
Telemedicine			
130	Teleradiology or Other Store and Forward Services	1 2 3 4 5	_____
131	Tele ICU	1 2 3 4 5	_____
132	Tele Stroke	1 2 3 4 5	_____
133	Tele Psychiatry	1 2 3 4 5	_____
134	E-Visits	1 2 3 4 5	_____
135	Remote Patient Monitoring	1 2 3 4 5	_____
136	Specialist Consultation		_____
Transplant services			
137	- Bone Marrow Transplant Program	1 2 3 4 5	_____
138	- Heart and/or Lung Transplant	1 2 3 4 5	_____
139	- Kidney Transplant	1 2 3 4 5	_____
140	- Tissue Transplant	1 2 3 4 5	_____
141	Women's Health Center/Services	1 2 3 4 5	_____

142 Are additional non-listed **patient** services provided by the hospital?

☐ Yes ☐ No

If YES, list and indicate with O or B if provided in other buildings

(If more room is needed, go to Section XIV)

143 If **O** or **B** is used on lines **27-141**, indicate the number of locations and the address(es) and service(s) provided. (If more room is needed, go to Section XIV.)

Number of other locations

Street address

Street address

City

City

Service

Line

Service

Line

Service

Line

Service

Line

Service

Line

Service

Line

144 Does the hospital have provider-based facilities that are billed using the hospital's Medicare provider number, reported on Line 14?

☐ Yes ☐ No

If YES, indicate the number of facilities.

If YES, indicate the street address and city. (If more than one address, go to Section XII.)

Street address

City

DO NOT SKIP THIS PAGE. FILL IN ALL LINES.

If information for a category is zero, fill in 0.
If information for a category is Not Applicable, fill in 0.
Do NOT use dashes, N/A, N/AV, or M.

Surgical Operations (*whether major or minor*)

- 145 Inpatient surgical operations (*not procedures*) _____
- 146 Outpatient surgical operations (*not procedures*) _____
- 147 TOTAL surgical operations (*not procedures*) [line 145 + line 146] _____

Outpatient Visits

- 148 Emergency visits _____
- Number of emergency visits that resulted in inpatient admissions (Subset of line 148)
- 149 Other visits (*all non-emergency visits, including urgent care, physician referrals and outpatient surgeries*) _____
- 150 Observation visits _____
- 151 TOTAL outpatient visits [Add Line 148 + Line 149 + Line 150] _____

Non-emergency Ambulance/Transport Services

- 152 Non-emergency inter-facility transports by ground ambulance _____
- 153 Non-emergency inter-facility transports by air ambulance _____
- 154 TOTAL non-emergency transports by ambulance [Add Line 152 + Line 153] _____

Newborn Nursery

- 155 Number of bassinets set-up-and-staffed as of the last day of the fiscal year
(*exclude neonatal beds*) _____
- 156 Total births (*exclude fetal deaths*) _____
- 157 Newborn days (*exclude neonatal days*) _____

DO NOT USE DASHES, N/A, N/AV, OR M.
IF INFORMATION FOR A CATEGORY IS ZERO, FILL IN 0.
IF INFORMATION FOR A CATEGORY IS NOT APPLICABLE, FILL IN 0.
DO NOT MAKE ALTERATIONS TO SURVEY QUESTIONS

Utilization and Beds

	(1) Hospital	(2) Nursing Home
158 Admissions (<i>exclude newborns; include Medicare-certified and Non-Medicare swing admissions</i>)	_____	_____
159 Inpatient days (<i>exclude newborns; include Medicare-certified and Non-Medicare swing days</i>)	_____	_____ Skilled nursing
		_____ Intermediate care
		_____ Residential / Elderly housing
160 Discharges/Deaths (<i>exclude newborns; include Medicare-certified and Non-Medicare swing discharges</i>)	_____	_____
161 Census [<i>The number of inpatients occupying beds at midnight on the last day (exclude weekends or holidays) of the fiscal year. Exclude newborns; include Medicare-Certified and Non-Medicare swing patients.</i>]	_____	_____

Utilization and Beds

Indicate Beds set-up-and-staffed (NOT number of licensed beds) on the last day *excluding weekends or holidays* of the hospital's fiscal year quarter (every 3 months).

	(1) Hospital	(2) Nursing Home
162 1 st Quarter	_____	_____ Skilled nursing _____ Residential / Elderly housing
163 2 nd Quarter	_____	_____ Skilled nursing _____ Residential / Elderly housing
164 3 rd Quarter	_____	_____ Skilled nursing _____ Residential / Elderly housing
165 4 th Quarter (Hospital beds must equal line 47, col.1)	_____	_____ Skilled nursing _____ Residential / Elderly housing

Utilization and Beds

(1) Hospital

(2) Nursing Home

Medicare / Medicaid Primary Payer Utilization

166 Total Medicare (Title 18)
Inpatient Discharges

167 Total Medicare (Title 18)
Outpatient Visits

168 Total Medicare Inpatient Days

169 Total Medicaid (Titles 19 & 21)
Inpatient Discharges

170 Total Medicaid (Titles 19 & 21)
Outpatient Visits

171 Total Medicaid Inpatient Days

(Exclude newborns; include Medicare-certified swing bed utilization, . Include T-18 and T-19 HMO utilization.)

VII. MEDICAL STAFF – September 30, 2021

Indicate which of the following physician arrangements the hospital, health care system, and/or network participate in:

	Hospital	Health Care System	Network
172 Independent practice association (IPA)	☐ # physicians: _____	☐	☐
173 Group practice without walls	☐ # physicians: _____	☐	☐
174 Open Physician Hospital Organization (PHO)	☐ # physicians: _____	☐	☐
175 Closed Physician Hospital Organization (PHO)	☐ # physicians: _____	☐	☐
176 Management Service Organization (MSO)	☐ # physicians: _____	☐	☐
177 Integrated Salary Model	☐ # physicians: _____	☐	☐
178 Equity Model	☐ # physicians: _____	☐	☐
179 Foundation	☐ # physicians: _____	☐	☐
180 Accountable Care Organization (ACO)	☐ # physicians: _____	☐	☐
181 Other	☐ # physicians: _____	☐	☐

Selected Specialty

If information for a category is zero, fill in 0.
If information for a category is Not Applicable, fill in 0. Do NOT use dashes, N/A, N/AV, or M.

	(1) Medical Staff as of Sept. 30, 2021 (Includes Board Certified)	(2) Board Certified Staff As of Sept. 30, 2021
Active/Associate Medical Staff		
Medical Specialties		
182 General and Family Practice	_____	_____
183 Internal Medicine (general)	_____	_____
184 Internal Medicine subspecialties	_____	_____
185 Pediatrics (general)	_____	_____
186 Pediatric subspecialties	_____	_____
Surgical Specialties		
187 General Surgery	_____	_____
188 Obstetrics/Gynecology	_____	_____
189 All other surgical specialties	_____	_____
Other		
190 Anesthesiology	_____	_____
191 Emergency Medicine	_____	_____
192 Pathology	_____	_____
193 Radiology	_____	_____
194 Addiction Medicine	_____	_____
195 Psychiatry	_____	_____
196 All other specialties (use valid specialties below)	_____	_____

Line 197 - codes for valid specialties- check all codes that apply:

☐ Aerospace Medicine	☐ General Preventive Medicine	☐ Podiatry
☐ Chiropractic Services	☐ Nuclear Medicine	☐ Physical Med&Rehab (includes Physiatry)
☐ Dental	☐ Occupational Medicine	☐ Public health

198 TOTAL Medical Staff	_____	_____
	(add lines 182-196)	(add lines 182-196)

VIII. PERSONNEL ON HOSPITAL PAYROLL – September 30, 2021 - DATA FOR ONE WEEK ONLY.

Report the number of full-time and part-time personnel, **including trainees**, in the categories specified below. Report part-time hours for each category. All data must be for **the week of September 30, 2021 regardless of the hospitals' fiscal year end date**. Treat shared hospital/nursing home staff as part-time and report only hospital hours. **Do not include contracted staff or nursing home personnel.**

		DO NOT USE DASHES, N/A, N/AV, OR M. PLEASE ROUND TO NEAREST WHOLE NUMBER. DO NOT USE DECIMALS.		
Occupational Categories		FULL TIME Total No. of Persons (35 Hr/Wk or more)	PART TIME Total No. of Persons (less than 35 Hr/Wk)	Total No. of P-T hours (week of Sept 30, 2021)
199	Administrators and assistant administrators	_____	_____	_____
Physician And Dental Services				
200	Physicians / Dentists	_____	_____	_____
201	Dental Hygienists [.....]	_____	_____	_____
202	Hospitalists	_____	_____	_____
203	Please select the category below that best describes the employment model for your hospitalists.			
	☐ Independent provider group	☐ Employed by a university or school program		
	☐ Employed by a physician group	☐ Other		
	☐ Employed by your hospital			
204	Intensivists	_____	_____	_____
205	Medical and dental residents/interns	_____	_____	_____
Nursing Services				
206	Registered nurses	_____	_____	_____
207	Certified nurse midwives	_____	_____	_____
208	Licensed practical (vocational) nurses	_____	_____	_____
209	Paraprofessionals: Nursing Assistants (CNA)	_____	_____	_____
210	Medical assistants	_____	_____	_____
211	Physician assistants	_____	_____	_____
212	Nurse practitioners	_____	_____	_____
213	Pharmacists	_____	_____	_____
214	Pharmacy Technician/Aides	_____	_____	_____
215	Medical & Clinical Laboratory Technologists	_____	_____	_____
216	Medical & Clinical Laboratory Technicians	_____	_____	_____
217	Surgical Technologists & Technicians	_____	_____	_____
218	Certified registered nurse anesthetists	_____	_____	_____
219	Clinical Nurse Specialists	_____	_____	_____
Therapeutic Services				
220	Respiratory Therapists	_____	_____	_____
221	Radiologic Technologists	_____	_____	_____

Occupational Categories (continued)		FULL TIME Total No. of Persons (35 Hr/Wk or more)	PART TIME Total No. of Persons (less than 35 Hr/Wk)	Total No. of P-T hours (week of Sept 30, 2021)
222	Sonographer	_____	_____	_____
223	All other Radiologic Personnel	_____	_____	_____
224	Occupational Therapists	_____	_____	_____
225	Occupational therapy assistants/aides	_____	_____	_____
226	Physical therapists	_____	_____	_____
227	Physical therapy assistants/aides	_____	_____	_____
228	Recreational therapists	_____	_____	_____
229	Health Information Management Administrators/Technicians	_____	_____	_____
230	Dieticians and Nutritionists	_____	_____	_____
Psychology / Social Work Services				
231	Psychologists	_____	_____	_____
232	Social Workers	_____	_____	_____
Other Personnel				
233	All other health professional / technical personnel	_____	_____	_____
234	All other personnel	_____	_____	_____
235	TOTAL hospital personnel	_____	_____	_____
		(add lines 199-234)	(add lines 199-234)	(add lines 199-234)
236	Workweek Indicate the average or definition of WORKWEEK (number of hours per week) of the full-time employees engaged in direct patient care (40, 38, 35, etc.) Do not use decimals.			

(Average **full-time** hours per week)**IX. OTHER (Lines 237-245)**

Check the appropriate box to indicate the answer to each question.

- 237 Does your hospital's mission statement include a focus on community benefit? ☐ Yes ☐ No
- 238 Does your hospital have a long-term plan for improving the health status of its community? ☐ Yes ☐ No
- 239 Does your hospital have resources for its community benefit activities? ☐ Yes ☐ No
- 240 Does your hospital work with other providers, public agencies, or community representatives to conduct a health status assessment of the community? ☐ Yes ☐ No
- 241 Does your hospital use health status indicators (such as rates of health problems or surveys of self-reported health) for defined populations to design new services or modify existing services? ☐ Yes ☐ No
- 242 Does your hospital work with other local providers, public agencies, or community representatives to conduct/develop a written health status assessment of the needed capacity for health services in the community? ☐ Yes ☐ No
- 243 **IF YES**, have you used the assessment to identify unmet health needs, excess capacity, or duplicative services in the community? ☐ Yes ☐ No
- 244 Does your hospital work with other providers to collect, track, and communicate clinical and health

information across cooperating organizations?

☐ Yes ☐ No

- 245** Does your hospital either by itself or in conjunction with others disseminate reports to the community on the comparative quality and costs of health care services?

☐ Yes ☐ No**X. SERVICE QUALITY / PATIENT SAFETY**

- 246** Please identify the amount of resources allocated to quality and risk management functions. If a position is split between two or more roles, indicate the portion of the FTE dedicated to each function.

Dedicated FTEs

Quality management & improvement _____

Clinical safety _____

Case management _____

Accreditation _____

Infection control _____

Risk Management _____

- 247** Does your facility provide 24-hour pharmacy services?

☐ Yes ☐ No**XI. E-HEALTH**

Please indicate if you have the following features fully implemented, partially implemented, in the planning process, or not at all with your facility's electronic health record implementation.

Feature	Fully Implemented	Partially Implemented	Planning	Not at All
248 Core MPI database with admission/discharge/transfer	☐	☐	☐	☐
249 Lab information system	☐	☐	☐	☐
250 Pharmacy system	☐	☐	☐	☐
251 E-MAR (real-time enterprise medication administration record)	☐	☐	☐	☐
252 Medication dispensing	☐	☐	☐	☐
253 RIS (Radiology information system)	☐	☐	☐	☐
254 Computerized radiography (digital x-ray)	☐	☐	☐	☐
255 PACS (Picture archiving and communication system)	☐	☐	☐	☐
256 Order entry/resulting	☐	☐	☐	☐
257 Inpatient charting	☐	☐	☐	☐
258 Bedside medication verification	☐	☐	☐	☐
259 CPOE (Computerized physician order entry)	☐	☐	☐	☐
260 EHR portal	☐	☐	☐	☐

Feature	Fully Implemented	Partially Implemented	Planning	Not at All
261 Bulk scanning	☐	☐	☐	☐
262 Surgery management system	☐	☐	☐	☐
263 Interface engine/expertise	☐	☐	☐	☐
264 Physician Practice Management Systems	☐	☐	☐	☐
265 Physician Practice EMR Systems	☐	☐	☐	☐
266 Long Term Care EMR System	☐	☐	☐	☐
267 Home Health EMR System	☐	☐	☐	☐

XII. HEALTH INFORMATION TECHNOLOGY**Expenditures**

268 Total Health Information Technology Expenditures - Capital \$ _____

269 Total Health Information Technology Expenditures- Operating \$ _____

270 What type of internet connection comes into your hospital?

- ☐ T1
☐ T3
☐ A telephone company DSL line (high speed)
☐ A fiber-optic connection
☐ Other

If Other, please explain:

XIII. SOCIAL DETERMINANTS OF HEALTH (SDOH)

271 Does your facility screen patients for social needs?

Yes, for all patients Yes, for some patients No, (skip to question 274)

272 If yes, please indicate which social needs are assessed. (Check all that apply)

- ☐ Housing (instability, quality, financing)
☐ Food insecurity or hunger
☐ Utility Needs
☐ Interpersonal violence
☐ Transportation
☐ Employment and income
☐ Education
☐ Social isolation (lack of family and social support)
☐ Health behaviors

Other, please describe _____

273 If yes, does your facility record the social needs screening results in your EHR?

Yes No

274 Does your facility utilize outcome measures (for example, cost of care or readmission rates) to assess the effectiveness of the interventions to address patients' social needs?

Yes No

275 Has your facility been able to gather data indicating that activities used to address the SDOH and patient social needs have resulted in any of the following? (Check all that apply)

☐	Better health outcomes for patients
☐	Decreased utilization of hospital or health system services
☐	Decreased health care costs
☐	Improved community health status

XIII. SUPPLEMENTAL INFORMATION

276 *Use this space or an additional sheet if more space is needed to elaborate on any of the information supplied on the survey. Refer to each response by page, section, and line number.*

HOSPITAL FISCAL SURVEY FISCAL YEAR 2021

Completion of this form is required. Failure to complete and return this form to the **WHA Information Center** within 120 calendar days following the close of your hospital's fiscal year may result in a \$100 per day forfeiture.

GENERAL INSTRUCTIONS - Read before completing form.

NOTE: Refer to the detailed instructions contained in the *Hospital Fiscal Survey Manual, Fiscal Year 2021*.

Fill in all lines. If information for a category is zero, fill in 0. If information for a category is not applicable, fill in 0. Do NOT use dashes. Do NOT use N/A. Do NOT use N/AV. Do not leave any lines blank.

Round all amounts to the nearest dollar.

Complete the survey online within 120 days following the close of your hospital's fiscal year. This date can also be found in the "Submittal Deadline" paragraph, page 3, in the manual.

WHA Information Center P.O. Box 259038 Madison WI 53725-9038

I. HOSPITAL INFORMATION

Type or print in black ink.

Hospital Name and Address

FY 2021 Beginning Date

FY 2021 Ending Date

II. GENERAL INFORMATION

If your hospital is jointly operated in connection with a nursing home, home health agency, or other organization, and is governed by a common Board of Directors, the hospital shall submit the required information from the final audited financial statements of the **hospital only** except where such information cannot be disaggregated. **(See special instructions for combination facilities in the accompanying Hospital Fiscal Survey Manual, Fiscal Year 2021).** All hospital services must be reported if they are included as hospital revenue and contained in net revenue from services to patients. Refer to page 2 - line 3.

1 Public Contact (provide First and Last Name of individual you want listed in the public data sets)

2 Is your facility a combination facility? (Enter Yes or No in the box.)

For definitions and instructions, see the *Hospital Fiscal Survey Manual, Fiscal Year 2021*.

STATEMENT OF REVENUE AND EXPENSES

3 NET REVENUE FROM SERVICES TO PATIENTS (INCLUDING MEDICAID ACCESS PAYMENTS)

\$ _____

Other Revenue

4 Tax appropriations _____ \$ _____

5 All other operating revenue (including operating gains) _____ \$ _____

6 TOTAL Other Revenue (add only lines 4 and 5; do not include line 3 in line 6) _____ \$ _____

7 TOTAL REVENUE (add lines 3 and 6) _____ \$ _____

Payroll Expenses

8 Physicians and dentists _____ \$ _____

Number of physicians employed _____ Number of physician FTEs _____
Number of dentists employed _____ Number of dentist FTEs _____

9 Medical and dental residents and interns _____ \$ _____

10 Trainees _____ \$ _____

11 Registered nurses and licensed practical nurses _____ \$ _____

12 All other personnel _____ \$ _____

13 TOTAL Payroll Expenses (add lines 8 through 12) _____ \$ _____

Nonpayroll Expenses

14 Employee benefits (Social Security, group insurance, retirement benefits, etc.) _____ \$ _____

15 Professional fees (medical, dental, legal, auditing, consultant, etc.) _____ \$ _____

16 Contracted nursing services (include staff from nursing registries and temporary help agencies) _____ \$ _____

17 Depreciation expense (for reporting period only) _____ \$ _____

18 Interest expense _____ \$ _____

19 Medical malpractice insurance premiums _____ \$ _____

20 Amortization of financing expenses _____ \$ _____

21 Rents and leases _____ \$ _____

22 Capital component of insurance premium _____ \$ _____

23 All other operating expenses – (including Medicaid assessments paid, supplies, purchased services, utilities, property taxes, etc., and operating losses) _____ \$ _____

24	TOTAL Nonpayroll Expenses (add lines 14 through 23) _____	\$ _____
25	TOTAL EXPENSES (add lines 13 and 24) _____	\$ _____
26	Excess (or deficit) of revenue over expenses (subtract line 25 from line 7; see manual) _____	\$ _____

Nonoperating Gains / Losses

27	Investment income _____	\$ _____
28	Other nonoperating gains (including extraordinary gains) _____	\$ _____
29	Provision for income taxes (for-profit organizations) (absolute values only – no negative values) _____	\$ _____
30	Other nonoperating losses (including extraordinary losses) (absolute values only – no negative values) _____	\$ _____
31	TOTAL Nonoperating Gains / Losses (subtract sum of lines 29 and 30 from sum of lines 27 and 28) _____	\$ _____
32	NET INCOME (revenue and gains in excess of expenses and losses) (add lines 26 and 31) _____	\$ _____

III. DETAIL OF PATIENT SERVICE REVENUE (based on full established rates)

Gross Patient Service Revenue and Its Sources

33	Gross revenue from room, board, and medical and nursing services to INPATIENTS _____	\$ _____	} (sum of lines 33 and 34 must equal sum of inpatient breakouts, lines 37-50)
34	Gross INPATIENT ancillary revenue = _____	\$ _____	
35	Gross revenue from service to OUTPATIENTS _____	\$ _____	
		(must equal sum of outpatient breakouts, lines 37-50)	
36	TOTAL GROSS revenue from service to patients _____	\$ _____	(add lines 33-35)

NOTE: The following sources of gross patient revenue are by **TOTAL** dollar amounts and by separate **INPATIENT** and **OUTPATIENT** breakouts. This section (Lines 37-51) has data elements that are used to calculate the percentage of charges that are collected by the facility. These calculated percentages are displayed on WHA Information Center's PricePoint Web site.

Public Sources	TOTAL	INPATIENT	OUTPATIENT
37 Medicare _____	\$ _____	\$ _____	\$ _____
38 HMOs reimbursed by Medicare under 42 CFR pt. 417 _____	\$ _____	\$ _____	\$ _____
39 Medical Assistance (Including BadgerCare) _____	\$ _____	\$ _____	\$ _____
40 HMOs reimbursed by Medical Assistance under s. 49.45 (3) (b), Wis. Stats	\$ _____	\$ _____	\$ _____
41 County General Relief (Should include pre-capitated GAMP revenue) _____	\$ _____	\$ _____	\$ _____

42	County 51.42 / 51.437 programs	\$	\$	\$
43	All other public programs	\$	\$	\$

Commercial Sources (GAMP)

		TOTAL	INPATIENT	OUTPATIENT
44	Group and individual accident and health insurance, self-funded plans	\$	\$	\$
45	Worker's compensation	\$	\$	\$
46	HMOs and all other alternative health care payment systems (exclude lines 38 and 40)	\$	\$	\$
47	Self-pay	\$	\$	\$

All other sources (specify below):

48	Other Payers 1	\$	\$	\$
49	Other Payers 2	\$	\$	\$
50	OBSOLETE	\$	\$	\$
51	Total Gross revenue from service to patients, by source (add lines 37-50, should equal value on line 36)	\$	\$	\$

Deductions from Patient Service Revenue and Its Sources

NOTE: Contractual Adjustments are by **TOTAL** dollar amounts and by separate **INPATIENT** and **OUTPATIENT** breakouts. This section (Lines 52-69) has data elements that are used to calculate the percentage of charges that are collected by the facility. These calculated percentages are displayed on WHA Information Center's PricePoint Web site.

		TOTAL	INPATIENT	OUTPATIENT
Public Source Contractual Adjustments				
52	Medicare	\$	\$	\$
53	HMOs reimbursed by Medicare under 42 CFR pt. 417	\$	\$	\$
54	Medical Assistance (include effect of enhanced Medical Assistance payments)	\$	\$	\$
55	HMOs reimbursed by Medical Assistance under s. 49.45 (3) (b), Wis Stats. (include effect of enhanced Medical Assistance payments)	\$	\$	\$
56	County General Relief (Should include pre-capitated GAMP allowances)(Line 66 – report any post-cap GAMP, do not report in Line 65)	\$	\$	\$
57	County 51.42 / 51.437 programs	\$	\$	\$
58	All other public programs	\$	\$	\$

Commercial Source Contractual Adjustments

59	Group and individual accident and health insurance, self-funded plans	\$ _____	\$ _____	\$ _____
60	Worker's compensation	\$ _____	\$ _____	\$ _____

		TOTAL	INPATIENT	OUTPATIENT
61	HMOs and all other alternative health care payment systems (exclude lines 53 and 55)	\$ _____	\$ _____	\$ _____
62	Self-Pay	\$ _____	\$ _____	\$ _____

Other Source Contractual Adjustments

All other sources (specify below)

63	Other Adjustments 1	\$ _____	\$ _____	\$ _____
64	Other Adjustments 2	\$ _____	\$ _____	\$ _____
65	Other Adjustments 3	\$ _____	\$ _____	\$ _____

Charity Care / Bad Debt

66	Charity care (revenue foregone at full established rates) (must equal line 123) (Should include post-capitated GAMP allowances) ...	\$ _____	\$ _____	\$ _____
67	Bad Debt	\$ _____	\$ _____	\$ _____
68	All other noncontractual deductions	\$ _____	\$ _____	\$ _____
69	TOTAL DEDUCTIONS FROM REVENUE	\$ _____	\$ _____	\$ _____

(add lines 52-68) (total, not breakouts)

Medicare-Approved Medical Education Activities

NOTE: Of TOTAL expenses in line 25, the reimbursable expenses for Medicare-approved medical education activities separated into the following categories:

70	Direct medical education expenses	\$ _____
71	Indirect medical education expenses	\$ _____
72	TOTAL reimbursable expenses for Medicare-approved medical education activities (add lines 70 and 71)	\$ _____

IV. BALANCE SHEET – GENERAL FUNDS

NOTE: For combination facilities, state-operated mental health institutes, or county-operated psychiatric or alcohol or other drug abuse hospitals, see special instructions in the *Hospital Fiscal Survey Manual, Fiscal Year 2021*.

Unrestricted Assets (recorded on the balance sheet at the end of each reporting period)

Current Assets

73	Cash and cash equivalents	\$ _____
74	Inter-corporate account(s)	\$ _____

Net patient accounts receivable

75	Medicare (T18) -Including HMOs reimbursed by T-18 *	\$ _____

76	Medical Assistance (T-19)- Including HMOs reimbursed by T-19 *	\$	
77	Self-Pay*	\$	
78	All other pay sources*	\$	
79	Total Net patient accounts receivable (add lines 75 thru 78)	\$	
80	Other accounts receivable	\$	
81	Other current assets	\$	
82	TOTAL current assets (add lines 73 through 81)	\$	
83	Noncurrent assets whose use is limited	\$	
Property, Plant and Equipment			
Gross Plant Assets			
84	Land	\$	
85	Land improvements	\$	
86	Buildings and building improvements	\$	
87	Construction in progress	\$	
88	Fixed equipment	\$	
89	Moveable equipment	\$	
90	TOTAL gross plant assets (add lines 84 through 89)	\$	
LESS Accumulated Depreciation (absolute values only – no negative values)			
91	Land improvements	\$	
92	Buildings and building improvements	\$	
93	Fixed equipment	\$	
94	Moveable equipment	\$	
95	TOTAL accumulated depreciation (add lines 91 through 94)	\$	
96	NET property, plant, and equipment assets (subtract line 95 from line 90)	\$	
97	Long-term investments	\$	
98	Other unrestricted assets	\$	
99	TOTAL unrestricted assets (add lines 82, 83, 96, 97 and 98)	\$	
Unrestricted Liabilities, Deferred Revenues, and Fund Balances			
100	Current liabilities	\$	
101	Inter-corporate account(s)	\$	
102	Long-term debt	\$	
103	Other noncurrent liabilities and deferred revenues	\$	
104	Fund balances	\$	
105	TOTAL unrestricted liabilities, deferred revenues, and fund balances (add lines 100 through 104).		
	(NOTE: lines 99 and 105 should be equal. Combination facilities, see manual instructions)		\$

Restricted Hospital Funds (report fund balances only)

106	Specific-purpose funds _____	\$ _____
107	Plant replacement and expansion funds _____	\$ _____
108	Endowment funds _____	\$ _____

V. HOSPITAL INPATIENT UTILIZATION BY PAY SOURCE (for current reporting period)

PAY SOURCE	(A1)	(A2)	(B1)	(B2)
	NUMBER OF INPATIENT DISCHARGES**	NUMBER OF DISCHARGE DAYS**	NUMBER OF NEWBORNS***	NUMBER OF NEWBORN DISCHARGE DAYS***
109 Medicare (T-18) Including HMOs reimbursed by T-18	_____	_____	_____	_____
110 Medical Assistance (T-19) Including HMOs reimbursed by T-19	_____	_____	_____	_____
111 Self-Pay	_____	_____	_____	_____
112 All other pay sources	_____	_____	_____	_____
113 TOTALS	_____	_____	_____	_____

** This figure should include all inpatients discharged during the reporting period. Report the number of adult, pediatric, and intensive and intermediate care neonatal patients (including deaths). Exclude newborn, Medicare-certified swing bed, and hospital unit transfer patients.

*** Exclude fetal deaths.

PAY SOURCE	(C1)	(C2)
	NUMBER OF DISCHARGES FROM MEDICARE- CERTIFIED SWING BEDS****	NUMBER OF DISCHARGE DAYS FROM MEDICARE- CERTIFIED SWING BEDS****
114 Medicare (T-18) Including HMOs reimbursed by T-18	_____	_____
115 Medical Assistance (T-19) Including HMOs reimbursed by T-19	_____	_____
116 Self- Pay	_____	_____
117 All other pay sources	_____	_____
118 TOTALS	_____	_____

**** Include both skilled and intermediate Medicare-certified swing beds.

VI. SUMMARY AND EXPLANATION OF REVENUE DOLLAR DIFFERENCES BETWEEN FY 2020 AND FY 2021

	GROSS REVENUE	NET REVENUE
119 Fiscal Year 2021 [line 36 (gross) and line 3 (net)]	\$ _____	\$ _____
120 Fiscal Year 2020 [FY 2020 Fiscal Survey - line 36 (gross) and line 3 (net)]	\$ _____	\$ _____
121 Increase / Decrease 2021 v. 2020 (subtract line 120 from line 119) [indicate + or -]	\$ _____	\$ _____
122 Explain in a short narrative the relative importance of various causes for the dollar differences (lines 119 and 120) in the fiscal year revenue figures (price change, utilization change, other causes?). Attach additional page(s) if necessary.		

VII. UNCOMPENSATED HEALTH CARE

This section (Lines 125 and 127) has data elements that are used to calculate the percentage of charges that are collected by the facility. These calculated percentages are displayed on WHA Information Center's PricePoint Web site.

Charges for Uncompensated Health Care	FY 2021	FY 2021 (Projected)
123 Charges for charity care provided for the fiscal year	\$ _____ (from line 66)	\$ _____
124 Charity care cost (using hospital cost to charge ratio)	\$ _____	\$ _____
125 Charges determined to be a bad debt for the fiscal year	\$ _____ (from line 67)	\$ _____
126 Bad debt cost (using hospital cost to charge ratio)	\$ _____	\$ _____
127 TOTAL charges for uncompensated health care for the fiscal year	\$ _____ (add lines 123 and 125)	\$ _____ (add lines 123 and 125)
128 Total cost (using hospital cost to charge ratio)	\$ _____	\$ _____
129 Hospital cost-to-charge ratio (used for calculations of lines 124, 126 and 128) (e.g. .458)	_____	_____

Number of "Patients" Receiving Uncompensated Health Care

(See manual for definitions – the number of "patients" should be reported as the number of individual patient visit ledgers.)

	FY 2021	FY 2021 (Projected)
130 Number of individual patient visit ledgers that received charity care for the fiscal year	_____	_____
131 Number of individual patient visit ledgers whose charges were determined to be bad debt for the fiscal year	_____	_____

- 132** Provide a **rationale** for the hospital's fiscal year 2021 projections in the space below. Explain how the projections used "patients" and total charges for fiscal year 2021, if at all. It could also include a description of the socioeconomic climate of your hospital's market and how that affects your hospital's Uncompensated Health Care Plan. Attach additional page(s) if necessary. (Using cost to charge ratio)

Hill-Burton Uncompensated Health Care Information

- 133** Does the hospital have current obligations under this program?

Enter Yes, No, or C (for conditional) on this line _____

- 134** If YES, enter date(s) the obligation(s) went into effect and date(s) the obligation(s) will be satisfied.

<u>Effective beginning date(s)</u>	<u>Projected satisfaction date(s)</u>
Month / Year	Month / Year
_____	_____
Month / Year	Month / Year
_____	_____
Month / Year	Month / Year
_____	_____

- 135** If YES, enter the amount of total federal assistance believed to remain under obligation.

\$ _____

WISCONSIN HOSPITAL MEDICAL ASSISTANCE (MA) ASSESSMENT PROGRAM

This section has a data element that is used to calculate the percentage of charges that are collected by the facility. These calculated percentages are displayed on WHA Information Center's PricePoint Web site.

TOTAL

- 136** Medicaid Assistance assessments paid to State of Wisconsin

\$ _____

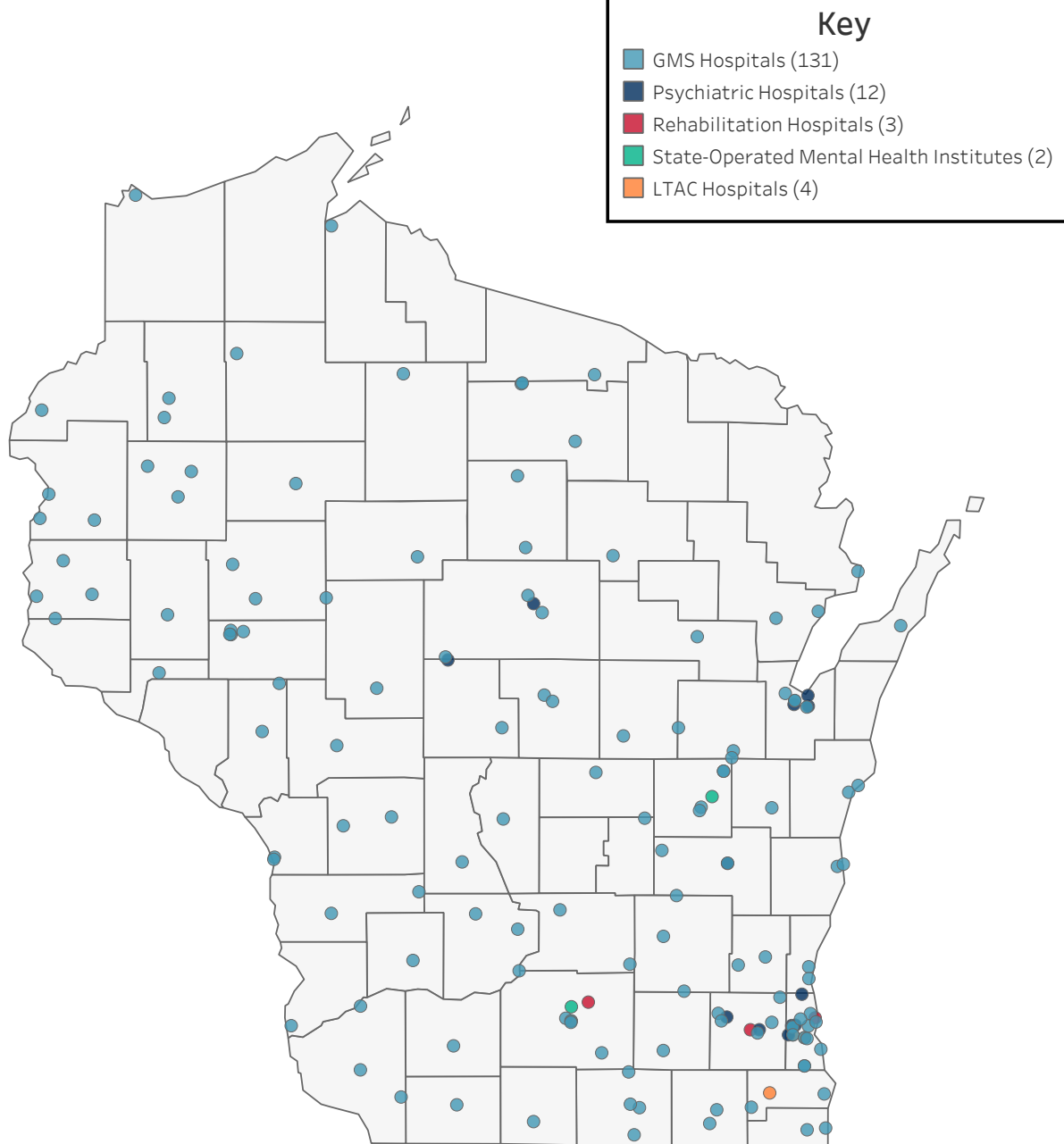
PAY SOURCE	TOTAL	INPATIENT	OUTPATIENT
137 Enhanced MA fee-for-service payments (estimates)	\$ _____	\$ _____	\$ _____
138 Actual access payments received through HMOs Reimbursed by Medical Assistance under Ch. 49, Wis. Stats.	\$ _____	\$ _____	\$ _____
139 TOTAL MA reimbursement enhancements	\$ _____	\$ _____	\$ _____

APPENDIX 4: SELECTED WISCONSIN MAPS

LOCATION OF WISCONSIN HOSPITALS

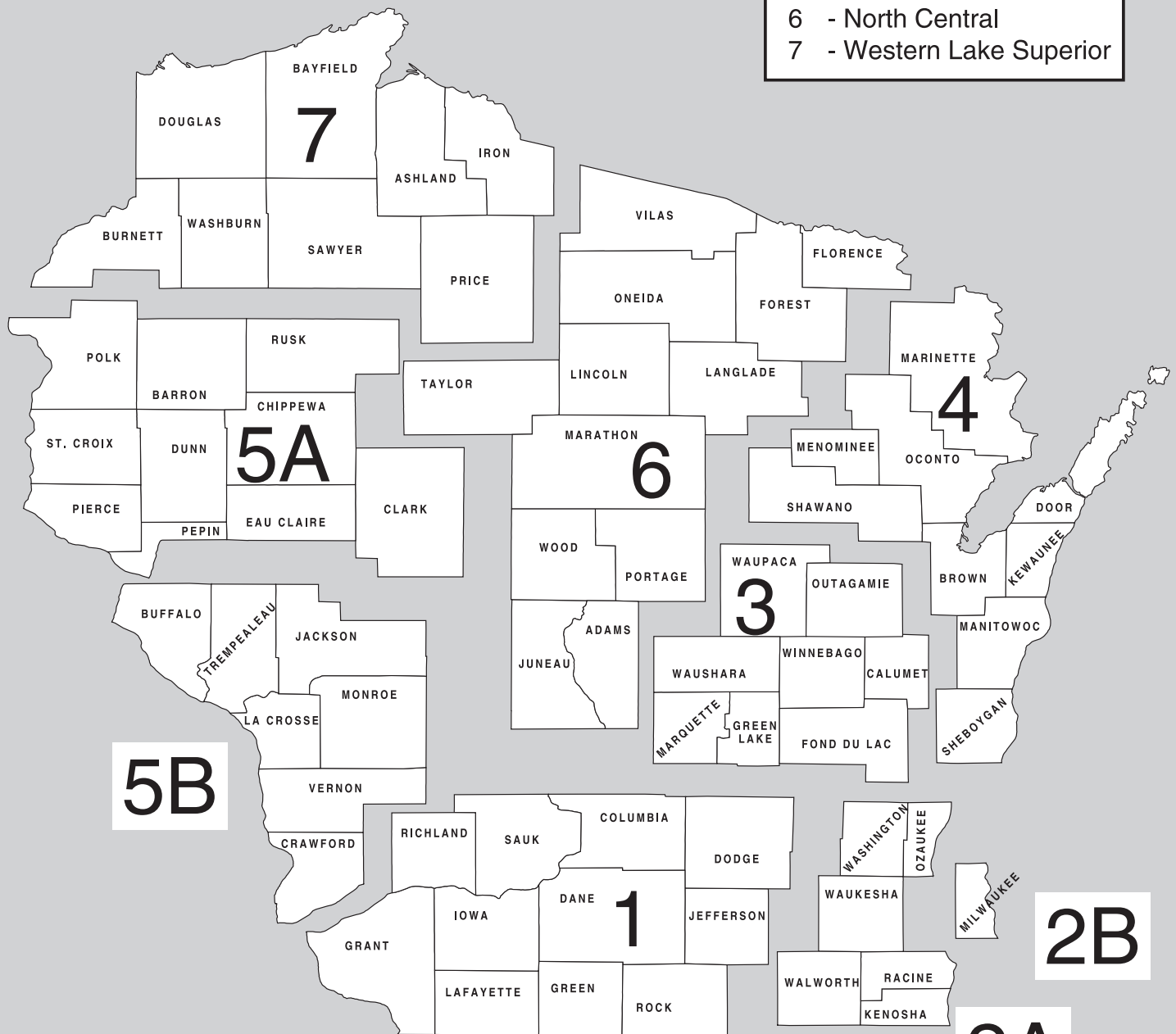
WISCONSIN ANALYSIS AREAS

Location of Wisconsin Hospitals 2021



Wisconsin Analysis Areas

- 1 - Southern
- 2A - Southeastern
- 2B - Milwaukee County
- 3 - Lake Winnebago
- 4 - Northeastern
- 5A - West Central
- 5B - Southwestern
- 6 - North Central
- 7 - Western Lake Superior



APPENDIX 5: HOSPITAL INDEX

HOSPITAL INDEX

(Sorted by hospital city, then by facility name)

ID	CAH	NAME	CITY	TYPE	COUNTY	AREA	VG
198		OakLeaf Surgical Hospital	Altoona	GMS	Eau Claire	5A	1
001	*	Amery Regional Medical Center	Amery	GMS	Polk	5A	3
002	*	Aspirus Langlade Hospital	Antigo	GMS	Langlade	6	5
004		Ascension NE Wisconsin - St. Elizabeth Campus	Appleton	GMS	Outagamie	3	7
003		ThedaCare Regional Medical Center - Appleton, Inc.	Appleton	GMS	Outagamie	3	7
006	*	Memorial Medical Center	Ashland	GMS	Ashland	7	5
007	*	Western Wisconsin Health	Baldwin	GMS	Saint Croix	5A	3
008		SSM Health St. Clare Hospital – Baraboo	Baraboo	GMS	Sauk	1	3
009	*	Mayo Clinic Health System - Northland in Barron	Barron	GMS	Barron	5A	4
010		Marshfield Medical Center – Beaver Dam	Beaver Dam	GMS	Dodge	1	3
011		Beloit Health System	Beloit	GMS	Rock	1	6
013	*	ThedaCare Medical Center - Berlin, Inc.	Berlin	GMS	Green Lake	3	3
014	*	Black River Memorial Hospital	Black River Falls	GMS	Jackson	5B	3
015	*	Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer	GMS	Chippewa	5A	1
016	*	Gundersen Boscobel Area Hospital and Clinics	Boscobel	GMS	Grant	1	2
017		Ascension SE Wisconsin - Elmbrook Campus	Brookfield	GMS	Waukesha	2A	5
319		Rogers Memorial Hospital - Brown Deer	Brown Deer	PSYCH	Milwaukee	2B	N/A
018		Aurora Medical Center Burlington	Burlington	GMS	Racine	2A	4
019	*	Ascension Calumet Hospital	Chilton	GMS	Calumet	3	2
020		St Joseph's Hospital	Chippewa Falls	GMS	Chippewa	5A	4
022	*	Prairie Ridge Health	Columbus	GMS	Columbia	1	2
182		Aurora St Luke's Medical Center - South Shore	Cudahy	GMS	Milwaukee	2B	4
024	*	Cumberland Healthcare	Cumberland	GMS	Barron	5A	1
025	*	Memorial Hospital of Lafayette Co.	Darlington	GMS	Lafayette	1	1
026	*	Upland Hills Health Inc	Dodgeville	GMS	Iowa	1	3
027	*	AdventHealth Durand	Durand	GMS	Pepin	5A	1
028	*	Aspirus Eagle River Hospital	Eagle River	GMS	Vilas	6	1
322		Marshfield Medical Center - Eau Claire	Eau Claire	GMS	Eau Claire	5A	6
029		Mayo Clinic Health System - Eau Claire	Eau Claire	GMS	Eau Claire	5A	7

ID	CAH	NAME	CITY	TYPE	COUNTY	AREA	VG
030		Sacred Heart Hospital	Eau Claire	GMS	Eau Claire	5A	5
031	*	Edgerton Hospital and Health Services	Edgerton	GMS	Rock	1	1
032		Aurora Lakeland Medical Center in Elkhorn	Elkhorn	GMS	Walworth	2A	4
033		Fond du Lac County Health Care Center	Fond du Lac	PSYCH	Fond du Lac	3	N/A
034		SSM Health St Agnes Hospital	Fond du Lac	GMS	Fond du Lac	3	6
035		Fort HealthCare	Fort Atkinson	GMS	Jefferson	1	6
311		Ascension SE Wisconsin Hospital - Franklin Campus	Franklin	GMS	Milwaukee	2B	3
313		Midwest Orthopedic Specialty Hospital	Franklin	GMS	Milwaukee	2B	2
037	*	Gundersen Moundview Hospital and Clinics	Friendship	GMS	Adams	6	2
195		Orthopaedic Hospital of Wisconsin	Glendale	GMS	Milwaukee	2B	2
315		Aurora Medical Center in Grafton	Grafton	GMS	Ozaukee	2A	6
038	*	Burnett Medical Center	Grantsburg	GMS	Burnett	7	1
197		Aurora BayCare Medical Center in Green Bay	Green Bay	GMS	Brown	4	7
039		Bellin Hospital	Green Bay	GMS	Brown	4	7
172		Bellin Psychiatric Center	Green Bay	PSYCH	Brown	4	N/A
040		Brown County Community Treatment Center	Green Bay	PSYCH	Brown	4	N/A
041		St Mary's Hospital Medical Center	Green Bay	GMS	Brown	4	4
042		St Vincent Hospital	Green Bay	GMS	Brown	4	7
321		Willow Creek Behavioral Health	Green Bay	PSYCH	Brown	4	N/A
043		Aurora Medical Center in Hartford	Hartford	GMS	Washington	2A	3
044	*	Hayward Area Memorial Hospital	Hayward	GMS	Sawyer	7	2
045	*	Gundersen St. Joseph's Hospital and Clinics	Hillsboro	GMS	Vernon	5B	2
046	*	Hudson Hospital & Clinics	Hudson	GMS	Saint Croix	5A	4
048		Mercy Health Hospital and Trauma Center - Janesville	Janesville	GMS	Rock	1	6
317		SSM Health St Mary's Janesville Hospital	Janesville	GMS	Rock	1	4
189		Aurora Medical Center in Kenosha	Kenosha	GMS	Kenosha	2A	6
305		Froedtert South	Kenosha	GMS	Kenosha	2A	6
056		Gundersen Lutheran Medical Center	La Crosse	GMS	La Crosse	5B	7
057		Mayo Clinic Health System - La Crosse	La Crosse	GMS	La Crosse	5B	7
058	*	Marshfield Medical Center - Ladysmith	Ladysmith	GMS	Rusk	5A	2
309	*	Mercyhealth Hospital and Medical Center - Walworth	Lake Geneva	GMS	Walworth	2A	3

ID	CAH	NAME	CITY	TYPE	COUNTY	AREA	VG
059	*	Grant Regional Health Center	Lancaster	GMS	Grant	1	2
060		Mendota Mental Health Institute	Madison	STATE	Dane	1	N/A
310		Select Specialty Hospital - Madison	Madison	LTAC	Dane	1	N/A
063		SSM Health St Mary's Hospital	Madison	GMS	Dane	1	7
061		UnityPoint Health - Meriter	Madison	GMS	Dane	1	7
320		UW Health Rehabilitation Hospital	Madison	REHAB	Dane	1	N/A
064		UW Hospital and Clinics Authority	Madison	GMS	Dane	1	7
178		Holy Family Memorial Inc	Manitowoc	GMS	Manitowoc	4	4
067		Aurora Medical Center - Bay Area	Marinette	GMS	Marinette	4	5
069		Marshfield Medical Center	Marshfield	GMS	Wood	6	7
068		Norwood Health Center	Marshfield	PSYCH	Wood	6	N/A
070		Mile Bluff Medical Center	Mauston	GMS	Juneau	6	3
071	*	Aspirus Medford Hospital & Clinics, Inc	Medford	GMS	Taylor	6	4
072		Froedtert Menomonee Falls Hospital	Menomonee Falls	GMS	Waukesha	2A	6
073	*	Mayo Clinic Health System - Red Cedar in Menomonie	Menomonie	GMS	Dunn	5A	5
110		Ascension Columbia St. Mary's Hospital Ozaukee	Mequon	GMS	Ozaukee	2A	5
074	*	Aspirus Merrill Hospital	Merrill	GMS	Lincoln	6	2
316		Ascension Columbia St. Mary's Hospital Milwaukee	Milwaukee	GMS	Milwaukee	2B	7
082		Ascension Sacred Heart Rehabilitation Hospital	Milwaukee	REHAB	Milwaukee	2B	N/A
086		Ascension SE Wisconsin Hospital - St. Joseph Campus	Milwaukee	GMS	Milwaukee	2B	5
085		Ascension St. Francis Hospital	Milwaukee	GMS	Milwaukee	2B	5
168		Aurora Sinai Medical Center	Milwaukee	GMS	Milwaukee	2B	6
087		Aurora St Luke's Medical Center	Milwaukee	GMS	Milwaukee	2B	7
075		Children's Wisconsin-Milwaukee Hospital	Milwaukee	GMS	Milwaukee	2B	6
079		Froedtert Hospital	Milwaukee	GMS	Milwaukee	2B	7
147		Milwaukee County Behavioral Health Complex	Milwaukee	PSYCH	Milwaukee	2B	N/A
300		Select Specialty Hospital - Milwaukee - St. Francis	Milwaukee	LTAC	Milwaukee	2B	N/A
323		Marshfield Medical Center - Minocqua	Minocqua	GMS	Oneida	6	6
091		SSM Health Monroe Hospital	Monroe	GMS	Green	1	6
194		Children's Wisconsin-Fox Valley Hospital	Neenah	GMS	Winnebago	3	1
092		ThedaCare Regional Medical Center - Neenah	Neenah	GMS	Winnebago	3	6

ID	CAH	NAME	CITY	TYPE	COUNTY	AREA	VG
093	*	Marshfield Medical Center - Neillsville	Neillsville	GMS	Clark	5A	2
094	*	ThedaCare Medical Center - New London	New London	GMS	Outagamie	3	3
095	*	Westfields Hospital & Clinic	New Richmond	GMS	Saint Croix	5A	4
098		ProHealth Oconomowoc Memorial Hospital	Oconomowoc	GMS	Waukesha	2A	5
099		Rogers Memorial Hospital Inc	Oconomowoc	PSYCH	Waukesha	2A	N/A
306	*	Bellin Health Oconto Hospital	Oconto	GMS	Oconto	4	4
101	*	St Clare Memorial Hospital	Oconto Falls	GMS	Oconto	4	2
102	*	Osceola Medical Center	Osceola	GMS	Polk	5A	3
103		Ascension NE Wisconsin - Mercy Campus	Oshkosh	GMS	Winnebago	3	5
303		Aurora Medical Center in Oshkosh	Oshkosh	GMS	Winnebago	3	6
154		Winnebago Mental Health Institute	Oshkosh	STATE	Winnebago	3	N/A
104	*	Mayo Clinic Health System - Oakridge in Osseo	Osseo	GMS	Trempealeau	5B	1
106	*	Marshfield Medical Center - Park Falls	Park Falls	GMS	Price	7	2
108	*	Southwest Health	Platteville	GMS	Grant	1	3
111		Aspirus Divine Savior Hospital & Clinics	Portage	GMS	Columbia	1	4
112	*	Crossing Rivers Health	Prairie du Chien	GMS	Crawford	5B	2
113		Sauk Prairie Healthcare	Prairie du Sac	GMS	Sauk	1	4
302		Ascension All Saints Hospital	Racine	GMS	Racine	2A	7
117	*	Reedsburg Area Medical Center	Reedsburg	GMS	Sauk	1	4
118		Aspirus Rhinelander Hospital	Rhinelander	GMS	Oneida	6	4
119		Marshfield Medical Center – Rice Lake	Rice Lake	GMS	Barron	5A	6
120	*	The Richland Hospital Inc	Richland Center	GMS	Richland	1	3
121	*	SSM Health Ripon Community Hospital	Ripon	GMS	Fond du Lac	3	1
122	*	River Falls Area Hospital	River Falls	GMS	Saint Croix	5A	2
123	*	ThedaCare Medical Center - Shawano	Shawano	GMS	Shawano	4	5
124		Aurora Sheboygan Memorial Medical Center	Sheboygan	GMS	Sheboygan	4	6
125		St Nicholas Hospital	Sheboygan	GMS	Sheboygan	4	4
179	*	Indianhead Medical Center/Shell Lake	Shell Lake	GMS	Washburn	7	1
127	*	Mayo Clinic Health System - Sparta	Sparta	GMS	Monroe	5B	2
128	*	Spooner Health	Spooner	GMS	Washburn	7	2
129	*	St Croix Regional Medical Center	St Croix Falls	GMS	Polk	5A	5

ID	CAH	NAME	CITY	TYPE	COUNTY	AREA	VG
130	*	Aspirus Stanley Hospital	Stanley	GMS	Clark	5A	1
324		Aspirus Plover Hospital	Stevens Point	GMS	Portage	6	1
131		Aspirus Stevens Point Hospital	Stevens Point	GMS	Portage	6	5
132	*	Stoughton Hospital Association	Stoughton	GMS	Dane	1	3
133	*	Door County Medical Center	Sturgeon Bay	GMS	Door	4	5
314		Aurora Medical Center in Summit	Summit	GMS	Waukesha	2A	5
134	*	St Mary's Hospital of Superior	Superior	GMS	Douglas	7	4
135	*	Tomah Health	Tomah	GMS	Monroe	5B	3
136	*	Aspirus Tomahawk Hospital	Tomahawk	GMS	Lincoln	6	1
137		Aurora Medical Center of Manitowoc County	Two Rivers	GMS	Manitowoc	4	5
138	*	Vernon Memorial Healthcare	Viroqua	GMS	Vernon	5B	3
184		Lakeview Specialty Hospital & Rehab	Waterford	LTAC	Racine	2A	N/A
139		Watertown Regional Medical Center	Watertown	GMS	Dodge	1	4
312		ProHealth Rehabilitation Hospital of Wisconsin	Waukesha	REHAB	Waukesha	2A	N/A
141		ProHealth Waukesha Memorial Hospital	Waukesha	GMS	Waukesha	2A	7
140		Waukesha County Mental Health Center	Waukesha	PSYCH	Waukesha	2A	N/A
142	*	ThedaCare Medical Center - Waupaca	Waupaca	GMS	Waupaca	3	3
143	*	SSM Health Waupun Memorial Hospital	Waupun	GMS	Dodge	1	2
145		Aspirus Wausau Hospital	Wausau	GMS	Marathon	6	7
144		North Central Health Care	Wausau	PSYCH	Marathon	6	N/A
149		Aurora Psychiatric Hospital	Wauwatosa	PSYCH	Milwaukee	2B	N/A
150		Aurora West Allis Medical Center	West Allis	GMS	Milwaukee	2B	7
192		Rogers Memorial Hospital - Milwaukee	West Allis	PSYCH	Milwaukee	2B	N/A
190		Select Specialty Hospital - Milwaukee - West Allis	West Allis	LTAC	Milwaukee	2B	N/A
151		Froedtert West Bend Hospital	West Bend	GMS	Washington	2A	5
308		Marshfield Medical Center-Weston	Weston	GMS	Marathon	6	6
152	*	Gundersen Tri-County Hospital and Clinics	Whitehall	GMS	Trempealeau	5B	1
153	*	ThedaCare Medical Center - Wild Rose	Wild Rose	GMS	Waushara	3	1
155		Aspirus Riverview Hospital and Clinics, Inc	Wisconsin Rapids	GMS	Wood	6	6
156		Howard Young Medical Center	Woodruff	GMS	Oneida	6	2