

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

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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	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	36	14	40.4	Occupational Therapists	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	2	1.3	Physical Therapists	3	1	3.1
Ancillary Nursing Personnel	1	1	1.7	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	3	1.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	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

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			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	\$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		
Less Expenses	\$32,081,348	Other Assets	\$1,167,092	Unrestricted Fund Balance	\$31,264,168
Non-Operating Gains/Losses	-\$9,140			Restricted Fund Balance	\$0
Net Income	\$5,177,034	Total Assets	\$31,646,941	Total Liabilities & Fund Balance	\$31,646,942