

**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<br>1 |       | Volume Group<br>3 |       | FY 2021 vs. 2020 |       |
|-----------------------------------------------|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2021 | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2020          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| 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<br>12/31/2021 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| <b>General Medical-Surgical</b>       |                   |                                     |                          |                      |                    |                           |                               |
| 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                           |
| <b>Pediatric, acute</b>               | 2                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | 1                 | 6                                   | 234                      | 550                  | 25.1%              | 1.5                       | 2.4                           |
| <b>Psychiatric</b>                    | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Alcoholism/chemical dependency</b> | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>ICU/CCU</b>                        |                   |                                     |                          |                      |                    |                           |                               |
| 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                           |
| <b>Subacute care</b>                  | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |

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

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

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

4 = Contracted, 5 = 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        | Sonographers                          | 1                | 3                | 2.6          |
| Dental Hygienists                           | 0                | 0                | 0.0        | Respiratory Therapists                | 5                | 4                | 6.2          |
| Registered Nurses                           | 44               | 71               | 76.6       | Occupational Therapists               | 1                | 4                | 3.3          |
| Certified Nurse Midwives                    | 1                | 1                | 1.8        | Occupational Therapy Assistants/Aides | 0                | 0                | 0.0          |
| Licensed Practical Nurses                   | 3                | 2                | 4.5        | Physical Therapists                   | 8                | 6                | 9.8          |
| Ancillary Nursing Personnel                 | 14               | 10               | 18.8       | Physical Therapy Assistants/Aides     | 0                | 0                | 0.0          |
| Medical Assistants                          | 12               | 3                | 12.9       | 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       |                                       |                  |                  |              |
|                                             |                  |                  |            | <b>Total</b>                          | <b>386</b>       | <b>238</b>       | <b>494.4</b> |

**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 |  |                                  |               |  |