

INTRODUCTION

The ***Guide to Wisconsin Hospitals, Fiscal Year 2023***, 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) 2022 Hospital Fiscal Survey, the Fiscal Year (FY) 2023 Hospital Fiscal Survey, the FY 2022 Annual Survey of Hospitals and the FY 2023 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 (142 in FY 2023) provide diagnostic and therapeutic services to patients for a variety of medical and surgical conditions.

Critical Access Hospitals (CAHs) (58 in FY 2023) 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 2023) 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 (13 in FY 2023) provide diagnostic and therapeutic services to patients with mental or emotional disorders.
- State-operated mental health institutes (2 in FY 2023) provide comprehensive and intensive diagnostic, therapeutic, and support services to patients with unusually complex or difficult mental, emotional, or developmental disorders.

- Rehabilitation hospitals (6 in FY 2023) 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 167 non-federal hospitals that provided full-year data to the FY 2023 Annual Survey of Hospitals, 140 are nongovernmental, not-for-profit entities, owned either by a religious organization (26) or by some other not-for-profit corporation (114). Three hospitals are state-operated and six are county-operated. Nineteen hospitals (eight GMS, four LTAC, four rehabilitation, and three 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 14. Waukesha County has ten GMS hospitals. Brown County, Dane County, Eau Claire County, Outagamie 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 seven counties, rehabilitation hospitals are located in five 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. Ninety of the 167 reporting hospitals (54 percent) had a fiscal year ending December 31, 2023.

All data used in this report are based on each hospital's 2023 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 2023

| Fiscal Year End | Number of Hospitals |
|------------------------|----------------------------|
| 03/31/2023 | 2 |
| 06/30/2023 | 49 |
| 07/31/2023 | 3 |
| 09/30/2023 | 20 |
| 12/31/2023 | 90 |
| 6/30/2023 | 1 |
| 9/30/2023 | 2 |

Source: 2023 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 2023

- One hundred and sixty-seven hospitals submitted full-year data to the WHA Information Center for FY 2023. Of this total, 142 were general medical-surgical (GMS) hospitals, four were long-term acute care (LTAC) hospitals, thirteen were psychiatric (psych) hospitals, six were rehabilitation (rehab) hospitals. Two were state-owned (state) hospitals.
- Of the 167 hospitals that submitted full-year data, 148 were not-for-profit. Nineteen hospitals (eight GMS, three PSYCH, four LTAC, and four rehab) were for-profit facilities owned by partnerships or corporations.
- Of the 148 not-for-profit hospitals, two were state-operated hospitals, six were county-operated hospitals, 26 were religious hospitals, and 114 were other not-for-profit hospitals.
- In FY 2023, there were 58 Critical Access Hospitals (CAHs).
- WHA surveyed 18 of the state's largest health care systems, which represent 119 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 6.5%, but the systems as a whole had operating margins averaging only -0.8%.
- The overall average occupancy rate for Wisconsin hospitals was 63 percent in FY 2023. GMS hospitals had an average occupancy rate of 63 percent, LTAC hospitals, 58 percent, psychiatric hospitals, 69 percent, state hospitals, 59 percent, and rehabilitation hospitals, 72 percent.
- On average, there were 7,490 patients hospitalized on any given day: 6,544 at GMS hospitals, 101 at LTAC hospitals, 397 at psychiatric hospitals, 297 at state hospitals, and 150 at rehabilitation hospitals.
- There were 512,484 hospital discharges in FY 2023: 479,632 from GMS hospitals, 1,143 from LTAC hospitals, 23,226 from psychiatric hospitals, 4,378 from state hospitals, and 4,105 from the rehabilitation hospitals.
- There were 2,733,680 inpatient days reported by Wisconsin hospitals, of which 2,388,705 were for GMS hospitals, 36,960 were for LTAC hospitals, 144,968 were for psychiatric hospitals, 108,379 were for the state hospitals, and 54,668 were for the rehabilitation hospitals.
- Outpatient visits totaled 21,489,226 at the 153 Wisconsin hospitals that provided outpatient services. GMS hospitals had 21,104,194 outpatient visits, LTAC hospitals had 3,188, psychiatric hospitals had 345,660, and the rehabilitation hospitals had 36,184.
- Medicare accounted for 47.8 percent of total gross patient revenue (billed charges), Medicaid for 14.5 percent, and other public sources for 1.9 percent. Commercial insurance accounted for 32.5 percent of total gross patient revenue, and self-pay/other accounted for 3.3 percent.
- Total hospital revenue was \$29,862.3 million, \$29,013.2 million at GMS hospitals and \$849.1 million at specialty hospitals.

- Wisconsin hospitals collected 32 percent of total gross patient revenue (billed charges). GMS hospitals collected 32 percent of patient charges, LTAC hospitals collected 20 percent, psychiatric hospitals collected 45 percent, the state hospitals collected 93 percent, and the rehabilitation hospitals collected 51 percent.
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2023 was \$3,555; the average length of stay was 5.4 days. Net revenue received per inpatient day (and average length of stay) was \$3,859 for GMS hospitals (5.0 days), \$2,231 for LTAC hospitals (32.3 days), \$1,401 for psychiatric hospitals (6.2 days), \$784 for the state hospitals (24.8 days), and \$2,038 for the rehabilitation hospitals (13.3 days).
- The average net revenue (charges minus deductions, before expenses) received per outpatient visit in a Wisconsin hospital in FY 2023 was \$869. GMS hospitals received \$875, the LTAC hospitals received \$109, psychiatric hospitals received \$629, and rehabilitation hospitals received \$56.
- Salaries and fringe benefits represented 42.2 percent of total expenses for Wisconsin hospitals. For GMS hospitals, salaries and fringe benefits represented 41.6 percent of total expenses, for LTAC hospitals 51.1 percent, for psychiatric hospitals 58.8 percent, for state hospitals 70.1 percent, and for rehabilitation hospitals 58.1 percent.
- The net-income percentage across all Wisconsin hospitals was 6.9 percent in FY 2023. The rehabilitation hospitals had the highest net income percentage (16.4 percent) followed by the GMS hospitals (7.1 percent), psychiatric hospitals (-1.3 percent), LTAC hospitals (-3.8 percent), state hospitals (-9.0 percent).
- Wisconsin hospitals reported net income of \$2.07 billion in FY 2023. GMS hospitals reported net income of \$2.08 billion, and specialty hospitals together reported net income of \$-10.2 million.
- Fifty-four hospitals lost money in FY 2023, compared to sixty-four in FY 2022.
- There were 11,811 beds set up and staffed in FY 2023 at the 167 reporting hospitals. Of these, 10,353 were at GMS hospitals, 176 were at LTAC hospitals, 572 were at psychiatric hospitals, 503 were at the state hospitals, and 207 were at the rehabilitation hospitals.
- GMS hospitals averaged the highest ratio of full-time equivalent (FTE) personnel per patient (5.2). The rehabilitation hospitals were next (4.7), followed by the state hospitals (4.3), LTAC hospitals (4.3), psychiatric hospitals (3.5), and Statewide, for all hospitals, the average was 4.9 FTEs per patient.
- GMS hospitals employed 160 full-time licensed nurses per 100 patients. rehabilitation hospitals employed 141 per 100 patients, LTAC hospitals employed 109, psychiatric hospitals employed 65, state hospitals employed 58.

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).

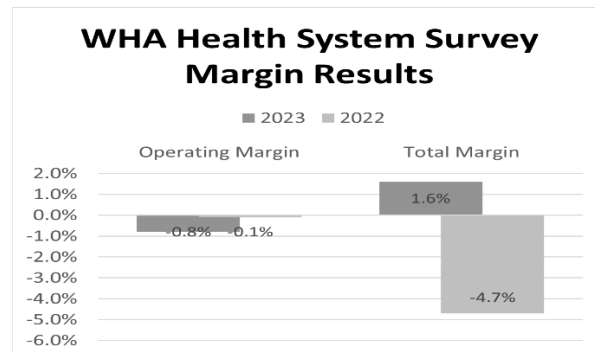
Total Revenue: The sum of net patient revenue and other revenue.

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 119 hospitals. The operating margin for these 18 systems was -0.8% in 2023. The total margin was 1.6%.



| Table 1a | Total System Operations | Fiscal Survey Data on System Hospitals Only |
|-----------------------------------|--------------------------------|--|
| Operating Revenue | \$37,083,278,754 | \$26,922,883,811 |
| Operating Expenses | \$37,397,328,219 | \$25,174,155,574 |
| Operating Margin | (\$314,049,465) | \$1,748,728,237 |
| Operating Margin % | -0.8% | 6.5% |
| Nonoperating Income & Investments | \$1,260,180,906 | \$502,314,312 |
| Nonoperating Expenses | \$348,349,253 | \$359,866,772 |
| Total Revenue | \$38,343,459,660 | \$27,425,198,123 |
| Total Expenses | \$37,745,677,472 | \$25,534,022,346 |
| Total Margin | \$597,782,188 | \$1,891,175,777 |
| Total Margin % | 1.6% | 6.9% |

| Table 1b | Number of Systems Providing |
|---|------------------------------------|
| Non-Hospital Services | |
| Lab | 16 |
| Physician Clinics | 16 |
| Pharmacy | 15 |
| Hospice | 12 |
| Home Health | 11 |
| Dialysis | 6 |
| Assisted Living | 4 |
| Nursing Home | 3 |
| Other services noted: | |
| Durable medical equipment, behavioral health, rehabilitation, social services, health plans, etc. | |

Source: FY 2023 Health System Survey, WHA Information Center, LLC.

Hospitals

In FY 2023, Wisconsin hospitals generated \$29.9 billion in total revenue (see Table 2). After expenses and non-operating gains and losses, hospitals were left with total net income of \$2.1 billion.

| Table 2. Summary Financial Data (in millions), Wisconsin Hospitals, FY 2023 | | | |
|---|---------------|------------|-----------|
| | All Hospitals | GMS | Specialty |
| Gross Patient Revenue | \$86,227.3 | \$84,576.4 | \$1,650.9 |
| Net Patient Revenue | \$27,844.8 | \$27,156.1 | \$688.7 |
| Total Revenue | \$29,862.3 | \$29,013.2 | \$849.1 |
| Expenses | \$28,025.8 | \$27,165.9 | \$859.9 |
| Nonoperating Gains/Losses | \$230.5 | \$229.9 | \$0.6 |
| Net Income | \$2,067.0 | \$2,077.2 | -\$10.2 |
| Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | | | |

Between fiscal years 1993 and 2023, total gross patient revenue (charges) at Wisconsin hospitals increased from \$6.8 billion to \$86.2 billion. Net patient revenue increased from \$5.0 billion to \$27.8 billion, and expenses increased from \$5.2 billion to \$28.0 billion. Net income increased from \$241.7 million to \$2.1 billion. In FY 1993, hospitals collected 74 percent of their charges. In FY 2023, they collected 32.3 percent.

During the same period, total gross patient revenue at CMS hospitals increased from \$5.3 billion to \$84.6 billion. Net patient revenue rose from \$3.9 billion to \$27.2 billion. Net income increased from \$217.4 million to \$2.1 billion.

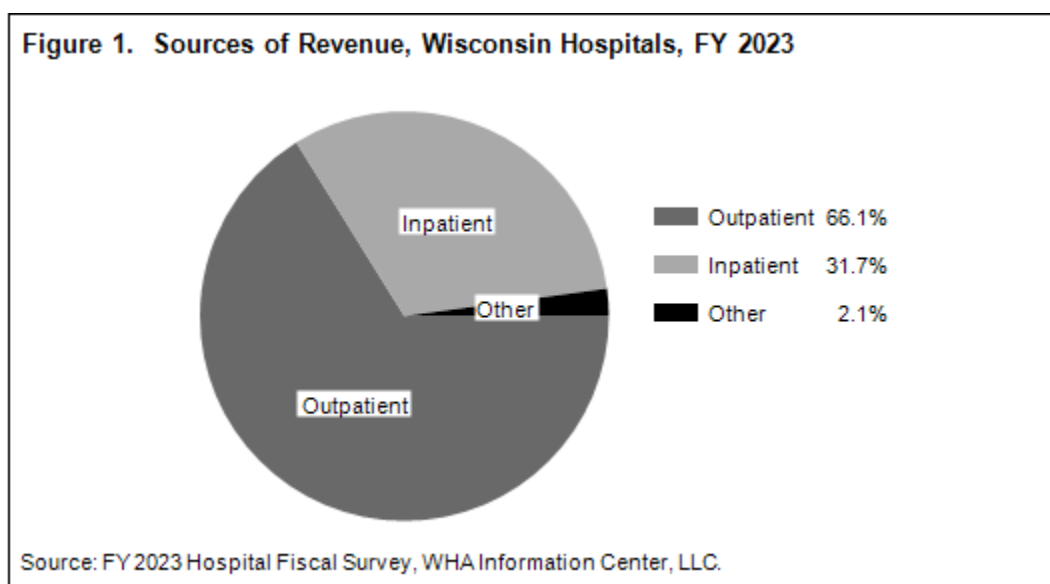
Net income at specialty hospitals went from \$24.3 million in 1993 to -\$10.2 million in 2023. The number of specialty hospitals was 22 in 1993 and 22 in 2023.

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 2023. From 1993 to 2023, inpatient revenue as a proportion of total gross patient and other revenue at GMS hospitals decreased from 66.8 percent to 31.7 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 66.1 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 Marshfield Medical Center-River Region at Stevens Point with 96.5 percent, Bellin Health Oconto Hospital with 95.6 percent, Ascension Wisconsin Hospital – Greenfield with 94.7 percent, Froedtert Community Hospital - Oak Creek with 94.5 percent, and Froedtert Community Hospital – Pewaukee with 94.5 percent.

In FY 2023, Wisconsin hospitals reported \$2.0 billion in other (non-patient) revenue. State hospitals relied most on other revenue, with 58.1 percent of hospital revenue from this source, compared with 3.3 percent at psychiatric hospitals, 2.2 percent at GMS

hospitals, 0.2 percent at the rehabilitation hospitals, and 0.0 percent at the LTAC hospitals (see Table 3).

| Table 3. Revenue Sources as a Percent of Total Gross Patient and Other Revenue, Wisconsin Hospitals, FY 2023 | | | | |
|---|------------------|------------------------------|-------------------------------|--------------------------|
| Type | Hospitals | Inpatient Revenue (%) | Outpatient Revenue (%) | Other Revenue (%) |
| GMS | 142 | 31.7 | 66.1 | 2.2 |
| LTAC | 4 | 99.8 | 0.2 | 0.0 |
| PSYCH | 13 | 51.2 | 45.5 | 3.3 |
| REHAB | 6 | 95.9 | 3.9 | 0.2 |
| STATE | 2 | 41.3 | 0.6 | 58.1 |
| TOTAL | 167 | 32.4 | 65.3 | 2.3 |
| Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | | | | |

Public Payment Sources as a Percentage of Gross Patient Revenue

In FY 2023, Medicare and commercial insurance were the major sources of payment for all Wisconsin hospitals combined, with Medicare constituting 47.8 percent of gross patient revenue and commercial insurance 32.5 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 (64.3 percent) than did private sources (35.7 percent). Medicare gross patient revenue as a proportion of total gross patient revenue for each type of hospital ranged from a high of 65.2 percent at rehabilitation hospitals to a low of 10.2 at Psychiatric hospitals.

Medical Assistance gross patient revenue as a proportion of total gross patient revenue was highest at the Psychiatric hospital at 37.5 percent. LTAC, State, and Rehabilitation hospitals reported 26.2 percent, 15.9 percent, and 14.1 percent of total gross patient revenue, respectively. The GMS hospitals reported the percentage of Medical Assistance gross revenue at 14.2 percent.

Revenue from commercial insurance as a proportion of total gross patient revenue was highest for the psychiatric hospitals (49.5 percent) and lowest at state hospitals (14.2 percent).

| Table 4. Payment Sources as a Percent of Total Gross Patient Revenue, Wisconsin Hospitals, FY 2023 | | | | | | |
|---|------------------|--------------------------|---------------------------|---------------------|--------------------------|-------------------|
| Type | Hospitals | Public Source (%) | | | Private Source(%) | |
| | | Medicare | Medical Assistance | Other Public | Commercial | Self/Other |
| GMS | 142 | 48.2 | 14.2 | 1.9 | 32.4 | 3.3 |
| LTAC | 4 | 53.7 | 26.2 | 0.0 | 20.1 | 0.1 |
| PSYCH | 13 | 10.2 | 37.5 | 0.7 | 49.5 | 2.1 |
| REHAB | 6 | 65.2 | 14.1 | 0.1 | 20.4 | 0.2 |
| STATE | 2 | 28.7 | 15.9 | 41.1 | 14.2 | 0.0 |
| TOTAL | 167 | 47.8 | 14.5 | 1.9 | 32.5 | 3.3 |
| Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | | | | | | |

Percent of Charges Collected by Hospitals

Overall, Wisconsin hospitals collected 32.3 cents for each dollar they charged in FY 2023 (see Table 5), less than the proportion they received in 2022 (33.4 cents). GMS hospitals received 32 percent of their charges. The state-operated mental health institutes, rehabilitation hospitals, psychiatric hospitals, and the LTAC hospitals received 93 percent, 51 percent, 45 percent, and 20 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 67.4 percent. Aurora Medical Center, Marinette, collected the lowest percentage of gross patient revenue at 19.2 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 2023 totaled \$58.4 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 68 percent of billed charges (or \$57.4 billion) in FY 2023.

For all Wisconsin hospitals, contractual adjustments constituted 96.4 percent of unpaid charges in 2023, the same as FY 2022 (see Tables 6 and 7A). The largest adjustment (\$31.7 billion, or 54 percent of total deductions) came from Medicare, followed by \$12.9

billion (22 percent) from commercial sources and \$9.8 billion (17 percent) from Medical Assistance.

For all Wisconsin hospitals, the highest percentage of gross revenue collected by payer source for FY 2023 was from commercial payers, with 54.0 percent collected (see Table 7B). The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 21.9 percent collected.

At GMS hospitals, the highest percentage of gross revenue collected by payer source for FY 2023 was from commercial payers, with 53.9 percent collected. The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 21.3 percent collected.

At specialty hospitals, the highest percentage of gross revenue collected by payer source for FY 2023 was from other public sources, which include County Relief, county programs under 51.42 & 51.437, Wisconsin Statutes, and all other public programs, with 92.7 percent collected.

Table 5. Percent of Total Gross Patient Revenue Actually Collected, Wisconsin Hospitals, FY 2023

| Type | Hospitals | Gross Patient Revenue (in millions) | Deductions from Revenue (in millions) | Net Patient Revenue (in millions) | Percentage of Gross Patient Revenue Collected |
|-------|-----------|-------------------------------------|---------------------------------------|-----------------------------------|---|
| GMS | 142 | \$84,576.4 | \$57,420.4 | \$27,156.1 | 32.1 |
| LTAC | 4 | \$420.6 | \$338.3 | \$82.3 | 19.6 |
| PSYCH | 13 | \$918.5 | \$509.5 | \$409.0 | 44.5 |
| REHAB | 6 | \$218.9 | \$107.8 | \$111.1 | 50.8 |
| STATE | 2 | \$92.9 | \$6.5 | \$86.4 | 93.0 |
| TOTAL | 167 | \$86,227.3 | \$58,382.5 | \$27,844.8 | 32.3 |

Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC.

| Table 6. Summary of Hospital Revenue (in millions), Wisconsin, FY 2023 | | | |
|--|----------------------|------------|------------------|
| | All Hospitals | GMS | Specialty |
| Gross Patient Revenue (Patient Charges) | \$86,227.3 | \$84,576.4 | \$1,650.9 |
| Contractual Adjustments: | | | |
| Medicare | \$31,677.6 | \$31,359.1 | \$318.5 |
| Medical Assistance | \$9,778.3 | \$9,460.2 | \$318.1 |
| Other Public Sources | \$1,155.0 | \$1,151.7 | \$3.3 |
| Commercial Sources | \$12,858.1 | \$12,618.3 | \$239.8 |
| Other Contractual Adjustments | \$808.2 | \$803.1 | \$5.1 |
| Charity Care | \$627.0 | \$617.4 | \$9.7 |
| Bad Debt | \$731.1 | \$716.8 | \$14.3 |
| Other Noncontractual Deductions | \$747.2 | \$693.7 | \$53.4 |
| Total Deductions | \$58,382.5 | \$57,420.4 | \$962.2 |
| Net Patient Revenue | \$27,844.8 | \$27,156.1 | \$688.7 |
| Other Revenue | \$2,017.5 | \$1,857.1 | \$160.4 |
| Total Revenue | \$29,862.3 | \$29,013.2 | \$849.1 |
| Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | | | |

At GMS hospitals, from FY 1993 to FY 2023, Medicare adjustments, as a proportion of all unpaid charges, decreased from 60.0 percent to 54.6 percent, the proportion of Medical Assistance adjustments increased from 15.7 percent to 16.5 and adjustments from other public sources remained at 2.0 percent. From FY 1993 to FY 2023, 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 \$617.4 million.

At GMS hospitals, from FY 1993 to FY 2023, adjustments from commercial sources, as a proportion of all unpaid charges, increased from 16.5 percent to 22.0 percent.

Table 7A. Deductions from Revenue as a Percent of Total Deductions from Revenue, Wisconsin Hospitals, FY 2023

| | All Hospitals (%) | GMS (%) | Specialty (%) |
|---------------------------------|--------------------------|----------------|----------------------|
| Contractual Adjustments: | | | |
| Medicare | 54.3 | 54.6 | 33.1 |
| Medical Assistance | 16.7 | 16.5 | 33.1 |
| Other Public Sources | 2.0 | 2.0 | 0.3 |
| Commercial Sources | 22.0 | 22.0 | 24.9 |
| Other Contractual Adjustments | 1.4 | 1.4 | 0.5 |
| Charity Care | 1.1 | 1.1 | 1.0 |
| Bad Debt | 1.3 | 1.2 | 1.5 |
| Other Noncontractual Deductions | 0.2 | 1.2 | 5.6 |

Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 7B. Percentage of Gross Revenue Collected by Payer Source, Wisconsin Hospitals, FY 2023

| | All Hospitals (%) | GMS (%) | Specialty (%) |
|----------------------|--------------------------|----------------|----------------------|
| Revenue Collected: | | | |
| Medicare | 23.2 | 23.1 | 34.8 |
| Medical Assistance | 21.9 | 21.3 | 36.4 |
| Other Public Sources | 29.5 | 27.8 | 92.7 |
| Commercial Sources | 54.0 | 53.9 | 59.9 |

Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC.

Average Net Revenue per Inpatient Day

In FY 2023, the average net revenue received (charges minus deductions, before expenses) per inpatient day in a Wisconsin hospital was \$3,555 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 \$3,859 but kept inpatients for fewer days (an average 5.0 days) than psychiatric (6.2 days), rehabilitation (13.3 days), state hospitals (24.8 days) or LTAC (32.3 days). GMS hospitals had the highest average net revenue per outpatient visit, at \$875.

In FY 2023, the average inpatient net revenue received per inpatient stay for all hospitals was \$19,168. GMS hospitals received an average of \$19,469. Average inpatient net revenue for the specialty hospitals ranged from \$8,745 per hospitalization for the psychiatric hospitals to \$72,154 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 2023 | | | | |
|--|---------------------------|--------------------------|------------------------------|-----------------------------|
| Type | Per Inpatient Stay | Per Inpatient Day | Length of Stay (days) | Per Outpatient Visit |
| GMS | \$19,469 | \$3,859 | 5.0 | \$875 |
| LTAC | \$72,154 | \$2,231 | 32.3 | \$109 |
| PSYCH | \$8,745 | \$1,401 | 6.2 | \$629 |
| REHAB | \$27,146 | \$2,038 | 13.3 | \$56 |
| STATE | \$19,414 | \$784 | 24.8 | N/A |
| TOTAL | \$19,168 | \$3,555 | 5.4 | \$869 |
| Note: Excludes data on newborns. | | | | |
| Source: 2023 Annual Survey of Hospitals, FY 2023 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 2022 | | | | |
|--|---------------------------|--------------------------|------------------------------|-----------------------------|
| Type | Per Inpatient Stay | Per Inpatient Day | Length of Stay (days) | Per Outpatient Visit |
| GMS | \$20,000 | \$3,771 | 5.3 | \$819 |
| LTAC | \$77,533 | \$2,065 | 37.5 | \$121 |
| PSYCH | \$7,710 | \$1,255 | 6.1 | \$757 |
| REHAB | \$27,508 | \$2,106 | 13.1 | \$138 |
| STATE | \$14,260 | \$658 | 21.7 | N/A |
| TOTAL | \$19,524 | \$3,481 | 5.6 | \$818 |
| Note: Excludes data on newborns. | | | | |
| Source: 2022 Annual Survey of Hospitals, FY 2022 Hospital Fiscal Survey, WHA Information Center, LLC. | | | | |

The two GMS hospitals with the highest net revenue per patient were OakLeaf Surgical Hospital, Altoona, (\$52,773) and Children's Wisconsin-Milwaukee Hospital, (\$50,944).

Forty GMS hospitals had net revenue per patient greater than \$17,000. They were:

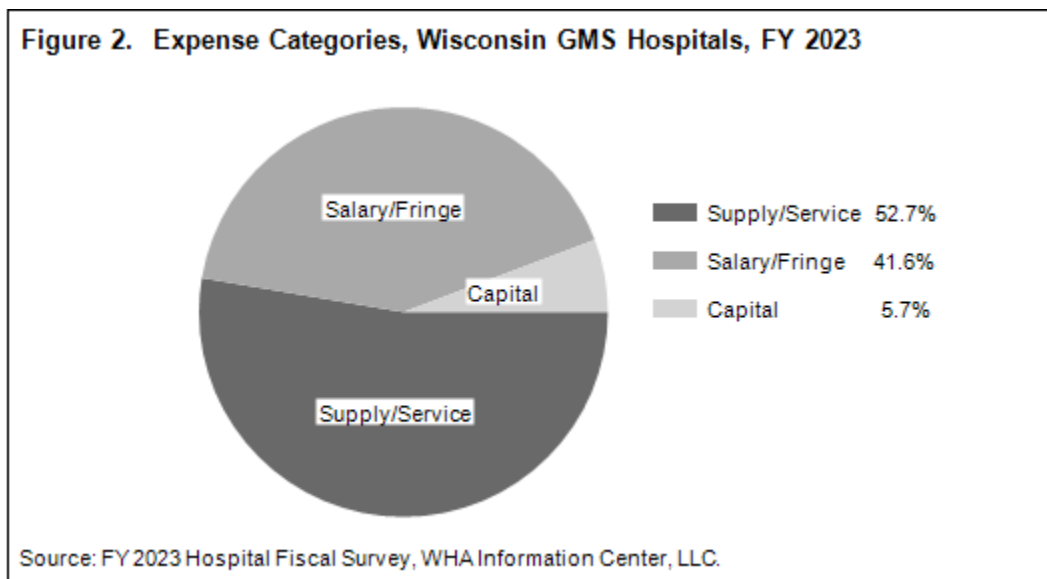
| Hospital | City | Net revenue per patient |
|--|-------------|--------------------------------|
| • OakLeaf Surgical Hospital | Altoona | \$52,773 |
| • Children's Wisconsin-Milwaukee Hospital | Milwaukee | \$50,944 |
| • UW Hospital and Clinics Authority | Madison | \$36,625 |
| • Children's Wisconsin-Fox Valley Hospital | Neenah | \$36,208 |
| • Aurora St Luke's Medical Center | Milwaukee | \$31,062 |
| • Froedtert Hospital | Milwaukee | \$30,842 |
| • Midwest Orthopedic Specialty Hospital | Franklin | \$29,055 |
| • Mayo Clinic Health System - Chippewa Valley in Bloomer | Bloomer | \$27,915 |
| • ThedaCare Medical Center Orthopedics, Spine and Pain | Appleton | \$26,595 |
| • Gundersen St. Joseph's Hospital and Clinics | Hillsboro | \$26,457 |
| • Gundersen Boscobel Area Hospital and Clinics | Boscobel | \$25,917 |
| • Mayo Clinic Health System - Oakridge in Osseo | Osseo | \$25,734 |
| • Mayo Clinic Health System - Sparta | Sparta | \$24,948 |
| • Mile Bluff Medical Center | Mauston | \$24,065 |
| • Marshfield Medical Center | Marshfield | \$23,035 |
| • Mayo Clinic Health System - Eau Claire | Eau Claire | \$22,862 |
| • Gundersen Tri-County Hospital and Clinics | Whitehall | \$22,549 |
| • Aurora BayCare Medical Center | Green Bay | \$22,276 |
| • Cumberland Healthcare | Cumberland | \$22,121 |

| Hospital | City | Net revenue per patient |
|--|-------------------|------------------------------------|
| • Tamarack Health Hayward Medical Center | Hayward | \$21,763 |
| • SSM Health St Mary's Hospital | Madison | \$21,441 |
| • Ascension Columbia St. Mary's Hospital Milwaukee | Milwaukee | \$21,230 |
| • Orthopaedic Hospital of Wisconsin | Glendale | \$20,047 |
| • Prairie Ridge Health | Columbus | \$20,044 |
| • Mayo Clinic Health System - La Crosse | La Crosse | \$19,912 |
| • Crossing Rivers Health | Prairie du Chien | \$19,683 |
| • Froedtert South – Froedtert Pleasant Prairie | Pleasant Prairie | \$19,681 |
| • Gundersen Lutheran Medical Center | La Crosse | \$19,563 |
| • Mercy Health Hospital and Trauma Center - Janesville | Janesville | \$19,362 |
| • AdventHealth Durand | Durand | \$19,130 |
| • St Mary's Hospital of Superior | Superior | \$18,825 |
| • Aspirus Wausau Hospital | Wausau | \$18,724 |
| • Spooner Health | Spooner | \$18,384 |
| • Mayo Clinic Health System - Red Cedar in Menomonie | Menomonie | \$18,190 |
| • Edgerton Hospital and Health Services | Edgerton | \$18,024 |
| • Black River Memorial Hospital | Black River Falls | \$17,747 |
| • Upland Hills Health Inc | Dodgeville | \$17,731 |
| • Aurora Sinai Medical Center | Milwaukee | \$17,697 |
| • Aurora Medical Center - Grafton | Grafton | \$17,354 |
| • Osceola Medical Center | Osceola | \$17,016 |

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 41.6 percent in FY 2023. The supplies and services proportion has increased from 36.8 percent to 52.7 percent (see Table 9).

The GMS hospitals had the largest supplies and services component of hospital expenses (52.7 percent). Long-term acute care hospitals had the next largest supplies and services component (41.1 percent).

| Table 9. Percent of Expenses Allocated to Each Component, Wisconsin Hospitals, FY 2023 | | | | |
|---|------------------|-------------------------------------|--------------------------------|--------------------|
| Type | Hospitals | Salary / Fringe Benefits (%) | Supplies / Services (%) | Capital (%) |
| GMS | 142 | 41.6 | 52.7 | 5.7 |
| LTAC | 4 | 51.1 | 41.1 | 7.8 |
| PSYCH | 13 | 58.8 | 36.4 | 4.8 |
| REHAB | 6 | 58.1 | 30.5 | 11.4 |
| STATE | 2 | 70.1 | 27.8 | 2.1 |
| TOTAL | 167 | 42.2 | 52.1 | 5.7 |
| Source: FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | | | | |

| Table 10. Revenue, Expense, Gain/Loss, Net Income (in millions), and Net Income Percentage, Wisconsin Hospitals, FY 2023 | | | | | | |
|---|------------------|----------------------|-----------------------|----------------------------------|-------------------|-----------------------|
| Type | Hospitals | Total Revenue | Total Expenses | Nonoperating Gains/Losses | Net Income | Net Income (%) |
| GMS | 142 | \$29,013.19 | \$27,165.91 | \$229.91 | \$2,077.19 | 7.10 |
| LTAC | 4 | \$82.30 | \$85.41 | \$0.01 | -\$3.11 | -3.78 |
| PSYCH | 13 | \$440.38 | \$446.79 | \$0.52 | -\$5.89 | -1.34 |
| REHAB | 6 | \$111.49 | \$93.19 | -\$0.09 | \$18.22 | 16.35 |
| STATE | 2 | \$214.96 | \$234.53 | \$0.20 | -\$19.38 | -9.01 |
| TOTAL | 167 | \$29,862.32 | \$28,025.85 | \$230.55 | \$2,067.02 | 6.87 |
| Source: FY 2023 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 Aurora St. Luke's Medical Center, Milwaukee, at \$285.9 million, UW Hospital and Clinics Authority, Madison, at 205.6 million, Aurora BayCare Medical Center in Green Bay, Green Bay, at 136.0 million, Children's Wisconsin-Milwaukee Hospital at 96.9 million, Froedtert Hospital,

Milwaukee, at 92.2 million, and SSM Health St Agnes Hospital, Fond du Lac, at 81.9 million.

The GMS hospital with the highest net-income percentage was Midwest Orthopedic Specialty Hospital, Franklin, at 37.3 percent. The next top five were Froedtert Community Hospital - New Berlin at 36.7 percent, ProHealth Care Waukesha Memorial Hospital – Mukwonago at 35.8 percent, Orthopaedic Hospital of Wisconsin, Glendale, at 35.2 percent, OakLeaf Surgical Hospital, Altoona, at 32.9 percent, and Aurora Medical Center Manitowoc County, Two Rivers, at 24.9 percent.

Fifty-four Wisconsin hospitals reported net losses, totaling \$595.28 million, in FY 2023 (see Table 11). In FY 2022, sixty hospitals operated at a loss, with a combined loss of \$690.43 million.

| Table 11. Hospitals that Lost Money (in millions), Wisconsin Hospitals, FY 2023 | | |
|--|------------------|-------------------|
| Type | Hospitals | Net Income |
| GMS | 39 | -538.91 |
| LTAC | 3 | -3.72 |
| PSYCH | 8 | -24.15 |
| REHAB | 2 | -9.12 |
| STATE | 2 | -19.38 |
| TOTAL | 54 | -595.28 |

Other Revenue and Non-Operating Gains or Losses

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 2023, Wisconsin hospitals reported \$2.0 billion in other (non-patient) revenue (1.9 billion for GMS hospitals). Wisconsin hospitals reported \$230.5 million in non-operating gains (\$229.9 million 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 2023 | | | | |
|---|-------------|-------------|--------------|--------------|
| | GMS | LTAC | PSYCH | REHAB |
| Hospitals | 142 | 4 | 13 | 6 |
| Assets (in millions) | | | | |
| Cash & cash equivalents | \$10,143.48 | \$0.27 | \$79.96 | \$3.73 |
| Net patient accounts receivable | \$6,393.06 | \$18.68 | \$48.67 | \$15.20 |
| Other accounts receivable | \$2,586.15 | \$0.00 | \$4.16 | \$0.04 |
| Land, buildings, and equipment (net) | \$23,117.05 | \$8.54 | \$274.10 | \$47.73 |
| Other assets | \$25,657.58 | \$26.21 | \$191.46 | \$72.25 |
| Total unrestricted assets | \$67,897.33 | \$53.70 | \$598.35 | \$138.95 |
| Liabilities (in millions) | | | | |
| Current liabilities | \$8,936.89 | \$10.17 | \$64.69 | \$21.49 |
| Long-term debt | \$15,362.57 | \$2.19 | \$130.47 | \$24.36 |
| Other liabilities | \$4,411.46 | \$34.41 | \$137.33 | \$38.52 |
| Unrestricted fund balances | \$39,225.83 | \$6.93 | \$265.86 | \$54.58 |
| Total liabilities and unrestricted funds | \$67,936.76 | \$53.70 | \$598.35 | \$138.95 |
| NOTE: State-operated Mental Health Institutes (STATE) are not included. | | | | |
| Source: FY 2023 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, 96 percent of GMS hospitals provided adult medical-surgical acute services in FY 2023; 94 percent operated an emergency department; 78 percent provided orthopedic services, and 68 percent provided pediatric services.

Some GMS hospitals also offer more specialized kinds of medical and surgical care that are not widely available. For example, seven hospitals in FY 2023 offered bone-marrow transplant services, eleven performed tissue transplants, four performed kidney transplants, and five performed heart/lung transplants. Four hospitals performed in-vitro fertilization services. Forty-two 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. One percent of GMS hospitals (1 hospital) provided inpatient alcoholism and chemical dependency services in separate and distinct units, and 14 percent (20 hospitals) offered inpatient psychiatric care services in such units.

Nine of the thirteen psychiatric hospitals provided inpatient alcohol and chemical dependency services in FY 2023.

In addition to the six rehabilitation hospitals in Wisconsin, 43 GMS hospitals had inpatient rehabilitation units, and 87 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 2023 was 63.4 percent (see Table 13), up from 62.7 percent in FY 2022.

Occupancy rates among GMS hospitals varied widely. While the overall occupancy rate for GMS hospitals in 2023 was 63.2 percent, seven hospitals had occupancy rates in excess of 100 percent. They were:

Ascension St. Francis Hospital, Milwaukee (154 percent), Marshfield Medical Center-Weston (133 percent), Ascension SE Wisconsin Hospital - Franklin Campus (108 percent), Ascension NE Wisconsin - Mercy Campus, Oshkosh (108 percent), Ascension

Columbia St. Mary's Hospital Milwaukee (105 percent), Ascension SE Wisconsin Hospital - St. Joseph Campus, Milwaukee (103 percent), and Children's Wisconsin-Milwaukee Hospital (101 percent).

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

ThedaCare Medical Center Orthopedics, Spine and Pain, Appleton (9.6 percent), St Clare Memorial Hospital, Oconto Falls (9.2 percent), Froedtert Community Hospital - Pewaukee (8.7 percent), Bellin Health Oconto Hospital (8.6 percent), Ascension Wisconsin Hospital - Waukesha (8.3 percent), Edgerton Hospital and Health Services (8.1 percent), Memorial Hospital of Lafayette Co., Darlington (5.4 percent), Mayo Clinic Health System - Sparta (5.1 percent), AdventHealth Durand (3.3 percent), and Gundersen Moundview Hospital and Clinics, Friendship (1.4 percent).

Eighty-eight of all GMS hospitals (62 percent) had occupancy rates of less than 50 percent during FY 2023. Forty GMS hospitals (28 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 2023 (Excluding Swing-Bed Stays) | | | | | | | |
|---|------------|-----------------------|----------------|------------------|--------------------|---------------------------|-----------------------|
| Type | Hospitals | Beds Set Up & Staffed | Discharges | Inpatient Days | Occupancy Rate (%) | Average Census (patients) | Length of Stay (days) |
| GMS | 142 | 10,353 | 479,632 | 2,388,705 | 63.2 | 6,544.4 | 5.0 |
| LTAC | 4 | 176 | 1,143 | 36,960 | 57.5 | 101.3 | 32.3 |
| PSYCH | 13 | 572 | 23,226 | 144,968 | 69.4 | 397.2 | 6.2 |
| REHAB | 6 | 207 | 4,105 | 54,668 | 72.4 | 149.8 | 13.3 |
| STATE | 2 | 503 | 4,378 | 108,379 | 59.0 | 296.9 | 24.8 |
| TOTAL | 167 | 11,811 | 512,484 | 2,733,680 | 63.4 | 7,489.5 | 5.3 |
| Note: Excludes data on newborns. | | | | | | | |
| Source: 2023 Annual Survey of Hospitals, FY 2023 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 2023 | | |
|---|------------|-------------------|
| Type | Hospitals | Outpatient Visits |
| GMS | 142 | 21,104,194 |
| LTAC | 1 | 3,188 |
| PSYCH | 7 | 345,660 |
| REHAB | 3 | 36,184 |
| TOTAL | 153 | 21,489,226 |
| Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC. | | |

All GMS hospitals provided outpatient care on a nonemergency basis. Five GMS hospitals did not provide emergency outpatient care in FY 2023. GMS hospitals reported that most of their outpatient visits (88 percent) were for nonemergency care. No emergency outpatient visits were reported by twelve of the thirteen psychiatric hospitals, by either of the two state hospitals, the rehabilitation hospitals, or the LTAC hospitals.

One hundred twenty-nine of the 142 reporting GMS hospitals offered outpatient surgical services in FY 2023. These hospitals performed 542,796 outpatient surgeries, or 82 percent of total GMS hospital surgeries. By comparison, these GMS hospitals performed 119,669 inpatient surgeries (18 percent of all GMS hospital surgeries) in FY 2023.

Average Staff-to-Patient Ratio

Wisconsin hospitals employed 111,884.7 full-time equivalent (FTE) personnel in FY 2023. This number includes both full and part-time personnel. Ninety-six percent of all hospital personnel worked for GMS hospitals in FY 2023, the same as FY 2022.

The overall average number of hospital staff FTEs per patient was 4.96 (see Table 15).

| Type | FTEs | FTEs per Patient |
|---|------------------|-------------------------|
| GMS | 105,930.5 | 5.25 |
| LTAC | 431.9 | 4.26 |
| PSYCH | 2,609.8 | 3.48 |
| REHAB | 737.4 | 4.73 |
| STATE | 1,306.2 | 4.33 |
| TOTAL | 111,884.7 | 4.96 |
| Source: 2023 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 160 licensed nurses per 100 patients, compared to 109 for LTAC hospitals, 141 for rehabilitation hospitals, 65 for the psychiatric hospitals, and 58 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 96 percent of the 39,765 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 2023 | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| | GMS | LTAC | PSYCH | REHAB | STATE |
| Administrators | 12.3 | 18.7 | 9.3 | 21.7 | 15.6 |
| Physicians | 13.7 | 1.0 | 11.9 | 0.0 | 14.8 |
| Residents | 5.6 | 0.0 | 0.0 | 0.0 | 0.0 |
| Licensed Nurses | 160.4 | 108.9 | 65.0 | 140.8 | 58.0 |
| Other Nursing Personnel | 30.0 | 78.7 | 32.5 | 64.3 | 188.6 |
| Medical Records | 6.3 | 3.9 | 2.9 | 2.6 | 3.5 |
| Pharmacy | 16.7 | 15.2 | 5.4 | 19.9 | 4.6 |
| Clinical Lab | 14.9 | 0.0 | 0.0 | 1.3 | 1.7 |
| Radiology | 21.7 | 1.0 | 0.0 | 0.0 | 0.0 |
| Therapeutic Services | 23.0 | 53.8 | 9.5 | 64.6 | 20.3 |
| Psychology/Social Work | 4.5 | 2.0 | 56.0 | 3.1 | 27.3 |
| Other | 195.9 | 142.5 | 150.4 | 150.4 | 98.4 |
| Total | 524.6 | 425.7 | 348.0 | 472.9 | 433.3 |
| Source: 2023 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 2023 Annual Survey of Hospitals asked hospitals to identify the amount of full-time equivalent positions that are dedicated to these functions.

Of the 167 hospitals reporting data, there were 598 FTEs dedicated to quality management & improvement; 188 FTEs to clinical safety; 1,601 FTEs to case management; 120 FTEs to accreditation; 258 FTEs to infection control, and 195 FTEs to risk management.

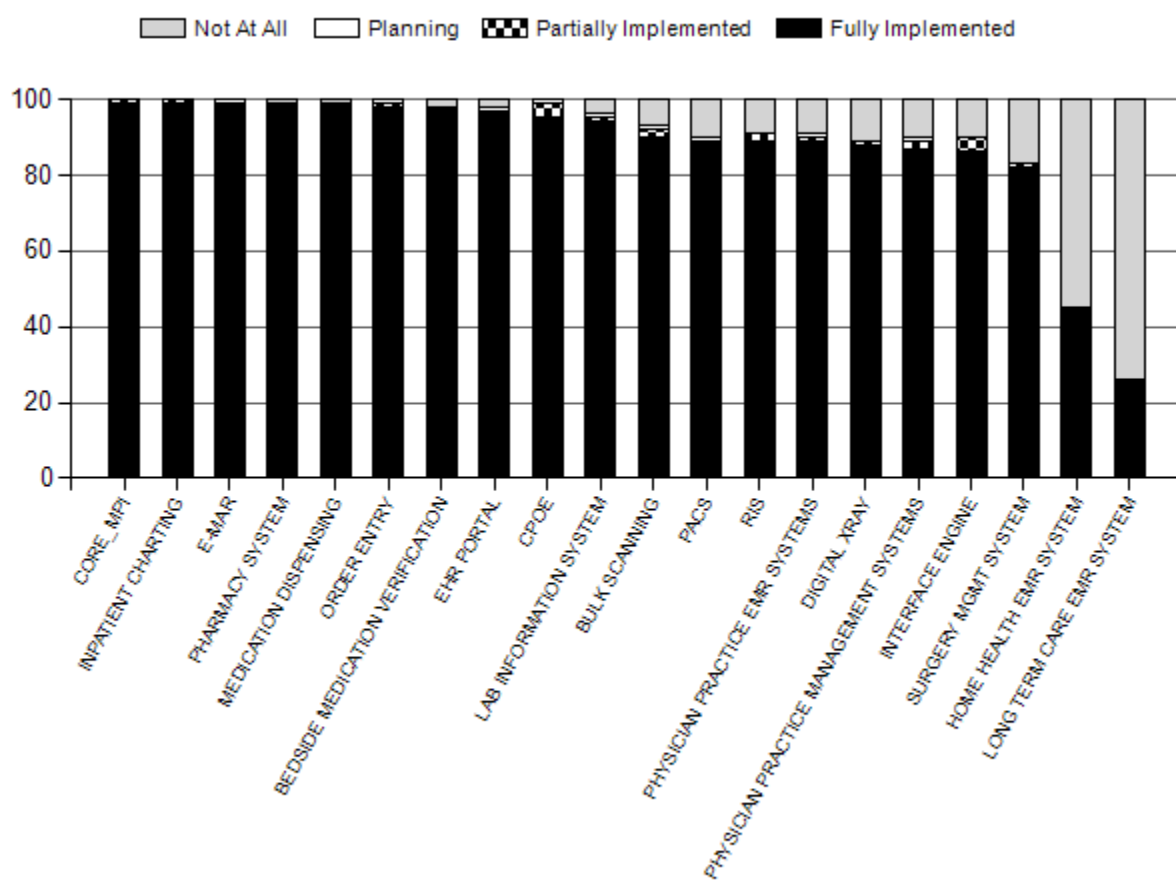
Patient Safety

The possibility of medication errors is a concern for all hospitals. The FY 2023 Annual Survey of Hospitals asked hospitals to provide information on pharmacy services.

One-hundred twelve of the 167 reporting hospitals (67 percent) reported they provide 24-hour pharmacy services.

The FY 2023 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.' 99% percent of Wisconsin hospitals reported that they had fully implemented a core master patient index and 94% had a fully implemented lab information system. See Figure 3.

Figure 3: Implementation status of eHealth Features, Wisconsin Hospitals, 2023



Source: 2023 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 2,500 adjusted discharges; volume group 2, from 2,501 to 5,000; volume group 3, from 5,001 to 7,500; volume group 4, from 7,501 to 10,000; volume group 5, from 10,001 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 2023 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 | Analysis Area 5B | Vilas |
| Analysis Area 2A | Door | Buffalo | Wood |
| Kenosha | Kewaunee | Crawford | Analysis Area 7 |
| Ozaukee | Manitowoc | Jackson | Ashland |
| Racine | Marinette | La Crosse | Bayfield |
| Walworth | Menominee | Monroe | Burnett |
| Washington | Oconto | Trempealeau | Douglas |
| Waukesha | Shawano | Vernon | Iron |
| Analysis Area 2B | Sheboygan | | Price |
| Milwaukee | | | Sawyer |
| | | | Washburn |

Table 17. GMS Hospitals Providing Selected Inpatient Service, by Volume Group, Wisconsin, FY 2023

| | | Volume Group | | | | | | |
|------------------------------------|------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Total | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Hospitals | 142 | 19 | 20 | 17 | 20 | 23 | 22 | 21 |
| General Medical-Surgical: | | | | | | | | |
| Adult Medical-Surgical, Acute | 137 | 18 | 17 | 17 | 20 | 23 | 21 | 21 |
| Orthopedics | 111 | 11 | 10 | 10 | 19 | 21 | 19 | 21 |
| Rehabilitation & Physical Medicine | 55 | 5 | 5 | 6 | 8 | 10 | 7 | 14 |
| Hospice | 67 | 6 | 6 | 9 | 12 | 12 | 11 | 11 |
| Acute Long-Term Care | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 1 |
| Other Acute Care | 24 | 3 | 1 | 2 | 3 | 3 | 5 | 7 |
| Pediatrics | 97 | 9 | 9 | 6 | 17 | 17 | 20 | 19 |
| Obstetrics | 83 | 0 | 1 | 9 | 17 | 16 | 21 | 19 |
| Psychiatric | 26 | 0 | 0 | 1 | 2 | 5 | 6 | 12 |
| AODA | 23 | 0 | 0 | 1 | 1 | 5 | 5 | 11 |
| Intensive Care: | | | | | | | | |
| Medical-Surgical ICU | 77 | 1 | 4 | 6 | 13 | 18 | 18 | 17 |
| Cardiac ICU | 55 | 0 | 0 | 3 | 7 | 13 | 15 | 17 |
| Pediatric ICU | 16 | 0 | 1 | 2 | 4 | 1 | 3 | 5 |
| Burn Care | 4 | 0 | 0 | 1 | 0 | 0 | 0 | 3 |
| Mixed ICU | 59 | 1 | 2 | 5 | 8 | 16 | 16 | 11 |
| Step-Down Care | 52 | 0 | 2 | 1 | 6 | 14 | 16 | 13 |
| Neonatal Intensive/Intermediate | 30 | 1 | 0 | 0 | 0 | 3 | 9 | 17 |
| Other ICU | 10 | 0 | 0 | 0 | 0 | 4 | 1 | 5 |
| Other Inpatient | 9 | 0 | 1 | 0 | 0 | 4 | 0 | 4 |
| Subacute Care | 6 | 2 | 1 | 0 | 0 | 3 | 0 | 0 |
| Newborn Nursery | 85 | 2 | 1 | 8 | 17 | 17 | 21 | 19 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 18. GMS Hospitals Providing Selected Inpatient Service, by Analysis Area, Wisconsin, FY 2023

| | Analysis Area | | | | | | | | | |
|---|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| | Total | 1 | 2A | 2B | 3 | 4 | 5A | 5B | 6 | 7 |
| Hospitals | 142 | 24 | 22 | 14 | 14 | 13 | 21 | 10 | 17 | 7 |
| General Medical-Surgical: | | | | | | | | | | |
| Adult Medical-Surgical, Acute | 137 | 24 | 22 | 11 | 12 | 13 | 21 | 10 | 17 | 7 |
| Orthopedics | 111 | 22 | 18 | 12 | 13 | 13 | 15 | 6 | 8 | 4 |
| Rehabilitation & Physical Medicine | 55 | 13 | 6 | 2 | 8 | 8 | 7 | 5 | 3 | 3 |
| Hospice | 67 | 10 | 8 | 4 | 8 | 7 | 10 | 8 | 10 | 2 |
| Acute Long-Term Care | 3 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Acute Care | 24 | 5 | 6 | 4 | 4 | 1 | 3 | 0 | 1 | 0 |
| Pediatrics | 97 | 16 | 13 | 8 | 9 | 11 | 16 | 6 | 14 | 4 |
| Obstetrics | 83 | 19 | 13 | 5 | 8 | 10 | 10 | 6 | 10 | 2 |
| Psychiatric | 26 | 6 | 4 | 2 | 4 | 1 | 3 | 1 | 4 | 1 |
| AODA | 23 | 16 | 13 | 8 | 9 | 11 | 16 | 6 | 14 | 4 |
| Intensive Care: | | | | | | | | | | |
| Medical-Surgical ICU | 77 | 18 | 14 | 9 | 8 | 10 | 7 | 1 | 8 | 2 |
| Cardiac ICU | 55 | 9 | 12 | 9 | 7 | 8 | 4 | 1 | 5 | 0 |
| Pediatric ICU | 16 | 4 | 0 | 1 | 4 | 1 | 2 | 1 | 3 | 0 |
| Burn Care | 4 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 |
| Mixed ICU | 59 | 8 | 14 | 5 | 8 | 9 | 5 | 2 | 6 | 2 |
| Step-Down Care | 52 | 10 | 12 | 5 | 5 | 7 | 5 | 0 | 7 | 1 |
| Neonatal Intensive/Intermediate | 30 | 3 | 8 | 6 | 3 | 3 | 2 | 2 | 3 | 0 |
| Other ICU | 10 | 2 | 2 | 4 | 2 | 0 | 0 | 0 | 0 | 0 |
| Other Inpatient | 9 | 1 | 2 | 2 | 0 | 3 | 0 | 0 | 0 | 1 |
| Subacute Care | 6 | 0 | 0 | 0 | 0 | 0 | 4 | 2 | 0 | 0 |
| Newborn Nursery | 85 | 19 | 13 | 5 | 8 | 10 | 11 | 5 | 10 | 4 |
| Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC. | | | | | | | | | | |

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2023, (Page 1 of 3)

| | Hospital Type | | | | | |
|------------------------------------|---------------|------------|----------|-----------|----------|----------|
| | Total | GMS | LTAC | PSYCH | REHAB | STATE |
| Hospitals | 167 | 142 | 4 | 13 | 6 | 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 | 11 | 11 | 0 | 0 | 0 | 0 |
| Nonemergency Air Transfer | 4 | 4 | 0 | 0 | 0 | 0 |
| Arthritis Treatment Center | 21 | 20 | 0 | 0 | 1 | 0 |
| Assisted Living | 7 | 7 | 0 | 0 | 0 | 0 |
| Auxiliary | 81 | 79 | 0 | 2 | 0 | 0 |
| Bariatric Services | 34 | 34 | 0 | 0 | 0 | 0 |
| Birthing Room/LDRP | 88 | 88 | 0 | 0 | 0 | 0 |
| Cardiac Services: | | | | | | |
| Angioplasty | 50 | 50 | 0 | 0 | 0 | 0 |
| Cardiac Catheter Laboratory | 54 | 54 | 0 | 0 | 0 | 0 |
| Cardiac Rehabilitation Program | 117 | 116 | 0 | 0 | 1 | 0 |
| Noninvasive Cardiac Assessment | 117 | 116 | 1 | 0 | 0 | 0 |
| Open-Heart Surgery | 25 | 25 | 0 | 0 | 0 | 0 |
| Case Management | 146 | 126 | 4 | 8 | 6 | 2 |
| Crisis Prevention | 53 | 43 | 2 | 6 | 1 | 1 |
| Complementary Medicine | 54 | 52 | 0 | 2 | 0 | 0 |
| Dialysis Services: | | | | | | |
| Hemodialysis | 42 | 38 | 3 | 0 | 1 | 0 |
| Peritoneal Dialysis | 41 | 37 | 4 | 0 | 0 | 0 |
| Emergency/Urgent Care: | | | | | | |
| Emergency Department | 134 | 134 | 0 | 0 | 0 | 0 |
| Trauma Center | 114 | 114 | 0 | 0 | 0 | 0 |
| Urgent Care Center | 80 | 80 | 0 | 0 | 0 | 0 |
| Ethics Committee | 123 | 110 | 4 | 5 | 3 | 1 |
| Extracorporeal Shock Wave | | | | | | |
| Lithotripter (ESWL) | 48 | 48 | 0 | 0 | 0 | 0 |
| Fitness Center | 56 | 52 | 1 | 3 | 0 | 0 |
| Food Service: | | | | | | |
| Meals on Wheels | 21 | 20 | 0 | 1 | 0 | 0 |
| Nutrition Programs | 118 | 101 | 2 | 9 | 4 | 2 |
| Genetic Counseling/Screening | 31 | 31 | 0 | 0 | 0 | 0 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2023, (Page 2 of 3)

| | Hospital Type | | | | | |
|---|---------------|------------|----------|-----------|----------|----------|
| | Total | GMS | LTAC | PSYCH | REHAB | STATE |
| Hospitals | 167 | 142 | 4 | 13 | 6 | 2 |
| Geriatric Services: | | | | | | |
| Adult Day Care Program | 2 | 2 | 0 | 0 | 0 | 0 |
| Alzheimer's Diagnosis/Assessment | 28 | 26 | 0 | 1 | 0 | 1 |
| Comprehensive Assessment | 35 | 33 | 0 | 1 | 0 | 1 |
| Emergency Response System | 32 | 30 | 0 | 0 | 1 | 1 |
| Acute Care Unit | 34 | 34 | 0 | 0 | 0 | 0 |
| Clinics | 15 | 15 | 0 | 0 | 0 | 0 |
| Respite Care | 39 | 38 | 0 | 1 | 0 | 0 |
| Retirement Housing | 4 | 4 | 0 | 0 | 0 | 0 |
| Senior Membership Program | 10 | 10 | 0 | 0 | 0 | 0 |
| Health Promotion: | | | | | | |
| Community Health Promotion | 127 | 116 | 2 | 5 | 4 | 0 |
| Patient Education | 144 | 129 | 2 | 6 | 5 | 2 |
| Worksite Health Promotion | 99 | 91 | 1 | 3 | 3 | 1 |
| Home Health Service | 17 | 17 | 0 | 0 | 0 | 0 |
| Home Hospice Program | 14 | 14 | 0 | 0 | 0 | 0 |
| Mammography Services: | | | | | | |
| Diagnostic Mammography | 118 | 118 | 0 | 0 | 0 | 0 |
| Mammography Screening | 123 | 123 | 0 | 0 | 0 | 0 |
| Occupational Health Services | 86 | 83 | 0 | 1 | 2 | 0 |
| Occupational/Physical & Rehabilitation: | | | | | | |
| Audiology | 57 | 55 | 0 | 0 | 2 | 0 |
| Occupational Therapy | 139 | 124 | 4 | 3 | 6 | 2 |
| Physical Therapy | 141 | 130 | 4 | 0 | 6 | 1 |
| Recreational Therapy | 55 | 42 | 1 | 6 | 4 | 2 |
| Rehabilitation - Inpatient | 122 | 115 | 2 | 1 | 4 | 0 |
| Rehabilitation - Outpatient | 120 | 116 | 1 | 1 | 2 | 0 |
| Respiratory Therapy | 140 | 131 | 4 | 0 | 5 | 0 |
| Speech Pathology | 130 | 119 | 4 | 0 | 6 | 1 |
| Oncology Services | 87 | 87 | 0 | 0 | 0 | 0 |
| Outpatient Services: | | | | | | |
| Within the Hospital | 135 | 129 | 1 | 3 | 2 | 0 |
| On Campus Freestanding Center | 27 | 25 | 0 | 2 | 0 | 0 |
| Off Campus Freestanding Center | 39 | 37 | 0 | 2 | 0 | 0 |
| Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC. | | | | | | |

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2023, (Page 3 of 3)

| | Hospital Type | | | | | |
|------------------------------------|---------------|------------|----------|-----------|----------|----------|
| | Total | GMS | LTAC | PSYCH | REHAB | STATE |
| Hospitals | 167 | 142 | 4 | 13 | 6 | 2 |
| Pain Management Program | 96 | 93 | 1 | 0 | 0 | 2 |
| Patient Representative | 113 | 101 | 1 | 8 | 1 | 2 |
| Psychiatric Services: | | | | | | |
| Child/Adolescent Services | 43 | 32 | 0 | 10 | 0 | 1 |
| Consultation-Liaison Services | 60 | 52 | 0 | 5 | 2 | 1 |
| Education Services | 39 | 32 | 0 | 6 | 0 | 1 |
| Emergency Services | 51 | 41 | 0 | 9 | 1 | 0 |
| Geriatric Services | 51 | 38 | 0 | 10 | 1 | 2 |
| Outpatient Services | 62 | 53 | 0 | 8 | 0 | 1 |
| Partial Hospitalization Program | 25 | 15 | 0 | 9 | 0 | 1 |
| Radiation Therapy | 52 | 52 | 0 | 0 | 0 | 0 |
| Radiology, Diagnostic: | | | | | | |
| CT Scanner | 137 | 136 | 1 | 0 | 0 | 0 |
| Diagnostic Radioisotope Facility | 96 | 96 | 0 | 0 | 0 | 0 |
| Magnetic Resonance Imaging (MRI) | 115 | 115 | 0 | 0 | 0 | 0 |
| Positron Emission Tomography (PET) | 42 | 42 | 0 | 0 | 0 | 0 |
| SPECT | 76 | 76 | 0 | 0 | 0 | 0 |
| Ultrasound | 128 | 127 | 1 | 0 | 0 | 0 |
| Reproductive Health: | | | | | | |
| Fertility Counseling | 21 | 21 | 0 | 0 | 0 | 0 |
| In Vitro Fertilization | 4 | 4 | 0 | 0 | 0 | 0 |
| Social Work Services | 152 | 129 | 4 | 13 | 4 | 2 |
| Sports Medicine Clinic/Services | 84 | 83 | 0 | 0 | 1 | 0 |
| Surgery, Ambulatory or Outpatient | 129 | 129 | 0 | 0 | 0 | 0 |
| Transplant Services: | | | | | | |
| Bone Marrow Transplant | 7 | 7 | 0 | 0 | 0 | 0 |
| Heart/Lung Transplant | 5 | 5 | 0 | 0 | 0 | 0 |
| Kidney Transplant | 4 | 4 | 0 | 0 | 0 | 0 |
| Tissue Transplant | 11 | 11 | 0 | 0 | 0 | 0 |
| Women's Health Center/Services | 83 | 83 | 0 | 0 | 0 | 0 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2023, (Page 1 of 3)

| | Volume Group | | | | | | | |
|------------------------------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Total | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Hospitals | 142 | 19 | 20 | 17 | 20 | 23 | 22 | 21 |
| AIDS/ARC - Special Program | 9 | 0 | 0 | 0 | 0 | 3 | 1 | 5 |
| Alcoholism/Chemical Dependency | 28 | 0 | 2 | 3 | 3 | 5 | 5 | 10 |
| Ambulance/Transportation Services: | | | | | | | | |
| Nonemergency Ground Transfer | 11 | 3 | 1 | 2 | 1 | 1 | 2 | 1 |
| Nonemergency Air Transfer | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Arthritis Treatment Center | 20 | 0 | 1 | 0 | 1 | 5 | 4 | 9 |
| Assisted Living | 7 | 1 | 1 | 3 | 0 | 1 | 1 | 0 |
| Auxiliary | 79 | 7 | 11 | 11 | 11 | 15 | 12 | 12 |
| Bariatric Services | 34 | 2 | 0 | 0 | 3 | 4 | 9 | 16 |
| Birthing Room/LDRP | 88 | 2 | 1 | 9 | 18 | 18 | 21 | 19 |
| Cardiac Services: | | | | | | | | |
| Angioplasty | 50 | 5 | 1 | 1 | 2 | 10 | 12 | 19 |
| Cardiac Catheter Laboratory | 54 | 5 | 1 | 2 | 2 | 11 | 13 | 20 |
| Cardiac Rehabilitation Program | 116 | 14 | 13 | 12 | 19 | 19 | 19 | 20 |
| Noninvasive Cardiac Assessment | 116 | 14 | 11 | 12 | 16 | 23 | 20 | 20 |
| Open-Heart Surgery | 25 | 2 | 0 | 0 | 0 | 2 | 5 | 16 |
| Case Management | 126 | 12 | 17 | 16 | 17 | 23 | 20 | 21 |
| Crisis Prevention | 43 | 4 | 5 | 0 | 7 | 9 | 8 | 10 |
| Complementary Medicine | 52 | 2 | 3 | 6 | 9 | 11 | 9 | 12 |
| Dialysis Services: | | | | | | | | |
| Hemodialysis | 38 | 2 | 0 | 4 | 3 | 8 | 9 | 12 |
| Peritoneal Dialysis | 37 | 2 | 0 | 1 | 2 | 9 | 10 | 13 |
| Emergency/Urgent Care: | | | | | | | | |
| Emergency Department | 134 | 16 | 15 | 17 | 20 | 23 | 22 | 21 |
| Trauma Center | 114 | 14 | 14 | 13 | 16 | 19 | 19 | 19 |
| Urgent Care Center | 80 | 12 | 9 | 12 | 14 | 10 | 12 | 11 |
| Ethics Committee | 110 | 15 | 10 | 13 | 16 | 23 | 14 | 19 |
| Extracorporeal Shock Wave | | | | | | | | |
| Lithotripter (ESWL) | 48 | 3 | 1 | 5 | 3 | 11 | 11 | 14 |
| Fitness Center | 52 | 4 | 6 | 7 | 9 | 8 | 7 | 11 |
| Food Service: | | | | | | | | |
| Meals on Wheels | 20 | 3 | 2 | 4 | 3 | 2 | 2 | 4 |
| Nutrition Programs | 101 | 12 | 10 | 15 | 16 | 16 | 18 | 14 |
| Genetic Counseling/Screening | 31 | 2 | 0 | 1 | 1 | 5 | 4 | 18 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2023, (Page 2 of 3)

| | Volume Group | | | | | | | |
|---|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Total | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Hospitals | 142 | 19 | 20 | 17 | 20 | 23 | 22 | 21 |
| Geriatric Services: | | | | | | | | |
| Adult Day Care Program | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Alzheimer's Diagnosis/Assessment | 26 | 2 | 2 | 1 | 3 | 5 | 4 | 9 |
| Comprehensive Assessment | 33 | 2 | 2 | 2 | 7 | 7 | 5 | 8 |
| Emergency Response System | 30 | 3 | 0 | 5 | 7 | 6 | 4 | 5 |
| Acute Care Unit | 34 | 3 | 2 | 5 | 3 | 8 | 5 | 8 |
| Clinics | 15 | 2 | 2 | 1 | 4 | 1 | 2 | 3 |
| Respite Care | 38 | 7 | 6 | 5 | 6 | 6 | 3 | 5 |
| Retirement Housing | 4 | 0 | 0 | 3 | 0 | 1 | 0 | 0 |
| Senior Membership Program | 10 | 0 | 0 | 0 | 3 | 3 | 0 | 4 |
| Health Promotion: | | | | | | | | |
| Community Health Promotion | 116 | 10 | 13 | 14 | 19 | 22 | 20 | 18 |
| Patient Education | 129 | 13 | 17 | 15 | 19 | 22 | 22 | 21 |
| Worksite Health Promotion | 91 | 9 | 7 | 14 | 15 | 17 | 16 | 13 |
| Home Health Service | 17 | 1 | 3 | 2 | 5 | 0 | 3 | 3 |
| Home Hospice Program | 14 | 0 | 1 | 2 | 4 | 0 | 3 | 4 |
| Mammography Services: | | | | | | | | |
| Diagnostic Mammography | 118 | 16 | 13 | 16 | 15 | 19 | 20 | 19 |
| Mammography Screening | 123 | 16 | 15 | 16 | 16 | 21 | 19 | 20 |
| Occupational Health Services | 83 | 10 | 12 | 10 | 12 | 14 | 12 | 13 |
| Occupational/Physical & Rehabilitation: | | | | | | | | |
| Audiology | 55 | 3 | 4 | 7 | 11 | 8 | 12 | 10 |
| Occupational Therapy | 124 | 11 | 15 | 16 | 20 | 22 | 21 | 19 |
| Physical Therapy | 130 | 15 | 16 | 16 | 20 | 22 | 21 | 20 |
| Recreational Therapy | 42 | 6 | 3 | 4 | 4 | 7 | 7 | 11 |
| Rehabilitation - Inpatient | 115 | 12 | 14 | 16 | 14 | 21 | 18 | 20 |
| Rehabilitation - Outpatient | 116 | 16 | 15 | 16 | 16 | 17 | 20 | 16 |
| Respiratory Therapy | 131 | 16 | 15 | 17 | 19 | 23 | 21 | 20 |
| Speech Pathology | 119 | 14 | 13 | 16 | 18 | 20 | 19 | 19 |
| Oncology Services | 87 | 5 | 5 | 10 | 11 | 18 | 17 | 21 |
| Outpatient Services: | | | | | | | | |
| Within the Hospital | 129 | 17 | 17 | 16 | 20 | 21 | 17 | 21 |
| On Campus Freestanding Center | 25 | 5 | 1 | 1 | 3 | 4 | 4 | 7 |
| Off Campus Freestanding Center | 37 | 4 | 1 | 5 | 3 | 9 | 7 | 8 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2023, (Page 3 of 3)

| | Volume Group | | | | | | | |
|------------------------------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Total | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Hospitals | 142 | 19 | 20 | 17 | 20 | 23 | 22 | 21 |
| Pain Management Program | 93 | 8 | 11 | 10 | 15 | 16 | 17 | 16 |
| Patient Representative | 101 | 8 | 11 | 10 | 15 | 21 | 17 | 19 |
| Psychiatric Services: | | | | | | | | |
| Child/Adolescent Services | 32 | 4 | 2 | 1 | 3 | 5 | 6 | 11 |
| Consultation-Liaison Services | 52 | 4 | 2 | 2 | 6 | 13 | 10 | 15 |
| Education Services | 32 | 1 | 3 | 1 | 4 | 8 | 5 | 10 |
| Emergency Services | 41 | 5 | 0 | 1 | 3 | 7 | 12 | 13 |
| Geriatric Services | 38 | 4 | 1 | 1 | 4 | 7 | 7 | 14 |
| Outpatient Services | 53 | 7 | 5 | 5 | 6 | 9 | 9 | 12 |
| Partial Hospitalization Program | 15 | 1 | 0 | 0 | 1 | 2 | 3 | 8 |
| Radiation Therapy | 52 | 2 | 0 | 1 | 6 | 9 | 16 | 18 |
| Radiology, Diagnostic: | | | | | | | | |
| CT Scanner | 136 | 17 | 17 | 17 | 20 | 23 | 21 | 21 |
| Diagnostic Radioisotope Facility | 96 | 4 | 8 | 9 | 12 | 21 | 22 | 20 |
| Magnetic Resonance Imaging (MRI) | 115 | 6 | 12 | 15 | 17 | 22 | 22 | 21 |
| Positron Emission Tomography (PET) | 42 | 2 | 1 | 3 | 1 | 9 | 11 | 15 |
| SPECT | 76 | 1 | 4 | 7 | 7 | 17 | 19 | 21 |
| Ultrasound | 127 | 12 | 16 | 16 | 18 | 22 | 22 | 21 |
| Reproductive Health: | | | | | | | | |
| Fertility Counseling | 21 | 2 | 1 | 1 | 1 | 5 | 3 | 8 |
| In Vitro Fertilization | 4 | 0 | 1 | 0 | 0 | 0 | 0 | 3 |
| Social Work Services | 129 | 17 | 14 | 16 | 18 | 22 | 21 | 21 |
| Sports Medicine Clinic/Services | 83 | 4 | 7 | 12 | 13 | 16 | 16 | 15 |
| Surgery, Ambulatory or Outpatient | 129 | 11 | 17 | 16 | 20 | 22 | 22 | 21 |
| Transplant Services: | | | | | | | | |
| Bone Marrow Transplant | 7 | 1 | 0 | 0 | 0 | 1 | 1 | 4 |
| Heart/Lung Transplant | 5 | 1 | 0 | 0 | 0 | 0 | 1 | 3 |
| Kidney Transplant | 4 | 0 | 0 | 0 | 0 | 0 | 1 | 3 |
| Tissue Transplant | 11 | 1 | 0 | 0 | 0 | 4 | 2 | 4 |
| Women's Health Center/Services | 83 | 8 | 5 | 10 | 10 | 14 | 19 | 17 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2023, (Page 1 of 3)

| | Total | Analysis Area | | | | | | | | |
|------------------------------------|------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| | | 1 | 2A | 2B | 3 | 4 | 5A | 5B | 6 | 7 |
| Hospitals | 142 | 24 | 22 | 14 | 14 | 13 | 21 | 10 | 17 | 7 |
| AIDS/ARC - Special Program | 9 | 2 | 0 | 3 | 0 | 1 | 1 | 1 | 1 | 0 |
| Alcoholism/Chemical Dependency | 28 | 4 | 4 | 3 | 6 | 2 | 5 | 2 | 1 | 1 |
| Ambulance/Transportation Services: | | | | | | | | | | |
| Nonemergency Ground Transfer | 11 | 2 | 0 | 0 | 1 | 1 | 1 | 1 | 4 | 1 |
| Nonemergency Air Transfer | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 |
| Arthritis Treatment Center | 20 | 5 | 4 | 2 | 5 | 1 | 1 | 1 | 1 | 0 |
| Assisted Living | 7 | 2 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 1 |
| Auxiliary | 79 | 15 | 12 | 5 | 7 | 9 | 11 | 5 | 11 | 4 |
| Bariatric Services | 34 | 6 | 6 | 6 | 3 | 3 | 3 | 3 | 4 | 0 |
| Birthing Room/LDRP | 88 | 19 | 13 | 6 | 8 | 11 | 11 | 6 | 12 | 2 |
| Cardiac Services: | | | | | | | | | | |
| Angioplasty | 50 | 7 | 13 | 8 | 4 | 7 | 3 | 2 | 6 | 0 |
| Cardiac Catheter Laboratory | 54 | 7 | 15 | 8 | 6 | 7 | 3 | 2 | 6 | 0 |
| Cardiac Rehabilitation Program | 116 | 24 | 17 | 7 | 12 | 11 | 19 | 9 | 13 | 4 |
| Noninvasive Cardiac Assessment | 116 | 22 | 18 | 11 | 13 | 12 | 17 | 6 | 13 | 4 |
| Open-Heart Surgery | 25 | 4 | 3 | 4 | 3 | 3 | 2 | 1 | 5 | 0 |
| Case Management | 126 | 21 | 20 | 13 | 13 | 13 | 19 | 8 | 13 | 6 |
| Crisis Prevention | 43 | 6 | 9 | 10 | 1 | 2 | 9 | 5 | 1 | 0 |
| Complementary Medicine | 52 | 11 | 9 | 6 | 1 | 8 | 5 | 4 | 8 | 0 |
| Dialysis Services: | | | | | | | | | | |
| Hemodialysis | 38 | 5 | 9 | 5 | 4 | 4 | 4 | 2 | 5 | 0 |
| Peritoneal Dialysis | 37 | 3 | 9 | 5 | 5 | 5 | 5 | 2 | 3 | 0 |
| Emergency/Urgent Care: | | | | | | | | | | |
| Emergency Department | 134 | 24 | 20 | 11 | 12 | 13 | 20 | 10 | 17 | 7 |
| Trauma Center | 114 | 18 | 17 | 11 | 9 | 12 | 19 | 9 | 14 | 5 |
| Urgent Care Center | 80 | 19 | 5 | 2 | 7 | 7 | 13 | 9 | 14 | 4 |
| Ethics Committee | 110 | 19 | 18 | 13 | 8 | 11 | 16 | 8 | 11 | 6 |
| Extracorporeal Shock Wave | | | | | | | | | | |
| Lithotripter (ESWL) | 48 | 6 | 12 | 8 | 4 | 5 | 5 | 1 | 6 | 1 |
| Fitness Center | 52 | 12 | 6 | 4 | 6 | 6 | 6 | 4 | 6 | 2 |
| Food Service: | | | | | | | | | | |
| Meals on Wheels | 20 | 6 | 0 | 0 | 2 | 0 | 2 | 3 | 7 | 0 |
| Nutrition Programs | 101 | 20 | 14 | 6 | 14 | 11 | 17 | 6 | 8 | 5 |
| Genetic Counseling/Screening | 31 | 5 | 4 | 6 | 5 | 2 | 3 | 2 | 4 | 0 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2023, (Page 2 of 3)

| | Total | Analysis Area | | | | | | | | |
|---|------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| | | 1 | 2A | 2B | 3 | 4 | 5A | 5B | 6 | 7 |
| Hospitals | 142 | 24 | 22 | 14 | 14 | 13 | 21 | 10 | 17 | 7 |
| Geriatric Services: | | | | | | | | | | |
| Adult Day Care Program | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Alzheimer's Diagnosis/Assessment | 26 | 6 | 1 | 3 | 1 | 2 | 5 | 4 | 4 | 0 |
| Comprehensive Assessment | 33 | 7 | 5 | 6 | 1 | 2 | 4 | 5 | 3 | 0 |
| Emergency Response System | 30 | 10 | 5 | 1 | 2 | 2 | 6 | 1 | 2 | 1 |
| Acute Care Unit | 34 | 5 | 7 | 6 | 3 | 3 | 5 | 0 | 4 | 1 |
| Clinics | 15 | 5 | 1 | 1 | 0 | 2 | 1 | 1 | 3 | 1 |
| Respite Care | 38 | 10 | 0 | 0 | 2 | 0 | 11 | 8 | 3 | 4 |
| Retirement Housing | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 |
| Senior Membership Program | 10 | 3 | 1 | 4 | 0 | 1 | 1 | 0 | 0 | 0 |
| Health Promotion: | | | | | | | | | | |
| Community Health Promotion | 116 | 22 | 14 | 10 | 12 | 12 | 18 | 9 | 14 | 5 |
| Patient Education | 129 | 23 | 17 | 13 | 13 | 12 | 19 | 10 | 16 | 6 |
| Worksite Health Promotion | 91 | 17 | 14 | 7 | 10 | 11 | 10 | 6 | 11 | 5 |
| Home Health Service | 17 | 6 | 0 | 0 | 1 | 4 | 2 | 1 | 0 | 3 |
| Home Hospice Program | 14 | 3 | 0 | 1 | 1 | 1 | 2 | 5 | 0 | 1 |
| Mammography Services: | | | | | | | | | | |
| Diagnostic Mammography | 118 | 22 | 17 | 10 | 11 | 11 | 18 | 7 | 15 | 7 |
| Mammography Screening | 123 | 23 | 17 | 10 | 11 | 11 | 20 | 8 | 16 | 7 |
| Occupational Health Services | 83 | 18 | 13 | 7 | 2 | 7 | 14 | 8 | 12 | 2 |
| Occupational/Physical & Rehabilitation: | | | | | | | | | | |
| Audiology | 55 | 15 | 7 | 5 | 3 | 3 | 9 | 7 | 6 | 0 |
| Occupational Therapy | 124 | 24 | 16 | 10 | 10 | 12 | 19 | 10 | 16 | 7 |
| Physical Therapy | 130 | 24 | 20 | 11 | 11 | 12 | 19 | 10 | 16 | 7 |
| Recreational Therapy | 42 | 9 | 3 | 7 | 0 | 3 | 6 | 5 | 6 | 3 |
| Rehabilitation - Inpatient | 115 | 20 | 17 | 12 | 12 | 10 | 17 | 10 | 12 | 5 |
| Rehabilitation - Outpatient | 116 | 22 | 15 | 12 | 10 | 7 | 17 | 10 | 16 | 7 |
| Respiratory Therapy | 131 | 24 | 20 | 11 | 11 | 12 | 20 | 10 | 17 | 6 |
| Speech Pathology | 119 | 19 | 19 | 11 | 10 | 11 | 19 | 10 | 15 | 5 |
| Oncology Services | 87 | 12 | 9 | 9 | 11 | 10 | 14 | 4 | 13 | 5 |
| Outpatient Services: | | | | | | | | | | |
| Within the Hospital | 129 | 20 | 19 | 12 | 13 | 12 | 21 | 10 | 17 | 5 |
| On Campus Freestanding Center | 25 | 1 | 8 | 8 | 1 | 3 | 2 | 0 | 2 | 0 |
| Off Campus Freestanding Center | 37 | 7 | 6 | 6 | 3 | 2 | 7 | 2 | 4 | 0 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2023, (Page 3 of 3)

| | Total | Analysis Area | | | | | | | | |
|------------------------------------|------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|
| | | 1 | 2A | 2B | 3 | 4 | 5A | 5B | 6 | 7 |
| Hospitals | 142 | 24 | 22 | 14 | 14 | 13 | 21 | 10 | 17 | 7 |
| Pain Management Program | 93 | 19 | 10 | 8 | 9 | 9 | 13 | 7 | 13 | 5 |
| Patient Representative | 101 | 15 | 15 | 10 | 6 | 10 | 18 | 10 | 14 | 3 |
| Psychiatric Services: | | | | | | | | | | |
| Child/Adolescent Services | 32 | 6 | 1 | 2 | 2 | 2 | 6 | 6 | 5 | 2 |
| Consultation-Liaison Services | 52 | 10 | 11 | 4 | 5 | 2 | 8 | 5 | 6 | 1 |
| Education Services | 32 | 9 | 5 | 1 | 4 | 2 | 6 | 3 | 1 | 1 |
| Emergency Services | 41 | 9 | 7 | 6 | 3 | 2 | 6 | 1 | 6 | 1 |
| Geriatric Services | 38 | 10 | 5 | 3 | 3 | 1 | 5 | 4 | 6 | 1 |
| Outpatient Services | 53 | 12 | 8 | 4 | 5 | 2 | 8 | 7 | 5 | 2 |
| Partial Hospitalization Program | 15 | 3 | 4 | 1 | 2 | 1 | 1 | 1 | 1 | 1 |
| Radiation Therapy | 52 | 7 | 8 | 6 | 5 | 8 | 4 | 2 | 11 | 1 |
| Radiology, Diagnostic: | | | | | | | | | | |
| CT Scanner | 136 | 23 | 20 | 12 | 13 | 13 | 21 | 10 | 17 | 7 |
| Diagnostic Radioisotope Facility | 96 | 17 | 17 | 10 | 10 | 12 | 9 | 4 | 13 | 4 |
| Magnetic Resonance Imaging (MRI) | 115 | 20 | 17 | 11 | 13 | 13 | 17 | 5 | 16 | 3 |
| Positron Emission Tomography (PET) | 42 | 5 | 9 | 5 | 3 | 5 | 6 | 3 | 6 | 0 |
| SPECT | 76 | 13 | 15 | 9 | 10 | 10 | 5 | 3 | 10 | 1 |
| Ultrasound | 127 | 21 | 22 | 13 | 13 | 13 | 15 | 7 | 17 | 6 |
| Reproductive Health: | | | | | | | | | | |
| Fertility Counseling | 21 | 4 | 1 | 2 | 0 | 1 | 5 | 3 | 5 | 0 |
| In Vitro Fertilization | 4 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 |
| Social Work Services | 129 | 22 | 20 | 13 | 13 | 12 | 17 | 10 | 16 | 6 |
| Sports Medicine Clinic/Services | 83 | 17 | 12 | 8 | 7 | 8 | 12 | 7 | 9 | 3 |
| Surgery, Ambulatory or Outpatient | 129 | 24 | 17 | 12 | 13 | 12 | 21 | 9 | 14 | 7 |
| Transplant Services: | | | | | | | | | | |
| Bone Marrow Transplant | 7 | 2 | 0 | 3 | 0 | 0 | 0 | 0 | 2 | 0 |
| Heart/Lung Transplant | 5 | 1 | 0 | 3 | 0 | 0 | 0 | 0 | 1 | 0 |
| Kidney Transplant | 4 | 1 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tissue Transplant | 11 | 3 | 2 | 2 | 0 | 0 | 2 | 0 | 2 | 0 |
| Women's Health Center/Services | 83 | 16 | 14 | 8 | 8 | 7 | 13 | 5 | 10 | 2 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2023, (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 | 37,108 | 35,735 | 2,068 | 2,018 | 2,162 | 2,110 | 2,193 | 2,130 |
| Medical Specialty: | | | | | | | | |
| General & Family Practice | 3,057 | 2,987 | 219 | 219 | 218 | 218 | 249 | 244 |
| Internal Medicine (General) | 4,355 | 4,205 | 255 | 251 | 231 | 230 | 281 | 279 |
| Internal Medicine Subspecialties | 6,194 | 6,053 | 87 | 86 | 227 | 221 | 291 | 262 |
| Pediatrics | 833 | 812 | 20 | 20 | 18 | 18 | 38 | 38 |
| Pediatric Subspecialties | 1,433 | 1,387 | 61 | 59 | 23 | 23 | 50 | 48 |
| Surgical Specialties: | | | | | | | | |
| General Surgery | 1,010 | 990 | 38 | 38 | 71 | 70 | 74 | 73 |
| Obstetrics/Gynecology | 1,295 | 1,217 | 26 | 26 | 41 | 41 | 71 | 68 |
| All Other Surgical Specialties | 4,456 | 4,206 | 238 | 235 | 253 | 247 | 267 | 265 |
| Other Specialty: | | | | | | | | |
| Anesthesiology | 1,942 | 1,877 | 37 | 37 | 80 | 80 | 107 | 104 |
| Emergency Medicine | 3,285 | 3,097 | 525 | 494 | 435 | 410 | 207 | 200 |
| Pathology | 1,228 | 1,221 | 44 | 44 | 78 | 78 | 88 | 88 |
| Radiology | 5,496 | 5,308 | 320 | 314 | 373 | 369 | 348 | 339 |
| All Other Specialties | 1,742 | 1,601 | 190 | 187 | 102 | 93 | 84 | 84 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2023, (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 | 3,460 | 3,337 | 7,476 | 7,235 | 7,255 | 6,916 | 12,494 | 11,989 |
| Medical Specialty: | | | | | | | | |
| General & Family Practice | 394 | 383 | 442 | 428 | 482 | 467 | 1053 | 1028 |
| Internal Medicine (General) | 442 | 422 | 961 | 933 | 911 | 876 | 1274 | 1214 |
| Internal Medicine Subspecialties | 559 | 555 | 1169 | 1152 | 1173 | 1138 | 2688 | 2639 |
| Pediatrics | 63 | 60 | 99 | 95 | 202 | 194 | 393 | 387 |
| Pediatric Subspecialties | 97 | 96 | 222 | 218 | 367 | 345 | 613 | 598 |
| Surgical Specialties: | | | | | | | | |
| General Surgery | 102 | 101 | 182 | 178 | 221 | 215 | 322 | 315 |
| Obstetrics/Gynecology | 108 | 101 | 225 | 216 | 299 | 286 | 525 | 479 |
| All Other Surgical Specialties | 332 | 310 | 752 | 703 | 884 | 824 | 1730 | 1622 |
| Other Specialty: | | | | | | | | |
| Anesthesiology | 115 | 109 | 431 | 420 | 412 | 394 | 760 | 733 |
| Emergency Medicine | 310 | 293 | 607 | 580 | 521 | 470 | 680 | 650 |
| Pathology | 97 | 97 | 310 | 308 | 224 | 221 | 387 | 385 |
| Radiology | 618 | 601 | 1567 | 1522 | 994 | 943 | 1276 | 1220 |
| All Other Specialties | 186 | 172 | 348 | 325 | 405 | 385 | 427 | 355 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2023, (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 | 37,108 | 35,735 | 5,338 | 5,017 | 8,409 | 8,127 | 8,018 | 7,673 | 3,299 | 3,257 |
| Medical Specialty: | | | | | | | | | | |
| General & Family Practice | 3,057 | 2,987 | 551 | 526 | 342 | 327 | 240 | 227 | 272 | 272 |
| Internal Medicine (General) | 4,355 | 4,205 | 379 | 357 | 1312 | 1265 | 988 | 941 | 339 | 338 |
| Internal Medicine Subspecialties | 6,194 | 6,053 | 1074 | 1020 | 1497 | 1488 | 1703 | 1684 | 456 | 456 |
| Pediatrics | 833 | 812 | 181 | 176 | 111 | 109 | 168 | 159 | 70 | 70 |
| Pediatric Subspecialties | 1,433 | 1,387 | 252 | 247 | 254 | 253 | 439 | 417 | 215 | 208 |
| Surgical Specialties: | | | | | | | | | | |
| General Surgery | 1,010 | 990 | 152 | 147 | 163 | 162 | 178 | 173 | 114 | 114 |
| Obstetrics/Gynecology | 1,295 | 1,217 | 221 | 193 | 258 | 248 | 266 | 249 | 191 | 191 |
| All Other Surgical Specialties | 4,456 | 4,206 | 724 | 685 | 739 | 700 | 956 | 858 | 540 | 523 |
| Other Specialty: | | | | | | | | | | |
| Anesthesiology | 1,942 | 1,877 | 221 | 218 | 523 | 499 | 702 | 679 | 196 | 194 |
| Emergency Medicine | 3,285 | 3,097 | 358 | 314 | 967 | 908 | 453 | 426 | 319 | 313 |
| Pathology | 1,228 | 1,221 | 183 | 181 | 387 | 387 | 312 | 309 | 69 | 69 |
| Radiology | 5,496 | 5,308 | 622 | 589 | 1504 | 1439 | 1145 | 1105 | 428 | 419 |
| All Other Specialties | 1,742 | 1,601 | 278 | 225 | 217 | 209 | 201 | 180 | 43 | 43 |

Source: 2023 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 24. Specialty Hospital Medical Staff by Selected Specialty,
Wisconsin Hospitals, FY 2023**

| | 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 | 609 | 577 | 312 | 224 | 1,699 | 1,606 | 37 | 34 |
| Medical Specialty: | | | | | | | | |
| General & Family Practice | 4 | 3 | 20 | 15 | 10 | 9 | 3 | 2 |
| Internal Medicine (General) | 110 | 100 | 17 | 16 | 179 | 164 | 0 | 0 |
| Internal Medicine Subspecialties | 207 | 201 | 0 | 0 | 386 | 381 | 1 | 1 |
| Pediatrics | 0 | 0 | 2 | 1 | 14 | 10 | 1 | 0 |
| Pediatric Subspecialties | 0 | 0 | 0 | 0 | 73 | 73 | 0 | 0 |
| Surgical Specialties: | | | | | | | | |
| General Surgery | 19 | 14 | 0 | 0 | 44 | 43 | 0 | 0 |
| Obstetrics/Gynecology | 2 | 2 | 0 | 0 | 56 | 51 | 0 | 0 |
| All Other Surgical Specialties | 22 | 22 | 0 | 0 | 232 | 208 | 0 | 0 |
| Other Specialty: | | | | | | | | |
| Anesthesiology | 0 | 0 | 0 | 0 | 130 | 120 | 0 | 0 |
| Emergency Medicine | 89 | 88 | 1 | 1 | 80 | 70 | 0 | 0 |
| Pathology | 4 | 4 | 0 | 0 | 42 | 41 | 0 | 0 |
| Radiology | 51 | 51 | 0 | 0 | 197 | 185 | 0 | 0 |
| All Other Specialties | 100 | 91 | 7 | 3 | 217 | 213 | 3 | 3 |

Source: 2023 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 2022 and FY 2023. For psychiatric hospitals the tables contain FY 2023 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 2023 Annual Survey of Hospitals. The third page contains financial data extracted from each hospital's FY 2023 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 2023

| Action | Hospital Name | City | FY 2023 Hospital Fiscal Survey | 2023 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, 2023: 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, 2023. 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 2023 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 2022 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 2023 & 2022 | | | |
|---|-------------|-------------|--------------|
| | 2023 | 2022 | Ratio |
| Occupancy Rate (%) | | | |
| Adult Medical-Surgical | 61.5 | 60.7 | 1.01 |
| Obstetrical | 41.1 | 37.3 | 1.10 |
| Pediatrics | 67.0 | 67.4 | 0.99 |
| Total Hospital | 61.6 | 61.9 | 1.00 |
| Average Census (Patients) | | | |
| Adult Medical-Surgical | 24.9 | 27.3 | 0.91 |
| Obstetrical | 5.0 | 4.7 | 1.06 |
| Pediatrics | 1.7 | 1.7 | 1.00 |
| Total Hospital | 44.9 | 50.5 | 0.89 |
| Average Length of Stay (Days) | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.92 |
| Obstetrical | 2.4 | 2.4 | 1.00 |
| Pediatrics | 3.8 | 4.0 | 0.95 |
| Total Hospital | 4.9 | 5.3 | 0.92 |
| Surgical Operations: | | | |
| Inpatient | 989 | 990 | 1.00 |
| Outpatient | 4,208 | 4,017 | 1.05 |
| Inpatient as % of All Surgeries | 19.0 | 19.8 | 0.96 |
| Outpatient Visits | | | |
| Non-Emergency Visits | 131,799 | 141,022 | 0.93 |
| Emergency Visits | 16,822 | 17,305 | 0.97 |
| Full Time Equivalents (FTEs) | | | |
| Administrators | 17.5 | 18.8 | 0.93 |
| Nurses, Licensed | 232.9 | 234.4 | 0.99 |
| Ancillary Nursing Personnel | 42.6 | 38.1 | 1.12 |
| All Other Personnel | 453.0 | 466.7 | 0.97 |
| Total FTEs | 746.0 | 758.0 | 0.98 |
| FTEs Per 100 Patient Census (Adjusted) | | | |
| Administrators | 12.3 | 12.5 | 0.98 |
| Nurses, Licensed | 163.8 | 156.2 | 1.05 |
| Ancillary Nursing Personnel | 30.0 | 25.4 | 1.18 |
| All Other Personnel | 318.6 | 311.0 | 1.02 |
| Total FTEs | 524.6 | 505.0 | 1.04 |
| Source: 2023 Annual Survey of Hospitals, FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2022, WHA Information Center, LLC. | | | |

**Table 27. GMS Hospital Averages for Selected Utilization Statistics
Wisconsin, FY 2023 & 2022**

| | 2023 | 2022 | Ratio |
|---|----------|----------|-------|
| Gross Revenue as % of Total Gross Patient Revenue | | | |
| Medicare | 48.2 | 47.3 | 1.02 |
| Medical Assistance | 14.2 | 14.4 | 0.99 |
| Commercial | 32.4 | 32.9 | 0.98 |
| All Other | 5.2 | 5.4 | 0.96 |
| Deductions as % of Total Gross Patient Revenue | | | |
| Medicare | 37.1 | 36.1 | 1.03 |
| Medical Assistance | 11.2 | 11.3 | 0.99 |
| Commercial | 14.9 | 14.8 | 1.01 |
| Charity Care | 0.7 | 0.7 | 1.00 |
| Bad Debt | 0.8 | 0.9 | 0.89 |
| All Other | 3.1 | 3.0 | 1.03 |
| Total Deductions | 67.9 | 66.8 | 1.02 |
| Other Revenue and Net Gains or Losses | | | |
| Other Revenue as % of Total Revenue | 6.4 | 5.7 | 1.12 |
| Net Gains/Losses as % of Net Income | 11.1 | -66.2 | -0.17 |
| Expenses as % of Total Expenses | | | |
| Salary/Fringe Benefits | 41.6 | 41.8 | 1.00 |
| Supplies and Services | 52.7 | 52.2 | 1.01 |
| Capital Component | 5.7 | 6.0 | 0.95 |
| Fiscal Statistics | | | |
| Operating Margin (%) | 6.4 | 5.8 | 1.10 |
| Total Hospital Net Income (%) | 7.1 | 3.5 | 2.03 |
| Return on Equity (%) | 3.1 | 1.4 | 2.21 |
| Current Ratio | 2.9 | 3.9 | 0.74 |
| Days in Net Patient Accounts Receivable | 85.9 | 91.7 | 0.94 |
| Average Payment Period | 125.5 | 91.7 | 1.37 |
| Equity Financing (%) | 57.8 | 59.1 | 0.98 |
| Long-Term Debt to Equity Ratio | 0.4 | 0.4 | 1.00 |
| Times Interest Earned | 12.0 | 5.8 | 2.07 |
| Total Asset Turnover | 0.4 | 0.4 | 1.00 |
| Average Age of Plant (Years) | 19.6 | 18.1 | 1.08 |
| Increase (Decrease) Total Net Patient Revenue (%) | 3.9 | 3.5 | 1.11 |
| Outpatient Gross Revenue (% of Total Gross Patient Revenue) | 67.6 | 66.2 | 1.02 |
| Patient Statistics - excludes newborns, includes swing-bed stays | | | |
| Inpatient Net Revenue Per Discharge | \$19,469 | \$19,849 | 0.98 |
| Inpatient Net Revenue Per Day | \$3,859 | \$3,697 | 1.04 |
| Outpatient Net Revenue Per Visit | \$875 | \$819 | 1.07 |
| Patient Statistics - excludes newborns and swing-bed stays | | | |
| Inpatient Net Revenue Per Discharge | \$19,622 | \$20,000 | 0.98 |
| Inpatient Net Revenue Per Day | \$3,940 | \$3,771 | 1.04 |
| Outpatient Net Revenue Per Visit | \$875 | \$819 | 1.07 |
| Source: 2023 Annual Survey of Hospitals, FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2022, WHA Information Center, LLC. | | | |

| Table 28. Averages for Selected Utilization Statistics at Psychiatric Hospitals Wisconsin, FY 2023 | |
|---|--------------|
| | PSYCH |
| Occupancy Rate (%) | |
| Psychiatric | 74.7 |
| Alcoholism/Chemical Dependency | 71.4 |
| Total Hospital | 71.7 |
| Average Census (Patients) | |
| Psychiatric | 27.8 |
| Alcoholism/Chemical Dependency | 4.4 |
| Total Hospital | 31.5 |
| Average Length of Stay (Days) | |
| Psychiatric | 6.7 |
| Alcoholism/Chemical Dependency | 4.0 |
| Total Hospital | 6.4 |
| Outpatient Visits | |
| Non-Emergency Visits | 48,880 |
| Emergency Visits | 500 |
| Full Time Equivalents (FTEs) | |
| Administrators | 5.4 |
| Nurses, Licensed | 37.5 |
| Psychologists | 1.0 |
| Social Workers | 31.3 |
| All Other Personnel | 125.5 |
| Total FTEs | 200.8 |
| FTEs Per 100 Patient Census (Adjusted) | |
| Administrators | 9.3 |
| Nurses, Licensed | 65.1 |
| Psychologists | 1.8 |
| Social Workers | 54.2 |
| All Other Personnel | 217.6 |
| Total FTEs | 348.0 |
| Source: 2023 Annual Survey of Hospitals, FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | |

| Table 29. Averages for Selected Utilization Statistics at Psychiatric Hospitals Wisconsin Hospitals, FY 2023 | |
|---|--------------|
| | PSYCH |
| Gross Revenue as % of Total Gross Patient Revenue | |
| Medicare | 10.2 |
| Medical Assistance | 37.5 |
| Commercial | 49.5 |
| All Other | 2.8 |
| Deductions as % of Total Gross Patient Revenue | |
| Medicare | 6.5 |
| Medical Assistance | 22.3 |
| Commercial | 17.7 |
| Charity Care | 1.0 |
| Bad Debt | 1.2 |
| All Other | 6.7 |
| Total Deductions | 55.5 |
| Other Revenue and Net Gains or Losses | |
| Other Revenue as % of Total Revenue | 7.1 |
| Net Gains/Losses as % of Net Income | -8.9 |
| Expenses as % of Total Expenses | |
| Salary/Fringe Benefits | 58.8 |
| Supplies and Services | 36.4 |
| Capital Component | 4.8 |
| Fiscal Statistics | |
| Operating Margin (%) | -1.5 |
| Total Hospital Net Income (%) | -1.3 |
| Return on Equity (%) | -1.0 |
| Current Ratio | 2.1 |
| Days in Net Patient Accounts Receivable | 43.4 |
| Average Payment Period | 55.1 |
| Equity Financing (%) | 44.4 |
| Long-Term Debt to Equity Ratio | 0.5 |
| Times Interest Earned | -3.8 |
| Total Asset Turnover | 0.7 |
| Average Age of Plant (Years) | 7.8 |
| Increase (Decrease) Total Net Patient Revenue (%) | 6.7 |
| Outpatient Gross Revenue (% of Total Gross Patient Revenue) | 47.0 |
| Patient Statistics - excludes newborns, includes swing-bed stays | |
| Inpatient Net Revenue Per Discharge | \$8,745 |
| Inpatient Net Revenue Per Day | \$1,401 |
| Outpatient Net Revenue Per Visit | \$629 |
| Source: 2023 Annual Survey of Hospitals, FY 2023 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 2023 | | | | | | | |
|---|---------------------|----------|----------|----------|----------|----------|----------|
| | Volume Group | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Occupancy Rate (%) | | | | | | | |
| Adult Medical-Surgical | 13.7 | 19.5 | 32.8 | 42.9 | 54.8 | 62.5 | 75.8 |
| Obstetrical | 0.0 | 12.6 | 18.9 | 20.5 | 34.5 | 35.5 | 51.5 |
| Pediatrics | 95.3 | 0.0 | 0.0 | 0.0 | 0.0 | 90.3 | 55.6 |
| Total Hospital | 19.0 | 19.6 | 35.7 | 39.2 | 59.6 | 61.3 | 70.4 |
| Average Census (Patients) | | | | | | | |
| Adult Medical-Surgical | 1.7 | 2.6 | 5.6 | 9.2 | 15.8 | 27.9 | 100.5 |
| Obstetrical | 0.0 | 0.5 | 0.8 | 1.1 | 2.9 | 4.2 | 13.4 |
| Pediatrics | 0.3 | 0.0 | 0.0 | 0.0 | 0.0 | 3.6 | 4.8 |
| Total Hospital | 2.5 | 2.9 | 8.1 | 12.6 | 29.6 | 54.3 | 190.9 |
| Average Length of Stay (Days) | | | | | | | |
| Adult Medical-Surgical | 3.5 | 3.6 | 3.8 | 3.7 | 4.2 | 4.4 | 4.8 |
| Obstetrical | 0.0 | 1.8 | 2.1 | 2.0 | 2.3 | 2.4 | 2.5 |
| Pediatrics | 3.2 | 0.0 | 0.0 | 2.0 | 0.0 | 3.4 | 4.2 |
| Total Hospital | 4.4 | 3.2 | 3.8 | 3.8 | 4.4 | 4.7 | 5.2 |
| Surgical Operations: | | | | | | | |
| Inpatient | 63 | 169 | 135 | 224 | 409 | 1,120 | 3,644 |
| Outpatient | 1,640 | 1,744 | 1,616 | 2,033 | 2,735 | 5,321 | 11,922 |
| Inpatient as % of All Surgeries | 3.7 | 8.9 | 7.7 | 9.9 | 13.0 | 17.4 | 23.4 |
| Outpatient Visits | | | | | | | |
| Non-Emergency Visits | 15,186 | 28,500 | 55,406 | 77,115 | 92,528 | 201,183 | 419,931 |
| Emergency Visits | 3,910 | 5,439 | 8,784 | 11,550 | 17,976 | 23,507 | 42,605 |
| Full Time Equivalents (FTEs) | | | | | | | |
| Administrators | 1.9 | 5.9 | 10.8 | 10.6 | 12.7 | 18.1 | 59.1 |
| Nurses, Licensed | 31.3 | 39.4 | 65.3 | 97.4 | 137.2 | 312.2 | 886.0 |
| Ancillary Nursing Personnel | 6.3 | 6.0 | 8.4 | 15.0 | 29.9 | 44.9 | 175.9 |
| All Other Personnel | 60.7 | 78.1 | 151.7 | 210.0 | 239.1 | 592.5 | 1,728.4 |
| Total FTEs | 100.2 | 129.4 | 236.3 | 333.0 | 418.9 | 967.7 | 2,849.5 |
| FTEs Per 100 Patient Census (Adjusted) | | | | | | | |
| Administrators | 12.8 | 29.9 | 21.5 | 15.0 | 10.9 | 9.7 | 11.2 |
| Nurses, Licensed | 213.7 | 199.9 | 129.7 | 138.1 | 117.7 | 167.7 | 167.8 |
| Ancillary Nursing Personnel | 43.1 | 30.4 | 16.8 | 21.2 | 25.6 | 24.1 | 33.3 |
| All Other Personnel | 414.9 | 396.6 | 301.4 | 297.9 | 205.0 | 318.3 | 327.4 |
| Total FTEs | 684.6 | 656.8 | 469.3 | 472.2 | 359.2 | 519.9 | 539.8 |
| Source: 2023 Annual Survey of Hospitals, FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | | | | | | | |

Table 31. GMS Hospital Averages for Selected Utilization Statistics, by Analysis Area, Wisconsin, FY 2023

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| Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2023 (Page 1 of 2) | | | | | | | |
|---|---------------------|----------|----------|----------|----------|----------|----------|
| | Volume Group | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | |
| Medicare | 44.4 | 47.8 | 50.4 | 47.9 | 51.3 | 44.9 | 48.7 |
| Medical Assistance | 14.1 | 12.9 | 11.9 | 13.8 | 15.3 | 18.0 | 13.0 |
| Commercial | 37.2 | 35.2 | 34.9 | 33.5 | 29.5 | 32.5 | 32.4 |
| All Other | 4.3 | 4.2 | 2.7 | 4.8 | 3.8 | 4.6 | 5.9 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | |
| Medicare | 25.2 | 28.9 | 34.8 | 33.7 | 39.7 | 35.8 | 38.0 |
| Medical Assistance | 10.0 | 8.0 | 8.4 | 10.5 | 12.1 | 14.0 | 10.4 |
| Commercial | 12.1 | 13.7 | 13.4 | 14.1 | 13.1 | 13.9 | 15.8 |
| Charity Care | 0.3 | 0.6 | 0.7 | 0.6 | 0.8 | 0.5 | 0.8 |
| Bad Debt | 0.8 | 0.8 | 1.0 | 1.0 | 1.2 | 0.8 | 0.8 |
| All Other | 3.5 | 5.2 | 1.9 | 2.9 | 2.2 | 2.9 | 3.4 |
| Total Deductions | 51.9 | 57.3 | 60.1 | 62.8 | 69.2 | 67.9 | 69.2 |
| Other Revenue and Net Gains or Losses | | | | | | | |
| Other Revenue as % of Total Revenue | 3.9 | 2.9 | 3.7 | 6.2 | 3.8 | 6.1 | 7.4 |
| Net Gains/Losses as % of Net Income | 5.4 | 7.9 | 21.8 | 28.7 | 15.2 | 10.0 | 7.6 |
| Expenses as % of Total Expenses | | | | | | | |
| Salary/Fringe Benefits | 47.1 | 41.9 | 46.1 | 47.2 | 40.1 | 43.9 | 40.0 |
| Supplies and Services | 43.9 | 51.7 | 46.6 | 46.1 | 54.4 | 49.1 | 54.9 |
| Capital Component | 9.0 | 6.4 | 7.3 | 6.7 | 5.5 | 6.9 | 5.1 |
| Source: 2023 Annual Survey of Hospitals, FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC. | | | | | | | |

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2023 (Page 2 of 2)

| | Volume Group | | | | | | |
|---|--------------|----------|----------|----------|----------|----------|----------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Fiscal Statistics | | | | | | | |
| Operating Margin (%) | 7.7 | 12.9 | 8.5 | 6.7 | 5.0 | 7.1 | 5.8 |
| Total Hospital Net Income (%) | 8.1 | 13.9 | 10.7 | 9.1 | 5.8 | 7.8 | 6.3 |
| Return on Equity (%) | 8.5 | 1.2 | 2.9 | 4.6 | 2.3 | 2.1 | 4.7 |
| Current Ratio | 2.4 | 1.0 | 1.7 | 14.3 | 2.8 | 2.2 | 5.7 |
| Days in Net Patient Accounts Receivable | 60.0 | 442.3 | 136.5 | 49.3 | 86.5 | 119.9 | 57.7 |
| Average Payment Period | 45.4 | 1,183.6 | 286.0 | 35.0 | 128.9 | 229.7 | 46.2 |
| Equity Financing (%) | 37.9 | 33.2 | 49.5 | 57.4 | 62.5 | 53.3 | 72.7 |
| Long-Term Debt to Equity Ratio | 1.0 | 1.2 | 0.6 | 0.1 | 0.3 | 0.5 | 0.2 |
| Times Interest Earned | 7.3 | 46.5 | 15.7 | 16.7 | 12.9 | 9.1 | 12.2 |
| Total Asset Turnover | 1.0 | 0.1 | 0.3 | 0.5 | 0.4 | 0.3 | 0.7 |
| Average Age of Plant (Years) | 5.6 | 99.6 | 26.1 | 11.3 | 21.5 | 25.3 | 13.4 |
| Increase (Decrease) Total Net Patient Revenue (%) | 7.6 | 20.1 | 9.7 | 3.0 | 0.2 | 4.1 | 3.5 |
| Outpatient Gross Revenue (% of Total Gross Patient Revenue) | 83.4 | 85.5 | 84.3 | 82.2 | 74.2 | 71.5 | 62.1 |
| Patient Statistics - excludes newborns, includes swing-bed stays | | | | | | | |
| Inpatient Net Revenue Per Discharge | \$20,257 | \$16,973 | \$14,823 | \$12,086 | \$12,524 | \$18,306 | \$22,156 |
| Inpatient Net Revenue Per Day | \$3,306 | \$3,576 | \$3,524 | \$3,093 | \$2,770 | \$3,976 | \$4,083 |
| Outpatient Net Revenue Per Visit | \$992 | \$948 | \$832 | \$740 | \$766 | \$752 | \$987 |
| Patient Statistics - excludes newborns and swing-bed stays | | | | | | | |
| Inpatient Net Revenue Per Discharge | \$24,992 | \$19,795 | \$15,577 | \$12,289 | \$12,681 | \$18,306 | \$22,156 |
| Inpatient Net Revenue Per Day | \$5,755 | \$6,177 | \$4,157 | \$3,269 | \$2,862 | \$3,976 | \$4,083 |
| Outpatient Net Revenue Per Visit | \$992 | \$948 | \$832 | \$740 | \$766 | \$752 | \$987 |

Source: 2023 Annual Survey of Hospitals, FY 2023 Hospital Fiscal Survey, WHA Information Center, LLC.

| Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2023 (Page 1 of 2) | | | | | | | | | |
|--|----------------------|-----------|-----------|----------|----------|-----------|-----------|----------|----------|
| | Analysis Area | | | | | | | | |
| | 1 | 2A | 2B | 3 | 4 | 5A | 5B | 6 | 7 |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | |
| Medicare | 43.0 | 53.0 | 47.5 | 49.9 | 48.2 | 51.7 | 47.0 | 51.9 | 52.4 |
| Medical Assistance | 12.2 | 11.4 | 20.6 | 11.2 | 12.5 | 12.2 | 10.2 | 13.6 | 16.1 |
| Commercial | 35.7 | 32.8 | 29.1 | 35.7 | 33.9 | 31.5 | 34.4 | 28.8 | 25.8 |
| All Other | 9.2 | 2.8 | 2.7 | 3.1 | 5.4 | 4.7 | 8.4 | 5.7 | 5.6 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | |
| Medicare | 33.3 | 43.5 | 38.0 | 36.8 | 37.4 | 34.8 | 34.0 | 38.3 | 28.7 |
| Medical Assistance | 9.7 | 9.4 | 16.0 | 8.8 | 10.1 | 8.8 | 8.1 | 10.8 | 11.1 |
| Commercial | 17.9 | 15.9 | 14.2 | 16.3 | 15.8 | 10.5 | 15.7 | 10.2 | 5.9 |
| Charity Care | 0.6 | 0.8 | 1.0 | 0.8 | 0.5 | 0.4 | 1.1 | 0.5 | 0.4 |
| Bad Debt | 0.9 | 0.9 | 0.8 | 0.7 | 0.8 | 1.1 | 0.9 | 0.7 | 1.5 |
| All Other | 5.1 | 1.8 | 1.4 | 1.8 | 3.5 | 3.0 | 6.3 | 3.7 | 2.7 |
| Total Deductions | 67.5 | 72.2 | 71.4 | 65.2 | 68.2 | 58.7 | 66.1 | 64.1 | 50.3 |
| Other Revenue and Net Gains or Losses | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.6 | 4.3 | 9.2 | 2.4 | 3.6 | 4.2 | 22.5 | 3.3 | 1.5 |
| Net Gains/Losses as % of Net Income | 53.3 | N/A | N/A | 16.2 | 14.6 | 33.8 | 110.0 | 43.0 | 27.6 |
| Expenses as % of Total Expenses | | | | | | | | | |
| Salary/Fringe Benefits | 45.0 | 38.8 | 33.3 | 38.2 | 43.1 | 48.8 | 54.1 | 38.8 | 49.7 |
| Supplies and Services | 48.7 | 53.3 | 61.4 | 56.2 | 50.8 | 46.5 | 41.9 | 56.2 | 43.4 |
| Capital Component | 6.4 | 7.9 | 5.3 | 5.6 | 6.2 | 4.7 | 4.0 | 4.9 | 6.9 |
| Source: 2023 Annual Survey of Hospitals, FY 2023 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