



Leadership Market Pack



Children's
Wisconsin

What's the purpose of the market pack?

Welcome to the Leadership Market Pack! This information is intended to provide a single-point of reference on key trends within the evolving health care environment.

This deck consists of several pieces of information :

- A snapshot of the overall headwinds and trends that are being seen nationally & in Wisconsin
- Key pediatric market trends including a Children's market share snapshot
- Children's high-level internal trends and information on our services & assets
- Information on the other systems in the State (including their market share, size and pediatric services) and the moves they are making in the market

We hope this deck provides you with key information that helps you keep abreast of the ever-changing healthcare landscape and assists you in making decisions.

Last Update: Aug, 2021

Update Frequency: 6 months

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Market Executive packs vs. Service Line packs

Market Executive Pack

- Created 2x/year for senior executive team and VPs
- Broad overview of pediatric landscape in WI and nationally.
- High level market analysis of Wisconsin pediatrics
- In-depth view of competitor capabilities

Service Line Pack

- Created 2x/year for review with service line leadership
- Service line specific data and analysis in statewide, regional and national capacities.
- Incorporation of service line leadership feedback and assessments to VP team monthly.

Executive Summary - Overall

- The healthcare market continues to shift rapidly, from changes in consumer expectations and behavior, to innovations in technology.
- New entrants into the healthcare space continue, providing additional choices for consumers – often times more convenient and cheaper than traditional health care avenues
- The Wisconsin pediatric population continues to decline, increasing the need to expand reach to achieve the necessary scale to be effective and maintain services
- The adult market has been declining over the past several years. As a result many adult systems have been acquiring smaller hospitals or building new sites of care, both consolidating the market and expanding those system's reach
- Advocate-Aurora is the market leader in births and NICU volume throughout the State, but especially in southeast and northeast Wisconsin where they have a presence
- Children's is the market leader in both the southeast and northeast regions for pediatric hospitalizations and outpatient surgeries
- Children's hospitalizations were growing prior to the pandemic and their Statewide share of pediatric hospitalizations grew, despite the flat market
- Children's share of higher-acuity patients has also increased, indicating that our growing inpatients are the sickest patients
- Children's outpatient specialty volumes and outpatient surgery volumes have increased significantly (22% and 10% respectively) driving an increase in the % of overall gross patient revenue coming from outpatient



Overall Healthcare Landscape



Executive Summary – Overall Healthcare Landscape

- Only a small percent of children require hospitalization (5-7%), but virtually 100% benefit from primary care and health management
 - In Wisconsin, children account for only 22% of the population and less than 8% of inpatient discharges
- There are many factors and changes that are impacting healthcare as a whole. As a result scale, care coordination, integration & financial strength are key to being successful.
- Payers and employers are focused on affordability, transparency and new payment models accelerating a move to value.
 - Two-thirds of Children's contracts have a value-based component
 - An increasing number of employers are looking to contract directly for services such as advanced primary care
- Consumers are also looking for affordability, but convenience is import to them as well.
 - Over half of consumers feel access if the most important factor when choosing care
 - Premium contributions and deductibles in employer plans accounted for 11.5% of median household income in 2019
- Care is moving to different settings and alternate delivery channels continue to increase, providing convenience and affordability for consumers
 - Walmart is advancing a healthcare strategy that includes stand-alone clinics with 20 currently available and plans for up to 4,000 more. They post a standard price list, which includes \$20 pediatric primary care visits that allow many patients to completely bypass insurance
 - The pandemic accelerated adoption of tele-medicine visits, with an 11 percentage point increase in live video visits from 2019 to 2020
- Innovations in technology and pharmaceuticals have also accelerated to keep pace with the changing environment
 - Artificial intelligence is projected to become a \$6.6 billion industry this year
 - A medical school in West Virginia used virtual reality to train orthopedic surgery residents when elective surgeries were cancelled due to the pandemic
 - Specialty drugs currently account for 51% of pharmacy spend

The Impact of Changing Market Dynamics

Only 5-7% of the pediatric population will utilize hospital care; 27% will use specialty outpatient services; virtually 100% will utilize primary care in some capacity.



Networks | Health Plans | Health Management



Primary Care | Community Services



Specialty Outpatient Care



Hospital Care/Research/Education

Our significant growth opportunities are outside of the hospital through outpatient services, health plan services and health management

Primary care, community and health plan services have the largest healthcare impact on population-level child wellbeing

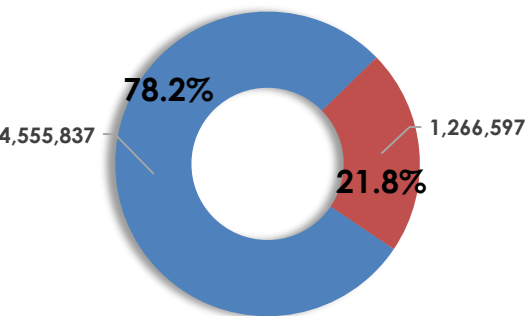
Convenience and affordability are increasingly driving families' and employers' decisions

Our high-end services depend on a large base of primary care and network-covered lives

Adult vs Pediatric Inpatient Market Scale

On average, children are healthier than adults and are hospitalized less often. In order to achieve necessary scale, children's hospitals must serve much broader geographies than adult hospitals.

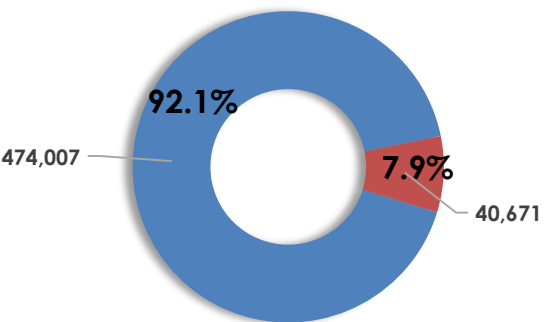
Wisconsin Population¹



■ Adult Population ■ Pediatric Population

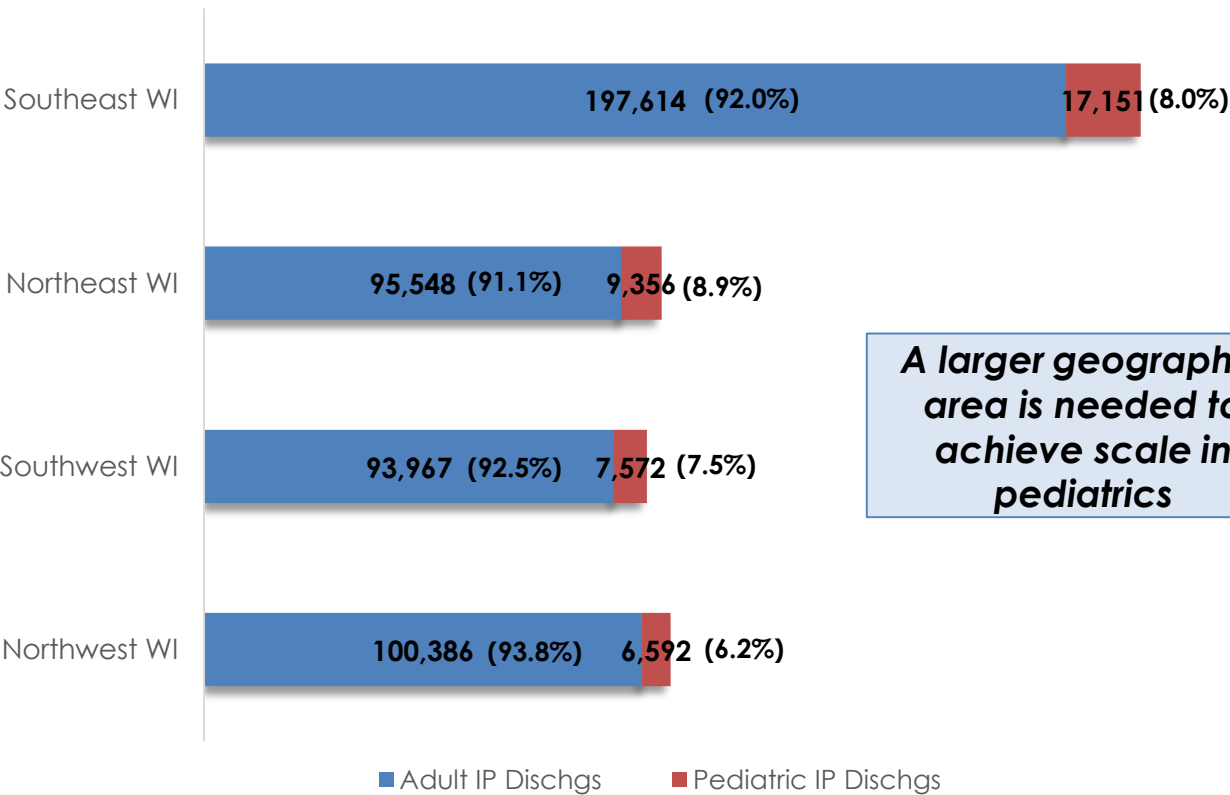
In Wisconsin, children account for ~22% of the overall population and only ~8% of the inpatient discharges

Wisconsin Inpatient Discharges^{2,3}



■ Adult IP Discharges ■ Peds IP Discharges

Inpatient Discharges by Region
Adult vs Pediatrics^{2,3}

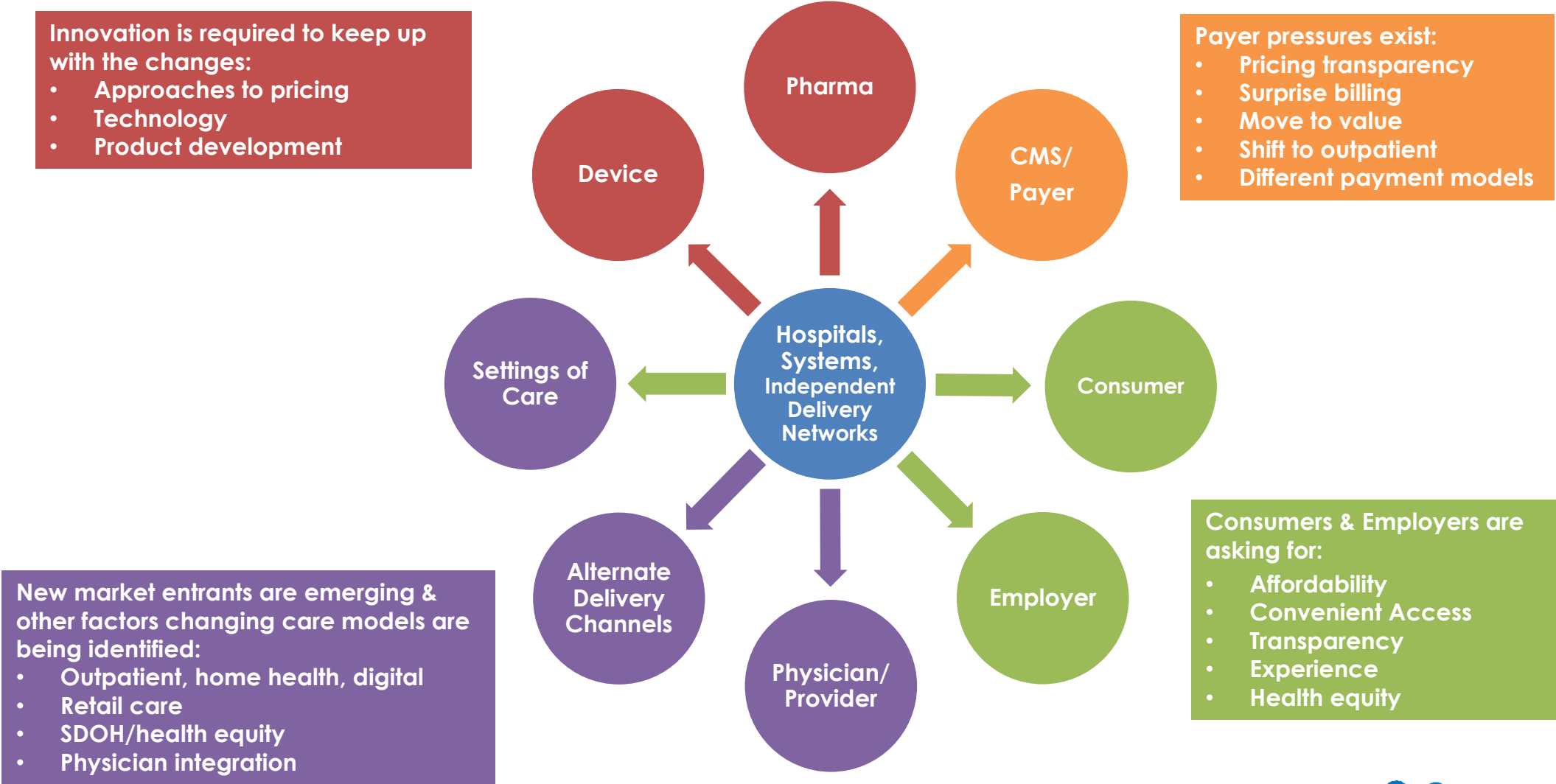


A larger geographic area is needed to achieve scale in pediatrics




Source: ¹ US Census Bureau – Peds is age 0-17, Adult is 18+,
² WHA State Data, Patients from WI only
³ Excludes normal newborns, includes OB and mental health discharges. Discharges based on 2019 volumes for Wisconsin patients only

Macro Trends Impacting Health Care

Scale, care coordination, integration & financial strength are key to being successful in this environment



National – Macro Trends Payers, Employers, Consumers

	Payers & Employers are focused on affordability, transparency & new payment models - accelerating the move to value	76% of Children's current contracts have some value-based component to them	24% of employers are looking to contract directly for advanced primary care in select markets ¹	To comply with the CMS Hospital Price Transparency rule, standard charges for <u>at least</u> 300 shoppable services that can be planned in advance, must be posted for consumers ²
	Consumers are looking for convenience, affordability & experience - as a result, they are taking more responsibility for their care	51% of consumers believe convenient access is the single-most important factor driving their health care decisions ³	Over half of the U.S. workforce is enrolled in a high-deductible health plan ⁴	Premium contributions and deductibles in employer plans accounted for 11.5% of median household income in 2019 ⁷
	Health Equity/SDOH is becoming widely recognized for its impact on health - as a result is becoming a focus of many health care organizations	From January 1, 2017, to November 30, 2019 at least \$2.5 billion of health system funds were direct financial investments in social determinants of health ⁵	Over 50% of states are implementing or expanding Medicaid programs that address social needs ⁶	

¹<https://www.catalyze.org/mythbuster-direct-contracting/> -According to the 2020 Large Employers' Health Care Strategy And Plan Design Survey by the National Business Group on Health

²<https://www.cms.gov/hospital-price-transparency/consumers>

³ NRC 2020 Healthcare Consumer Trends Report on 51 percent of convenient

⁴ <https://www.valuepenguin.com/enrollment-changes-to-high-definition-health-insurance-plans>

⁵ <https://www.healthaffairs.org/doi/10.1377/hlthaff.2019.01246>

⁶ <https://www.benefitspro.com/2021/06/29/investing-in-social-determinants-of-health-hows-it-going/?sreturn=20210711094100>

⁷ <https://www.commonwealthfund.org/publications/issue-briefs/2020/nov/state-trends-employer-premiums-deductibles-2010-2019>

National – Alternative Delivery Channels

Patients are accepting greater accountability for their health and as a result care continues to move to alternative settings including outpatient, home, retail and digital; with technology being a key factor to enablement.



"PAYVIDERS"

From
3-24%

of revenue for several major
payers currently comes from direct
care/provider revenue



CVS acquired Aetna
in 2018

Over
1,300
MinuteClinics
136
Health Hubs

Recently announced Aetna Virtual
Primary Care



1,400 clinics

Employs or is affiliated with
50,000 physicians

Adding
10,000
employed & affiliate physicians in 2021



DIGITAL HEALTHCARE

Live video telemedicine usage
increased to

43%

among consumers in 2020, up
from 32 percent in 2019.

Digital health tracking tools rose to

54%

adoption in 2020, from 42 % in 2019

43%

of consumers having a
wearable device with digital
health capabilities

4

The number of health care
enhancing mobile applications
Children's has or is launching



RETAIL DISRUPTORS



Started Walmart Health which
currently includes

20

physician-staffed stand alone
healthcare clinics, with plans to
expand to ~4,000 by 2029

87%

of stores offer healthcare
services

\$20

The price for a pediatric
primary care visit at a
Walmart Health clinic

Partnered with Medicare
Advantage insurer Clover
Health to provide health
insurance plans to

500,000
people in Georgia



Partnered with Crossover Health to
launch

17

health centers providing care for
Amazon employees & their
dependents



Provides the following services:

- Virtual care to companies & Amazon employees across the country
- In-person, in-home care for companies in Washington State, including Amazon employees – expanding to Washington DC & Baltimore
- Home prescription delivery for patients



Children's
Wisconsin

National – Device & Pharma Innovations

Innovations in technology & pharmaceuticals have accelerated & are necessary to keep pace with the changing environment

Artificial Intelligence

AI is predicted to reach
\$6.6B
this year¹



AI applications could create
\$150B
in annual savings for the U.S.
healthcare economy by 2026¹

Virtual Care

Intermountain Healthcare has outfitted smart televisions in patient rooms with devices that
transform the TV set into a telehealth portal
creating the ability to provide virtual care inside the hospital¹



Allegheny Health Network implemented a
virtual ICU
program to care for ICU level patients housed in their various 13 hospitals¹

Provider Training

When elective surgeries were cancelled, Marshall University Medical School used a
Virtual Reality(VR) training program
for orthopedic surgery residents¹



Specialty Drugs & Novel Therapies

48
novel therapies were approved in 2019 with 2/3 being considered specialty drugs²



Specialty drugs account for
51%
of total drug spend

Tech Company Innovation

Large tech companies are using their technologies and resulting data to help shape the future of healthcare

- Mayo Clinic has a partnership with Google, including an AI innovation lab, to use their patient data to discover & advance innovations in detection, diagnosis and care
- Google is developing a pill that uses nanoparticles to identify cancer, potential heart attacks and other health conditions
- Apple is studying whether the Apple Watch can detect atrial fibrillation
- IBM Watson for Oncology can provide physicians with insights to better identify the right treatment for each patient.



¹ <https://www.healthleadersmedia.com/innovation/6-innovations-are-propelling-health-systems-future>

² <https://www.certara.com/app/uploads/2021/01/Key-Trends-in-U.S.pdf>



Wisconsin Market Trends

Executive Summary – Wisconsin Market Landscape

The Wisconsin market continues to see shifts as well:

- Adult systems are consolidating with 14 hospitals being purchased by other systems
- Five micro-hospitals have opened in Southeast Wisconsin, changing the care delivery options in our primary market
- Children's is getting the sickest of the sick in the hospital – with Children's share of patients with a CMI of 1.5 or greater growing 6 percentage points from 2016-2019
- 20% of kids need help with their mental health, but only half of them actually get the care they need
- The pandemic had an impact on unemployment and increased the % of kids needing to be covered by Medicaid by nearly 6%
- Births have declined over 7% from 2016-2019 and the overall pediatric population declined 1.7% during that time
- There are 4 “children's hospitals” in the State, with all of them having dedicated pediatric beds, a NICU and a PICU; as well as some complement of pediatric specialists
- Pediatric hospitalizations have been relatively flat from 2016-2019, but Children's share increased by 6 percentage points showing that the pediatric market is consolidating as well
- NICU volumes were less impacted by the decline in births, with a higher percent of births requiring some level of additional care
- The southwest Wisconsin pediatric hospitalizations market shifted the most from 2016-2019, declining by 12% during that time, while the southeast market grew nearly 6% during that time due to a higher viral season
- Children's holds the highest share by far for care for Southeast Wisconsin patients
 - 87% share for pediatric hospitalizations
 - 93% share for inpatients
 - 74% for outpatient surgery
- Children's also is the market leader in the northeast Wisconsin region holding 48% of total hospitalizations and 20% of outpatient surgery
- Advocate-Aurora holds the highest share of births and NICU volumes in both southeast Wisconsin (39% & 40%) and northeast Wisconsin (30% & 23%)

Wisconsin Environment – Overall Headwinds

There have been shifts in the Wisconsin market as well



14

Hospitals purchased by other systems – 1 by Froedtert, 1 by SSM, 4 by Marshfield Clinic & 8 by Aspirus - since 2018, further consolidating the market

5

Micro-hospitals opened in Southeast WI in the last two years - 3 by Ascension & 2 by Froedert



20%

of WI pediatric inpatient volume has a CMI of 1.5 or greater



6

percentage points of market share Children's gained for inpatients with a CMI of 1.5 or greater from 2016-2019



1 in 5

The number of kids in Wisconsin with a mental health disorder



At least

50%

Of the kids with a mental health disorder are not getting care



60,000

Telehealth visits for mental health services at Children's since April, 2020

3.9%

Unemployment as of June, 2021



5.7%

Increase in Medicaid enrollment for children from Oct 202-May 2021



Children's
Wisconsin

Additional Factors Impacting Pediatric Volumes in Wisconsin



Change in Births
2016 - 2019

-7.3%

State of Wisconsin

-5.6%

Southeast WI

-6.8%

Northeast WI

Pediatric Population Trend
2016 - 2019



-1.7%

State of Wisconsin

-2.5%

Southeast WI
(largest decline)

-1.3%

Northeast WI

Wisconsin Pediatric Care Snapshot

Key Pediatric Data Points at all hospitals in Wisconsin

- 4 children's hospitals
- 340 total pediatric beds*
- 568 NICU beds**
- 28 NICUs**
- 109 PICU beds
- 23,955 pediatric hospitalizations
- 6,304 NICU discharges
- 58,399 births
- 52,412 outpatient surgeries
- 367,865 Emergency Room visits

2019 Volumes, WI patients only



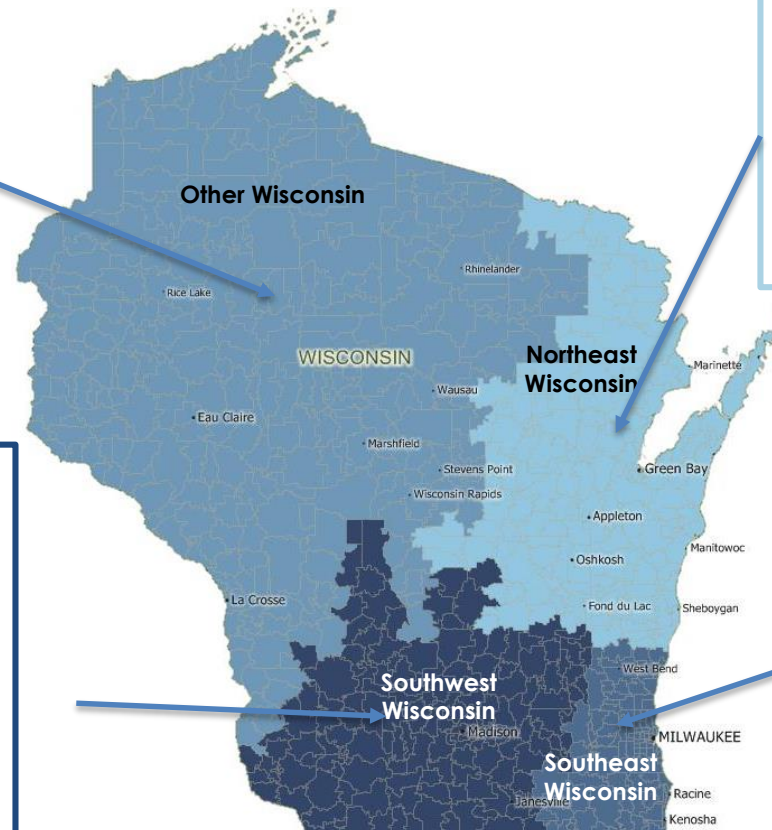
**marshfield
children's**

- 24 bed pediatrics unit located within Marshfield Clinic Hospital including an 8 bed PICU
- More than 40 pediatric specialties
- 37 pediatricians
- Dedicated pediatric cancer wing
- Inpatient pediatric rehab program
- 24 bed NICU



UW American Family Children's

- On the campus of University of Wisconsin-Madison Hospital
- 111 total beds including:
 - 26 bed level IV NICU
 - 21 bed PICU
- Level 1 trauma center
- Over 200 specialists
- 40 pediatricians



children's
HSHS St. Vincent Hospital

- 20 bed unit located inside St Vincent Hospital
- 24 bed NICU
- 4 bed PICU
- 25 pediatric specialty clinics
- 14 pediatricians



**Children's
Wisconsin**

- Wisconsin's only independent free-standing children's hospital
- 318 beds at 2 hospital locations
- Over 300 pediatric specialty physicians
- 100+ pediatricians
- 92 NICU beds between the 2 locations (Level IV in Milwaukee, Level III in Neenah)
- Level 1 surgery center
- Level 1 trauma center
- 72 bed PICU

Wisconsin Pediatric Volume Trends

Pediatric Hospitalizations

FY19 = 24k



- Relatively flat from 2016-2019 (↓0.84%)
- However, CW's share increased from 42% to 48%
- UW-Madison (American Family Children's) saw a declining market share, currently 16%
- Advocate Aurora had an average of 2.8% of pediatric hospitalizations

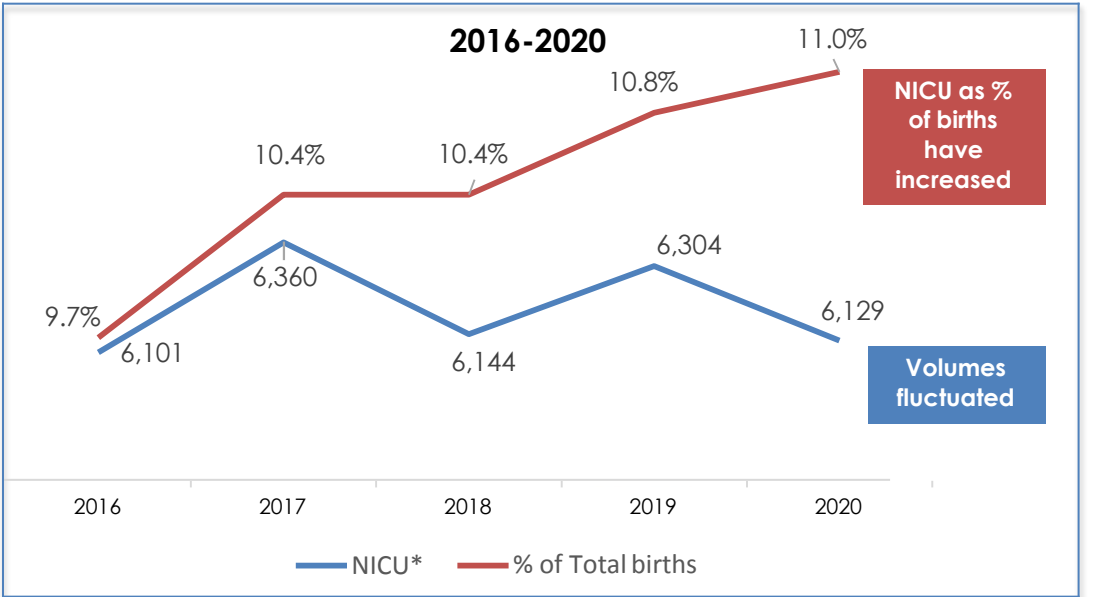
Pediatric hospitalizations include inpatient and observation volumes, excluding OB, normal newborn and neonate/NICU

NICU Trend*

FY19=6300



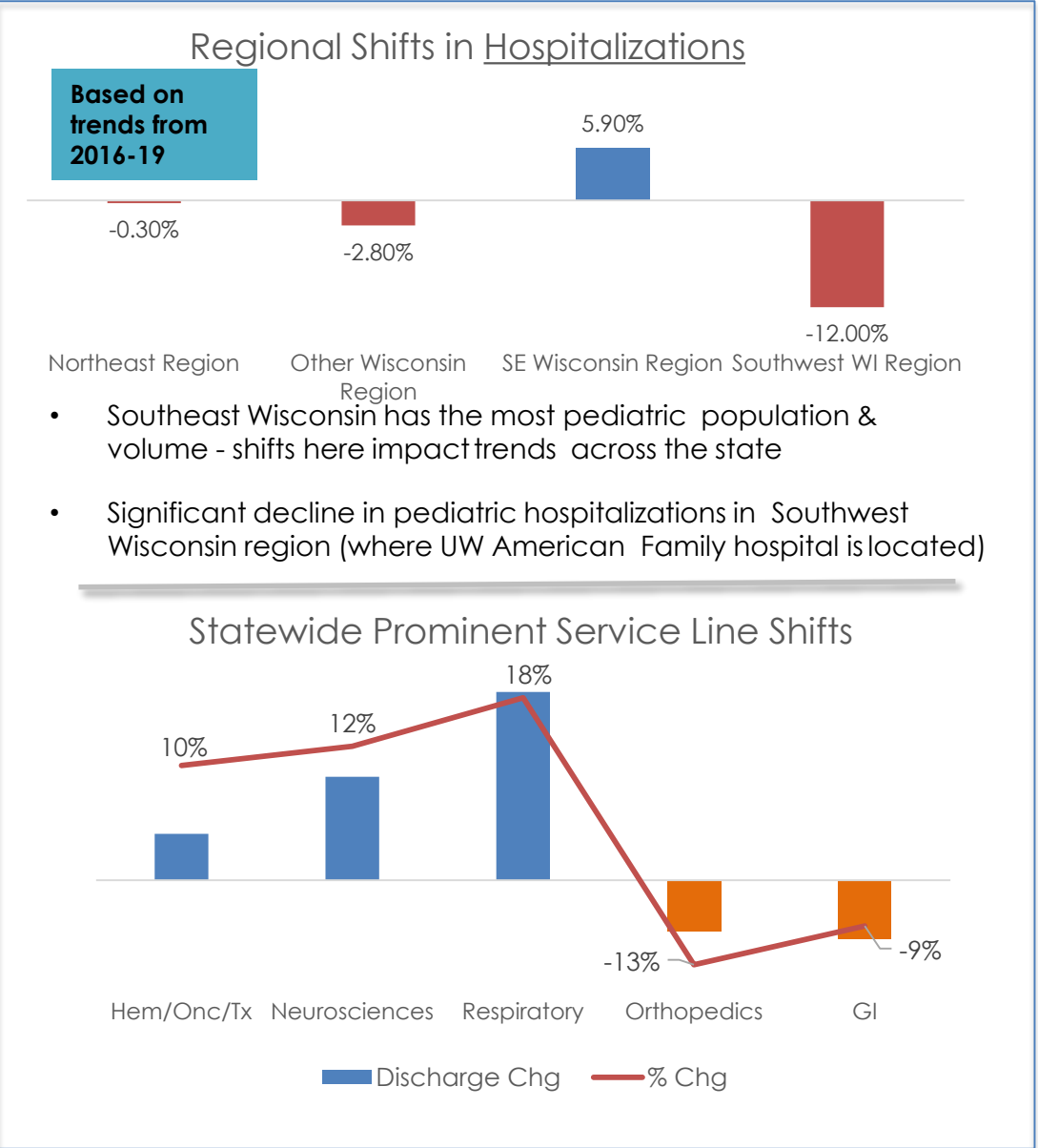
- NICU volumes not impacted by decline in births
- A higher % of births are requiring some level of additional care.
- Opportunity for CW to have more involvement in the care and management of lower acuity patients.



*Proxy for volumes in Level II, L III & L IV NICUs / based on a combination of revenue code & APR-DRG

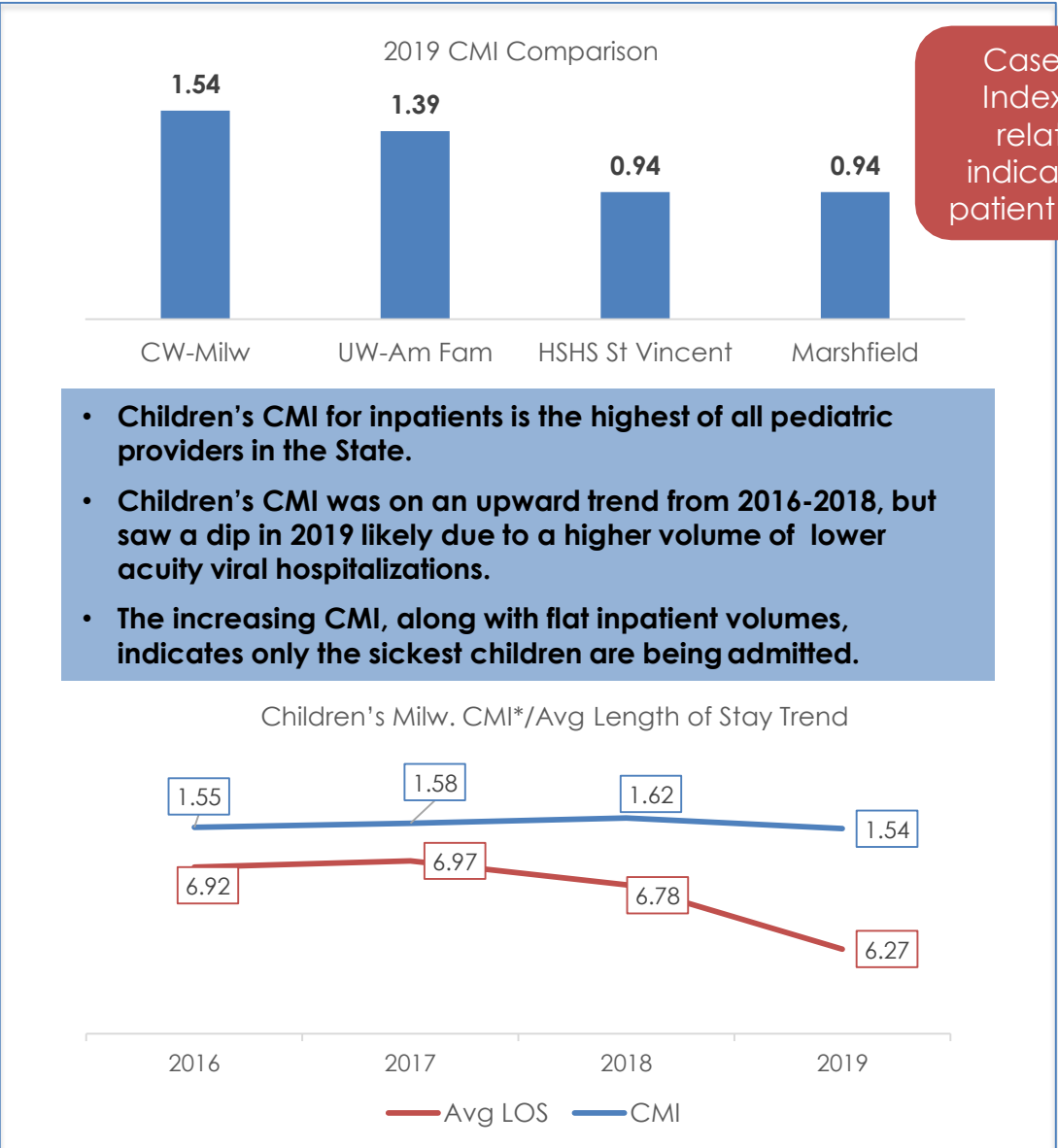
Wisconsin Pediatric Environment – A Changing Patient Mix

The market is shifting¹ ...



¹ based on the trend from 2016-2019 due to the impact of the pandemic

as a result the acuity of inpatients is changing²



*CMI based on APR-DGR Pediatric length of stay relative weight via Children's Hospital Association, excludes patients with a normal newborn, neonate, mental health or obstetrics MSDRG

Children's Marketshare Snapshot

2020 share

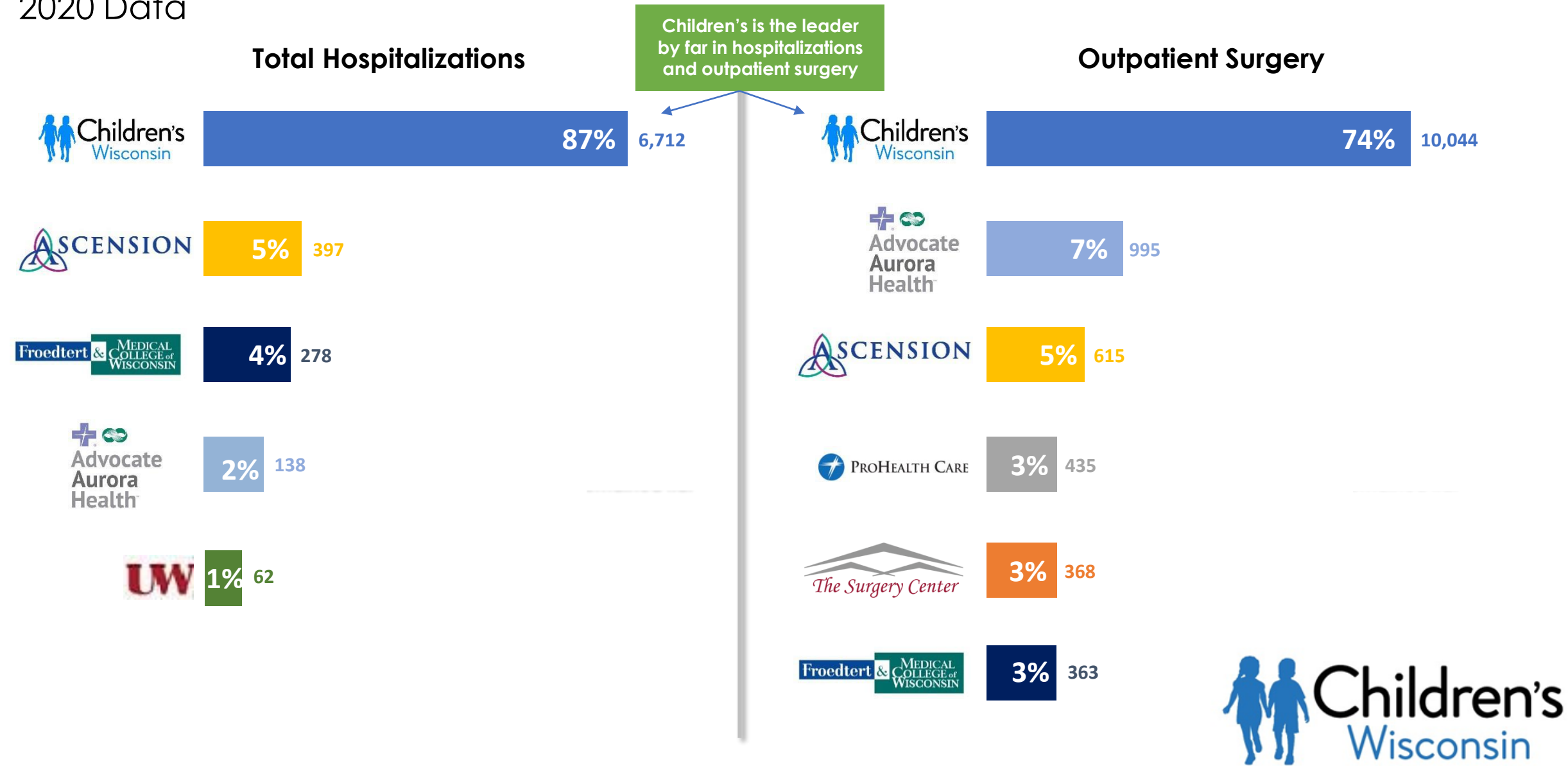
	Statewide	SE WI	NE WI	SW WI	NW WI
Total Hospitalizations ¹	49%	87%	48%	6%	5%
Inpatient ²	52%	93%	52%	7%	7%
NICU ³	14%	23%	17%	N/App	N/App
Outpatient Surgery ⁴	N/App	74%	20%	N/App	N/App
Emergency Room	N/App	43% ⁵	N/App (Theda holds 25% share)	N/App	N/App

¹Includes inpatient and observation volumes at Milwaukee & Fox Valley campuses ² Includes volumes at Milwaukee & Fox Valley campuses ³NICU volume based on hospitals located in the region, regardless of patient origin - Proxy for volumes in Level II, L III & L IV NICUs / based on a combination of revenue code & APR-DRG ⁴Includes volumes at Milwaukee & Fox Valley campuses and Surgicenter ⁵Based on emergency rooms located in the region



Pediatric Volumes & Share – Southeast WI

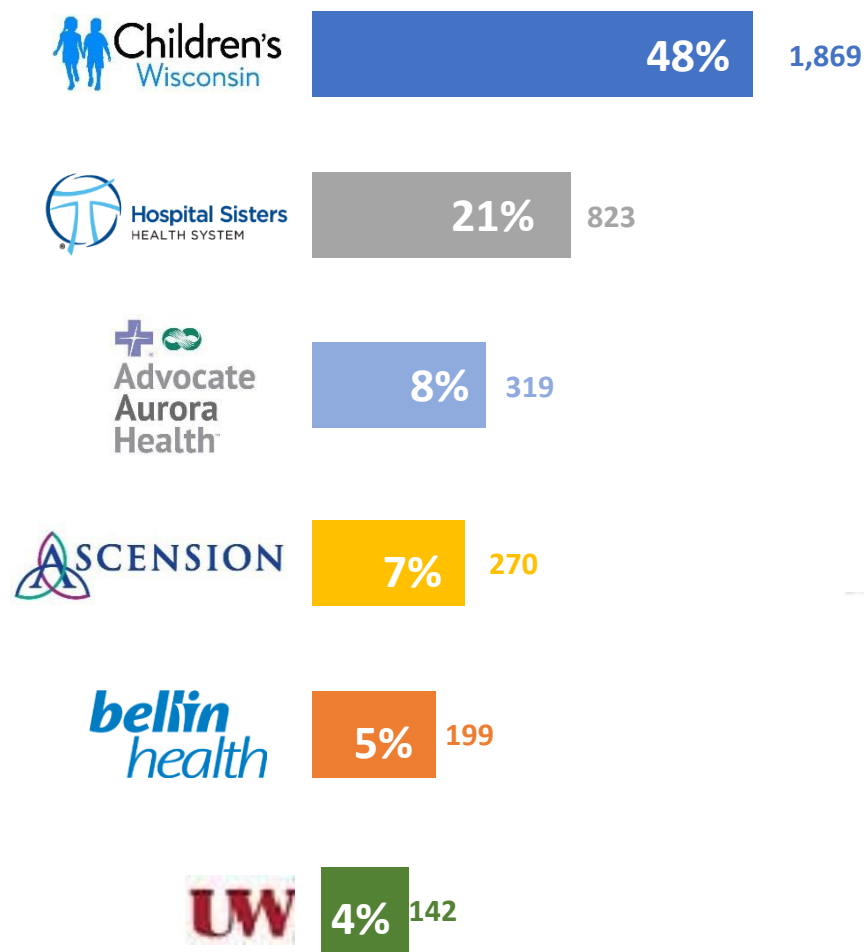
2020 Data



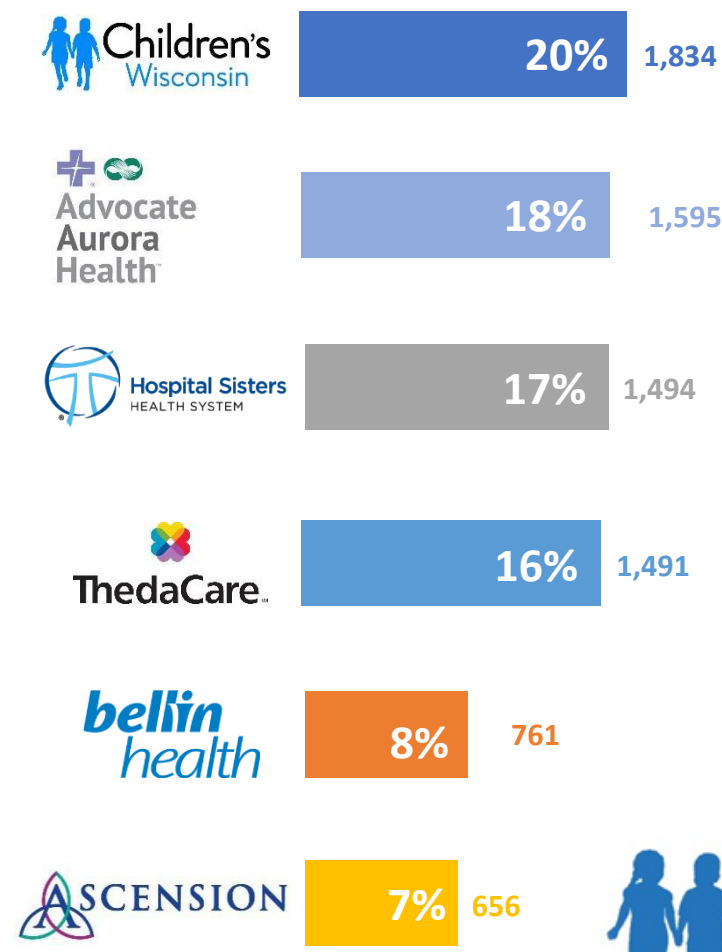
Pediatric Volumes & Share – *Northeast WI*

2020 Data

Total Hospitalizations



Outpatient Surgery



The outpatient surgery market is much more fragmented with 1 percentage point separating each of the top 4 providers



Births and NICU Volumes & Share – Southeast WI

2020 Data

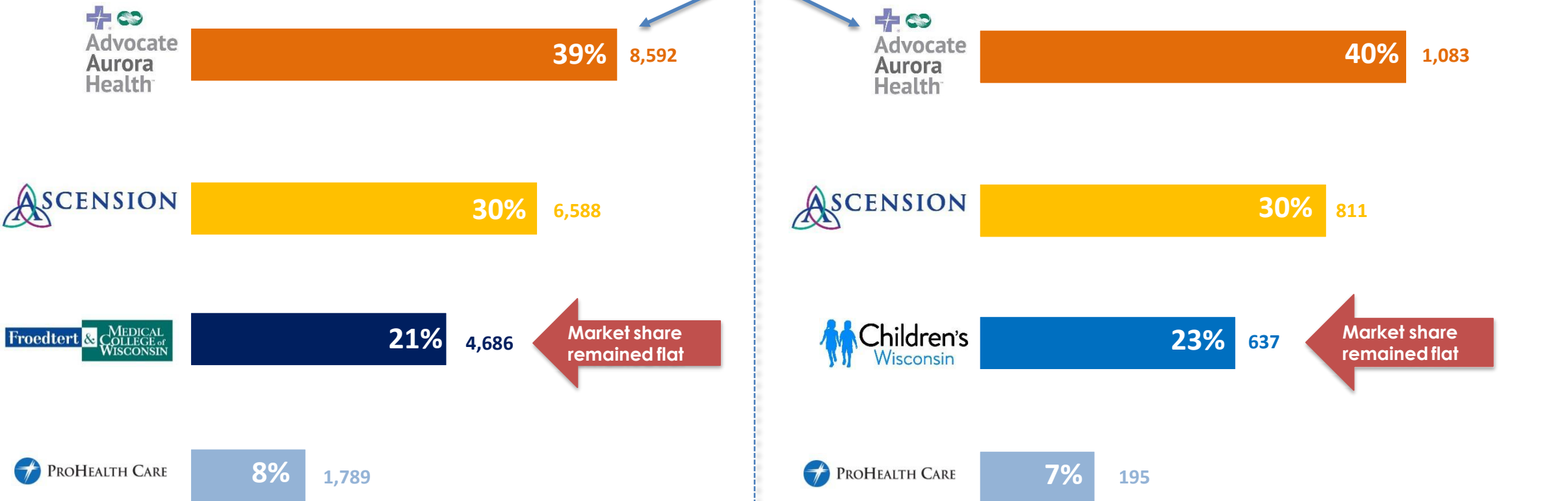


Births¹

Aurora is the market leader in both services, with an increasing share since 2016



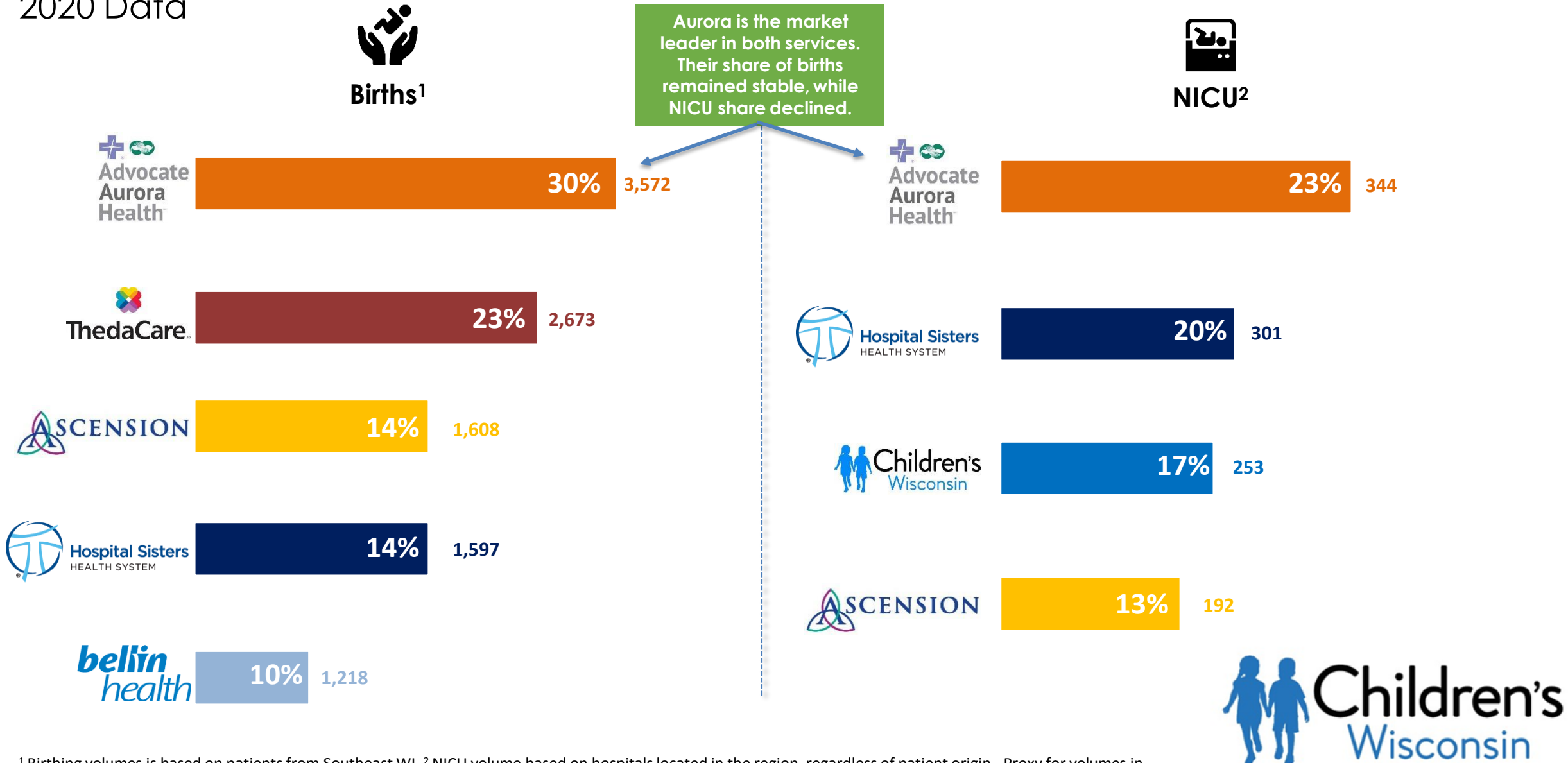
NICU²



¹ Birthing volumes is based on patients from Southeast WI. ² NICU volume based on hospitals located in the region, regardless of patient origin - Proxy for volumes in Level II, L III & L IV NICUs / based on a combination of revenue code & APR-DRG

Births and NICU Volumes & Share – *Northeast WI*

2020 Data



¹ Birthing volumes is based on patients from Southeast WI. ² NICU volume based on hospitals located in the region, regardless of patient origin - Proxy for volumes in Level II, L III & L IV NICUs / based on a combination of revenue code & APR-DRG



Children's Trends & Services Overview



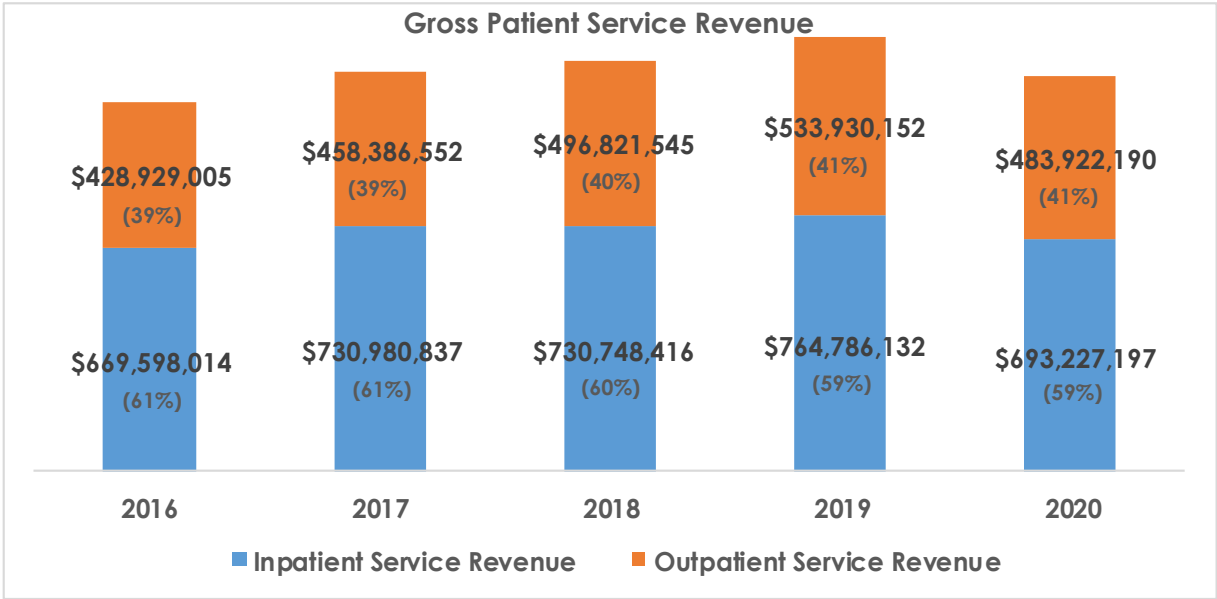
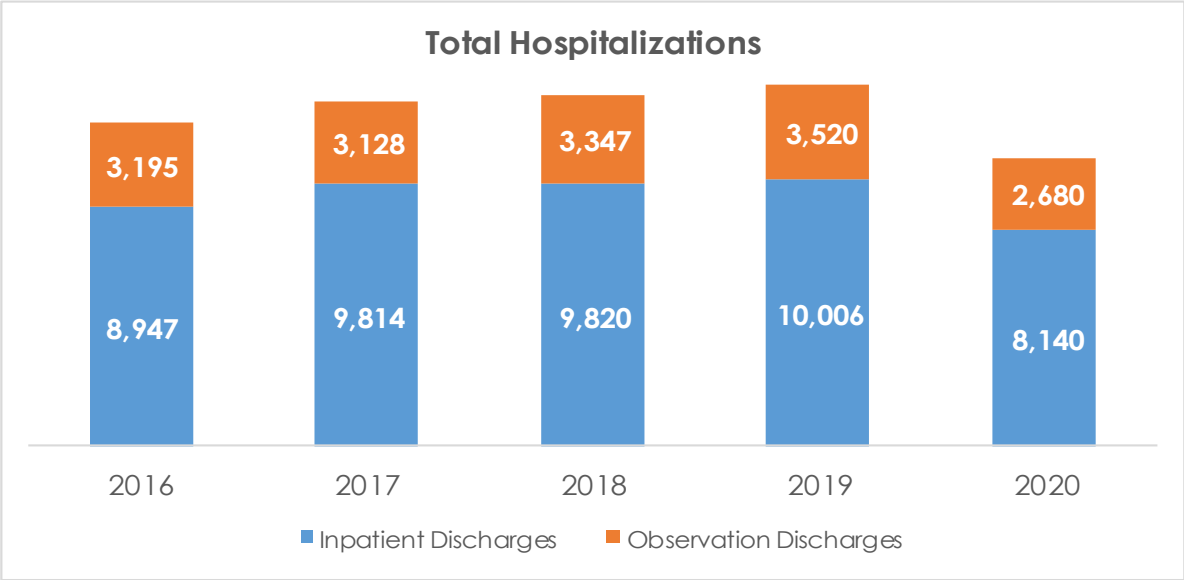
Executive Summary – Children's Trends

- Despite the declining market from 2016-2019 for total hospitalizations, Children's volume continued to grow with inpatients increasing nearly 12%
- Gross inpatient revenue has become a smaller portion of our overall gross revenue (from 61%-59%), but is still the main driver of our margin
- Outpatient specialty volumes increased 28% and outpatient surgery increased nearly 10% from 2016-2019 highlighting a continued shift to outpatient care
- Children's holds at least 85% share in it's primary market of southeast Wisconsin in 10 of its top service lines

Children's Wisconsin Inpatient & Gross Patient Service Revenue Trend

From 2016-2019, despite a declining market, our inpatient volume continued to grow (+11.8%), as did our observation volume (10.2%).

IP volume saw a ~23% decline from 2019-2020.



However, gross inpatient revenue has become a smaller portion of our overall gross patient service revenue.

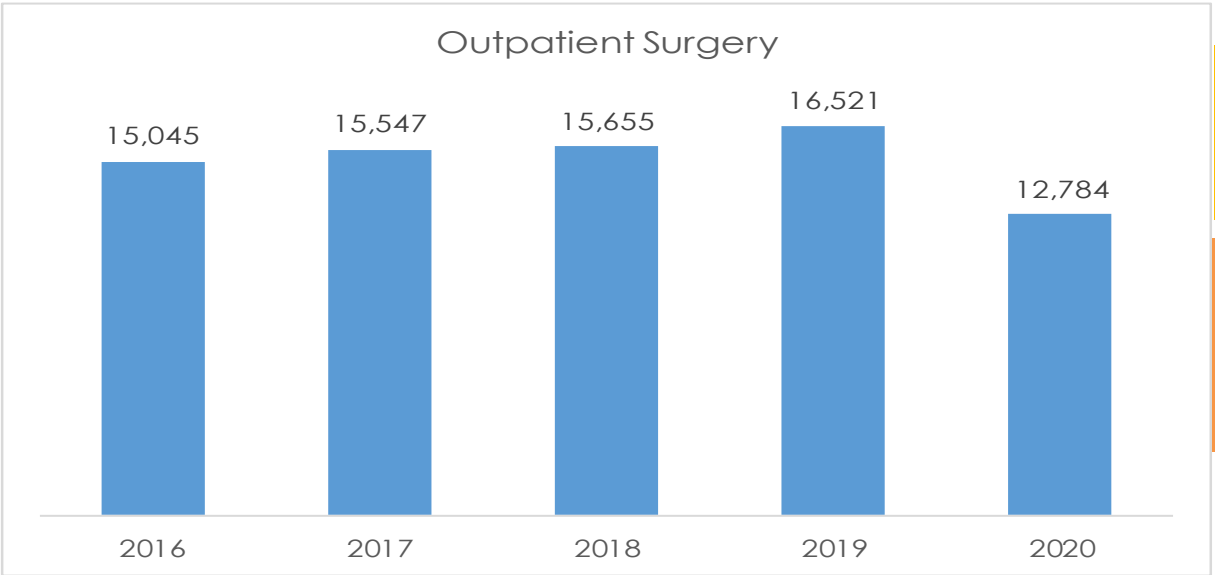
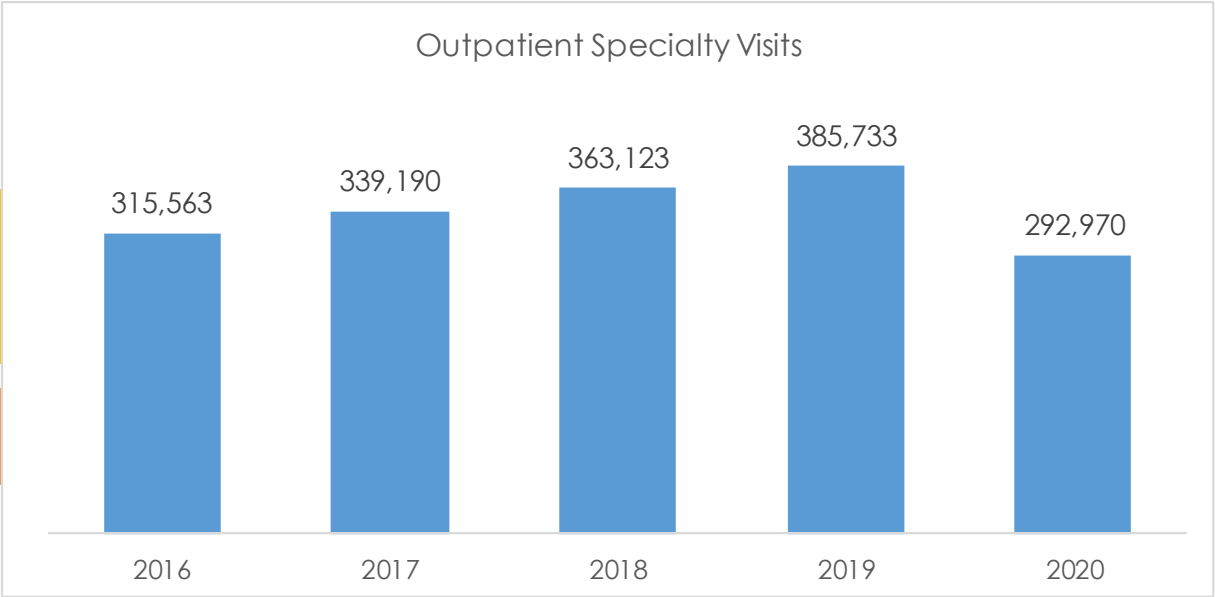
Despite this shift, inpatient revenue still drives our margin

Note: Margin is driven by hospital inpatient

Children's Wisconsin Outpatient Trend

From 2016-2019, outpatient specialty visits increased 22%, highlighting the continued shift to outpatient care.

The pandemic impeded that growth in 2020.



Outpatient surgery also saw a significant increase in volume from 2016-2019, increasing nearly 10%.

As a result of the pandemic putting a hold on elective procedures, there was a 22% decline in volume from 2019-2020.

Source: Children's & SGM Operations Reports, Ambulatory Operations Team, Finance Ambulatory Report Includes psych/behavioral health and CAC volumes

Children's Hospital Marketshare for Top Volume Service Lines

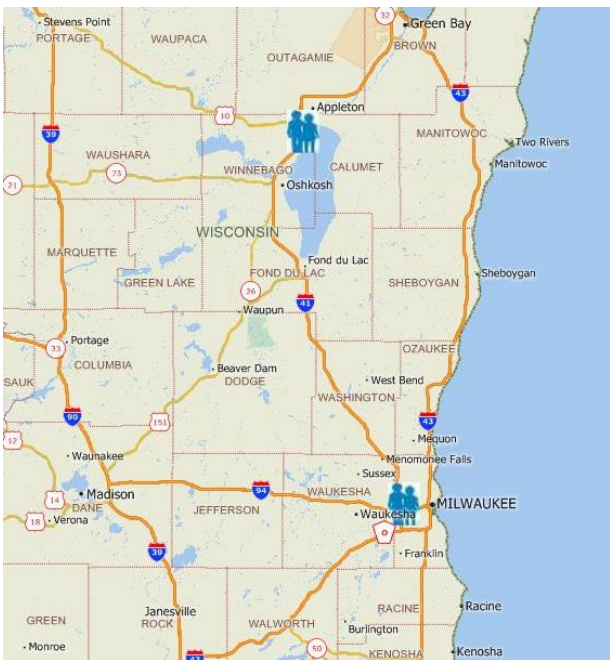
**2020 Total Hospitalizations Market Share
for Children's WI Top Service Lines/Services***

Service/Service Line	State Wide ³	SE WI	NE WI	SW WI	NW WI
Neonatology (NICU)¹	14%	23%	17%	N/A	N/A
Heart	68%	97%	87%	15%	48% ²
Gen Medicine/Peds	49%	88%	42%	6%	3%
Respiratory	50%	95%	43%	5%	4%
Pulmonary	49%	88%	39%	3%	0%
GI	58%	97%	67%	10%	8%
General Surgery	46%	80%	45%	5%	8%
Neurosciences	55%	94%	58%	7%	4%
HOT	56%	99%	47%	5%	9%
Infectious Disease	47%	87%	47%	5%	2%
ENT	50%	86%	52%	6%	5%
Orthopedics	41%	86%	47%	3%	2%



Total hospitalizations includes inpatient and observation volumes *Top by volume & contribution margin ¹NICU volume based on hospitals located in the region, regardless of patient origin - Proxy for volumes in Level II, L III & L IV NICUs / based on a combination of revenue code & APR-DRG ²Marshfield Clinic (who we partner with for heart surgery) held 18% of share ³Includes patients from WI only

Children's Inpatient/Observation



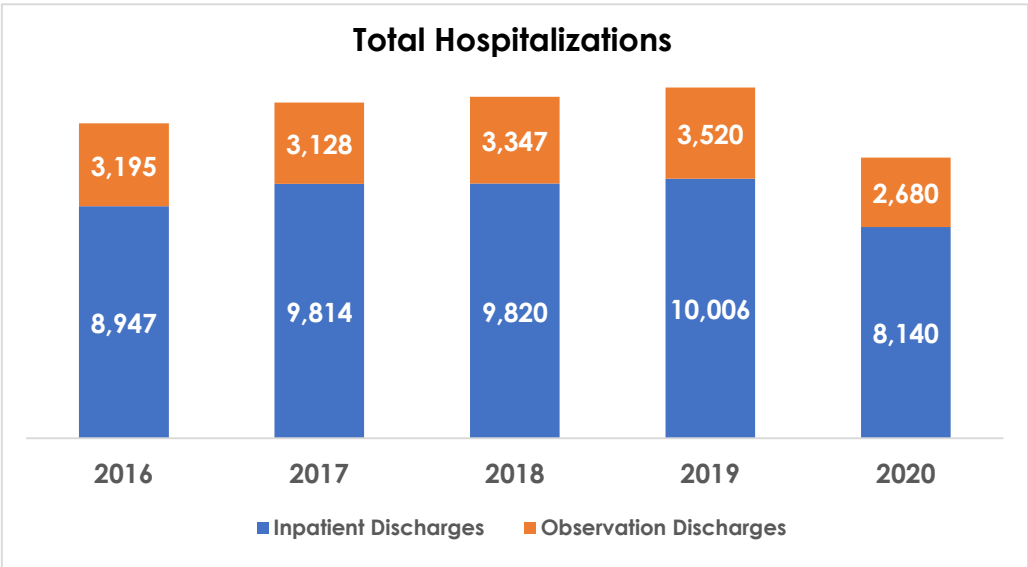
Children's Hospital – Milwaukee Campus

- 298 total beds
- Level I trauma Center
- Level I surgery center
- Level IV 72 bed NICU
- 72 bed pediatric ICU
- Average of ~9,000 discharges annually (through 2019)



Children's Hospital – Fox Valley Campus


- ThedaCare Regional Medical Center - Neenah
- 42 total beds
- 20 bed level III NICU
- Over 550 discharges annually (through 2019)



Source: Hospital operations report

Children's Ambulatory Specialty Care

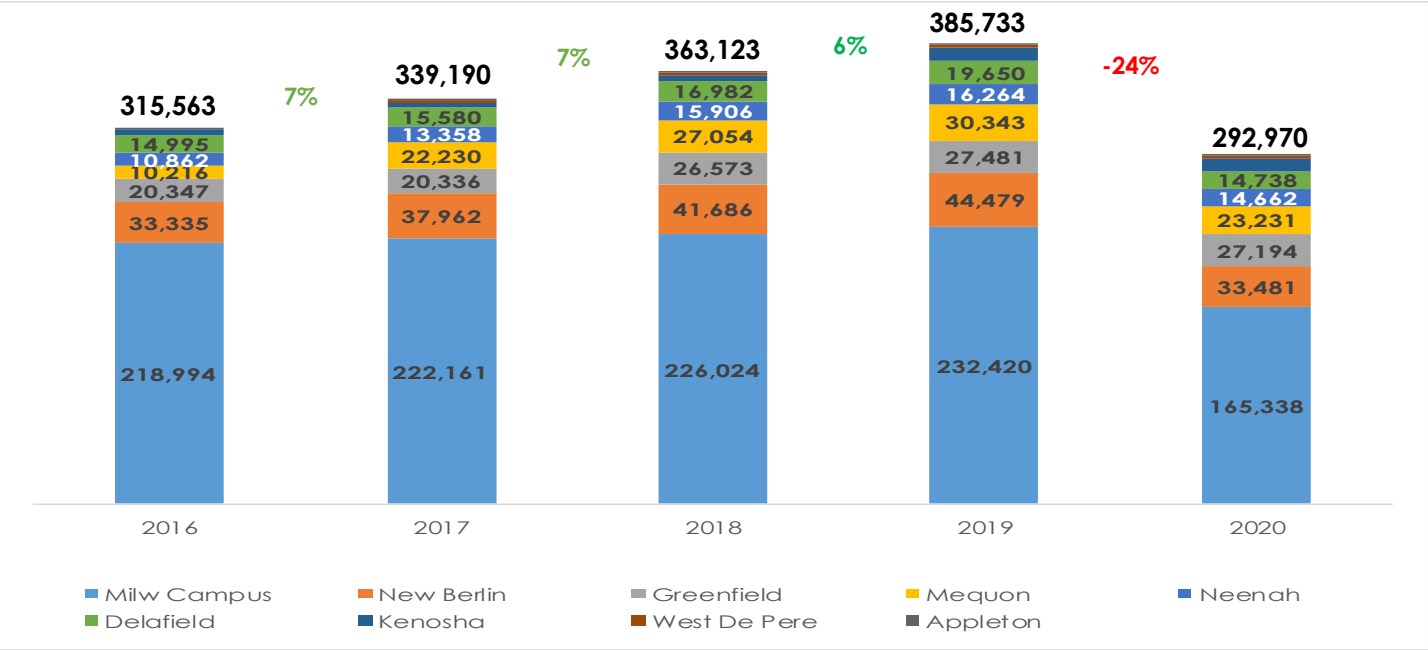
More than 70 medical specialties in 9 locations in, Southeast & Northeast Wisconsin with nearly 670 specialty care providers

Site	Specialties/Services Provided		
 Milwaukee	<ul style="list-style-type: none"> Over 70 pediatric specialties & sub-specialties throughout the hospital and clinic buildings 1 & 2 		
 New Berlin	<ul style="list-style-type: none"> Allergy/asthma Audiology Cardiology Cleft palate Dermatology Diabetes Endocrine ENT 	<ul style="list-style-type: none"> Gastroenterology Genetics Imaging Lab services Neurology NEW Kids™ Program Nutrition counseling Pain/Headache PT/OT 	<ul style="list-style-type: none"> Physical medicine and rehabilitation Pulmonary Ophthalmology Sleep Speech Surgery Urology
 Delafield	<ul style="list-style-type: none"> Audiology Cardiology Craniofacial and plastic surgery Dermatology 	<ul style="list-style-type: none"> Ear, nose and throat Gastroenterology NEW Kids Lab services Liver disease and transplant Neurology Nutrition 	<ul style="list-style-type: none"> Orthopedics Pulmonary Sleep Speech Sports medicine Sports therapy Surgery Urology
 Mequon	<ul style="list-style-type: none"> Asthma/allergy Audiology Cardiology (Echo) Dermatology Ear, nose and throat Gastroenterology Headache/pain 	<ul style="list-style-type: none"> Imaging Laboratory Neurology Orthopedics Ophthalmology PT/OT 	<ul style="list-style-type: none"> Pulmonary Sleep Speech Sports medicine/Sports physical therapy Surgery Urology

Site	Specialties/Services Provided	
 Greenfield	<ul style="list-style-type: none"> Adolescent Medicine Audiology Ear, nose, and throat Imaging Orthopedics 	<ul style="list-style-type: none"> Occupational therapy (hand) Physical medicine & rehabilitation Spine care Sports medicine/Sports physical therapy
 Kenosha	<ul style="list-style-type: none"> Adult congenital heart disease Asthma/allergy Audiology Cardiology Dermatology Diabetes Ear, nose and throat Gastroenterology/Liver Lab Services 	<ul style="list-style-type: none"> Neurology Orthopedics PT/OT Rehabilitation Rheumatology Speech and Hearing Sports Medicine Urology
 Neenah	<ul style="list-style-type: none"> Adult congenital heart disease Asthma/Allergy Audiology Cardiology Diabetes Endocrine Gastroenterology Neonatal Development F/U Nephrology 	<ul style="list-style-type: none"> Neurology/Neurosurgery Nutrition Orthopedics Pulmonary PT/OT & Rehab Rheumatology Speech Surgery Urology
 West De Pere	<ul style="list-style-type: none"> Diabetes Endocrine Gastroenterology 	<ul style="list-style-type: none"> Surgery Urology
 Appleton	<ul style="list-style-type: none"> Adult congenital heart disease Cardiology Gastroenterology 	<ul style="list-style-type: none"> Surgery Urology

Additionally, heart services are offered at Prevea clinics & Women's Specialty Care in Green Bay, St. Agnes in Fond du Lac, Dickinson Health in Iron Mountain, Michigan, Mercy in Oshkosh, All Saints in Racine

Children's Ambulatory Specialty Visits



Year-over-Year Change

Site	2016-2017	2017-2018	2018-2019	2019-2020
Milwaukee	1%	2%	3%	-29%
New Berlin	14%	10%	7%	-25%
Greenfield	0%	31%	3%	-1%
Mequon ²	118%	22%	12%	-23%
Neenah	23%	19%	2%	-10%
Delafield	4%	9%	16%	-25%
Kenosha	5%	10%	122%	-2%
West De Pere ³		92%	9%	-23%
Appleton	60%	1%	-17%	3%
Green Bay ³	-69%	-58%	16%	6%



Source: Ambulatory Operations Team, Finance Ambulatory Report , includes volumes at psych, behavioral health & CACs *There was a GI provider departure at the Appleton Clinic in 2019 that resulted in the decline in volume

Children's Mental/Behavioral/Developmental

Inpatient Services

- Milwaukee Campus

ED Crisis Services

- Milwaukee Campus

Outpatient Services

Southeast Wisconsin

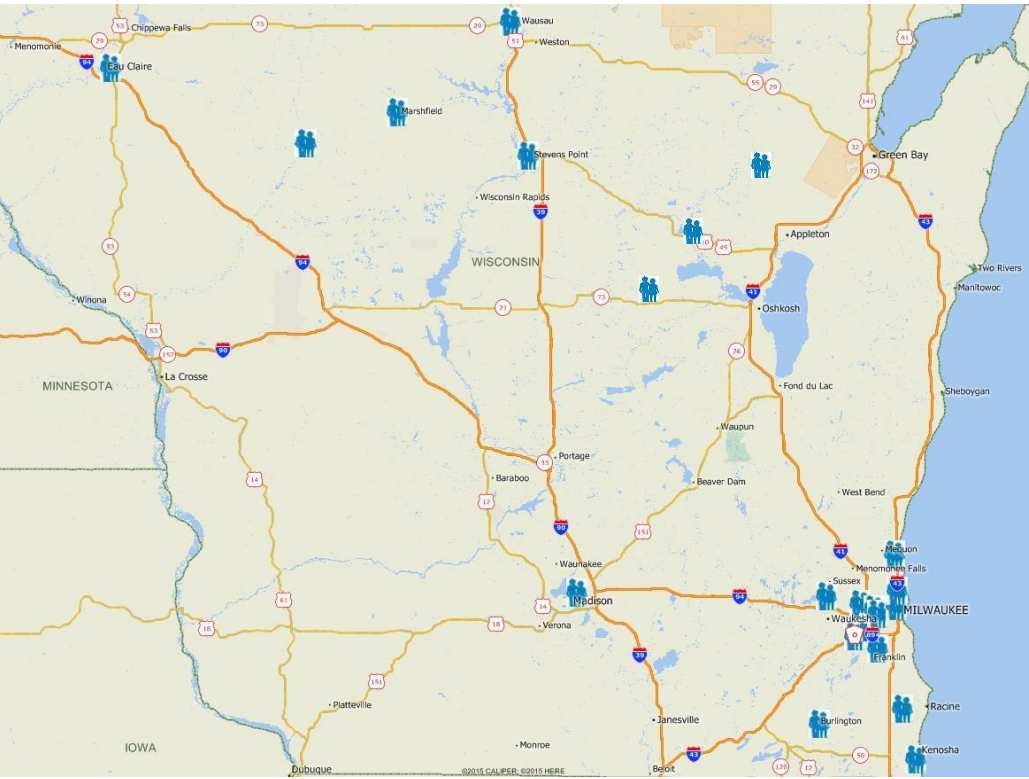
- Milwaukee Campus
- Family Peace Center – Milwaukee
- 76th Street – Milwaukee
- Franklin
- Glendale
- Greenfield
- Mequon
- New Berlin
- Pewaukee
- Burlington
- Kenosha
- Mount Pleasant
- Child development center – Brookfield
- Integrated behavioral health in primary care and urgent care
- School based mental health services at 67 schools beginning this fall
- Center of Excellence partnership with Rogers & Medical College in Brown Deer
- Project Ujima

Other Wisconsin Locations

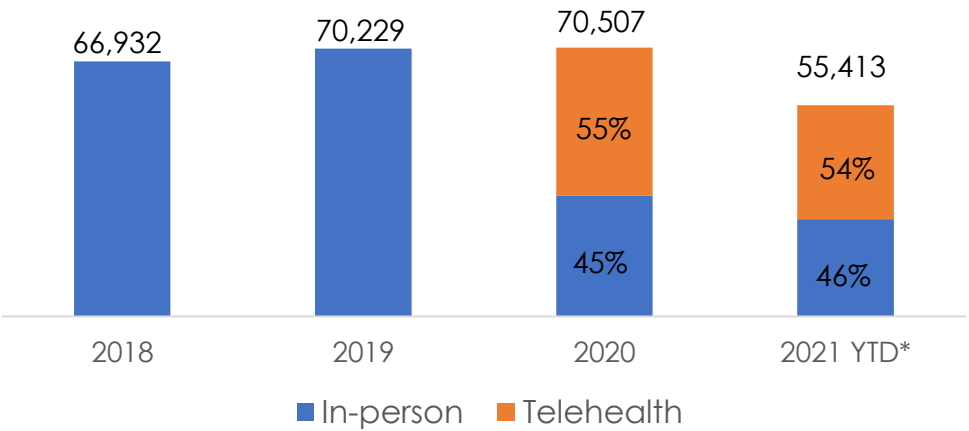
- Green Bay
- Eau Claire
- Madison
- Marshfield
- Stevens Point
- Wausau
- Partnered with ThedaCare and Ascension to form Catalpa Health in the Northeast Region

Statewide

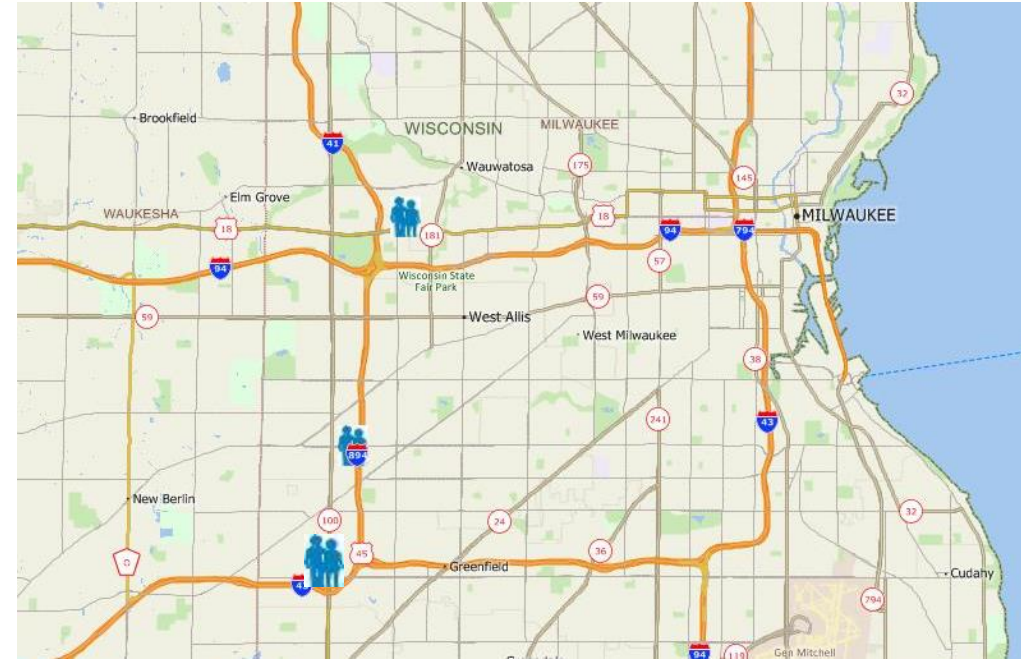
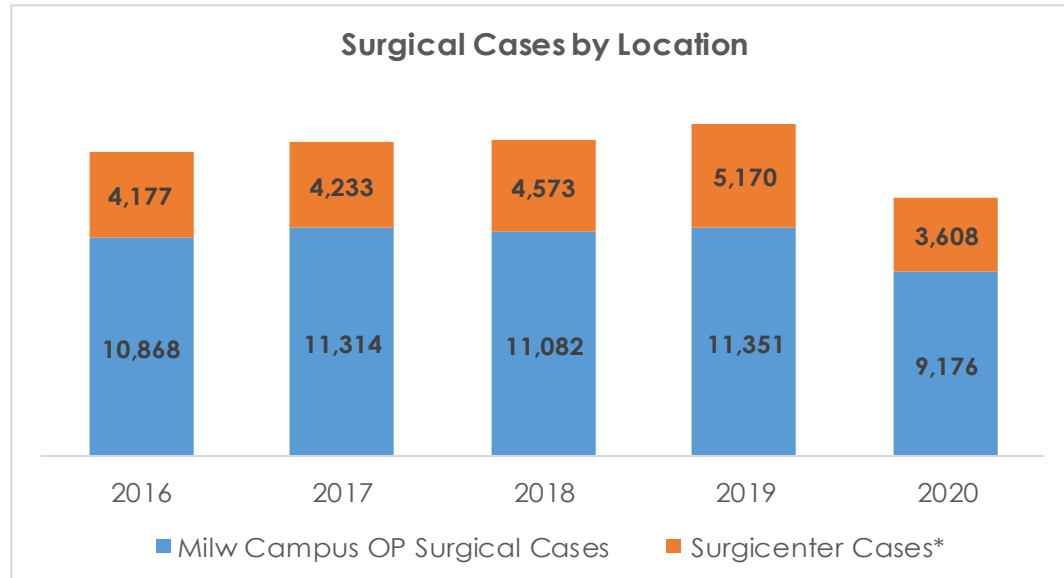
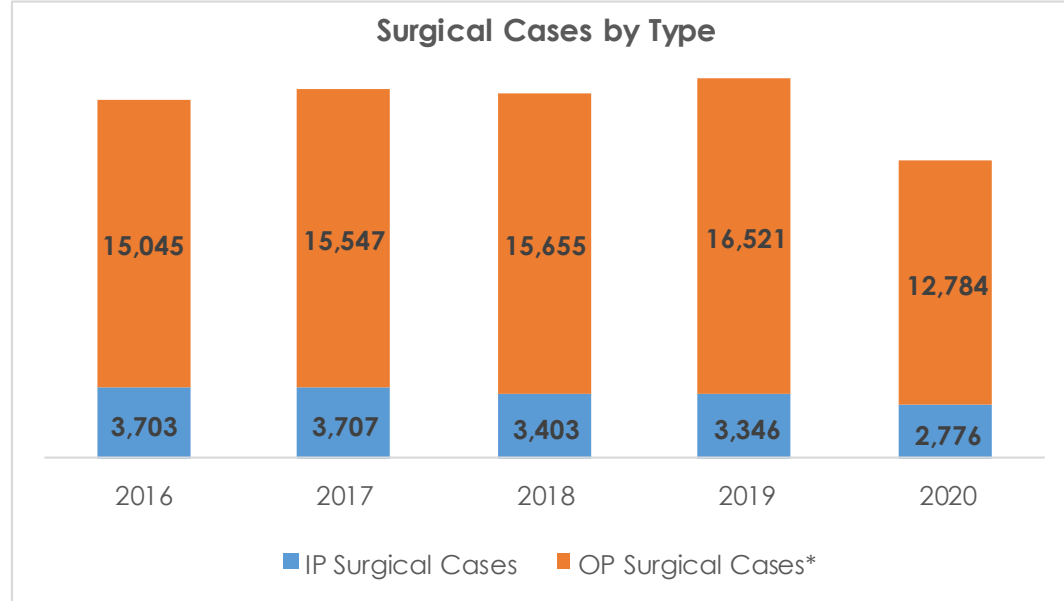
- Provides services Statewide via telehealth



Mental/Behavioral Health Outpatient Volumes



Children's Surgical

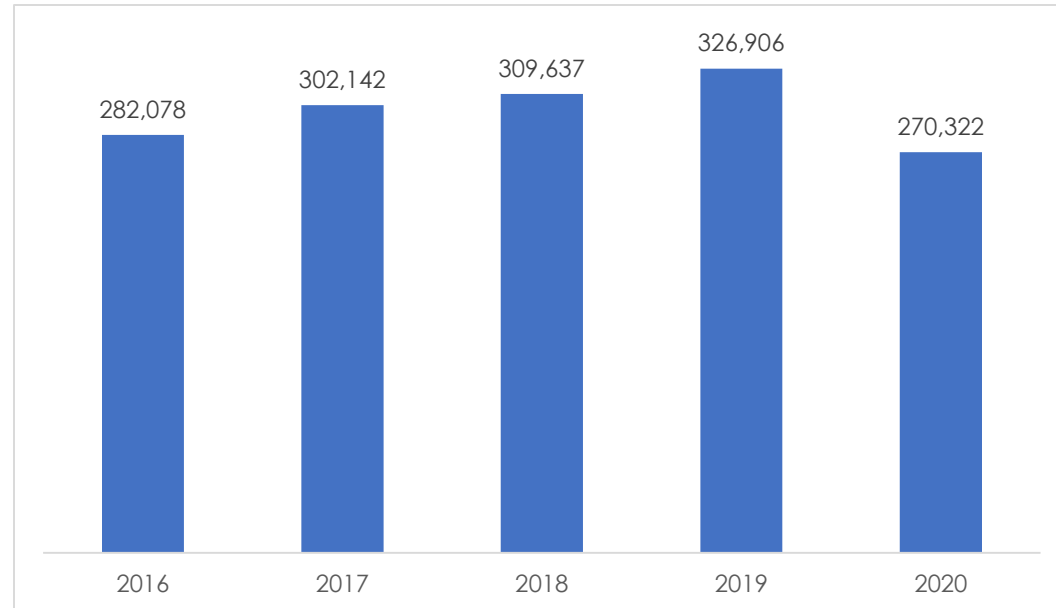


- Milwaukee Campus – Inpatient & Outpatient Surgery
 - 14 operating rooms & 3 special procedure rooms
 - Once construction of the new space is completed in December, there will be 15 operating room
- Surgicenter – Outpatient surgery center located in West Allis
 - 6 operating rooms
- General Surgery clinics at several off-campus locations including**:
 - Appleton
 - Delafield
 - Mequon
 - Neenah
 - New Berlin
 - West De Pere
- Partnership with Marshfield Clinic Health Center
 - Heart surgeons perform procedures in Marshfield
 - General surgery partners to provide coverage as needed
 - Urology surgeries are performed in Marshfield

Children's Primary Care

- 22 locations in Southeast Wisconsin
- 100+ physicians
- 20 advanced practice providers

Completed Encounters*

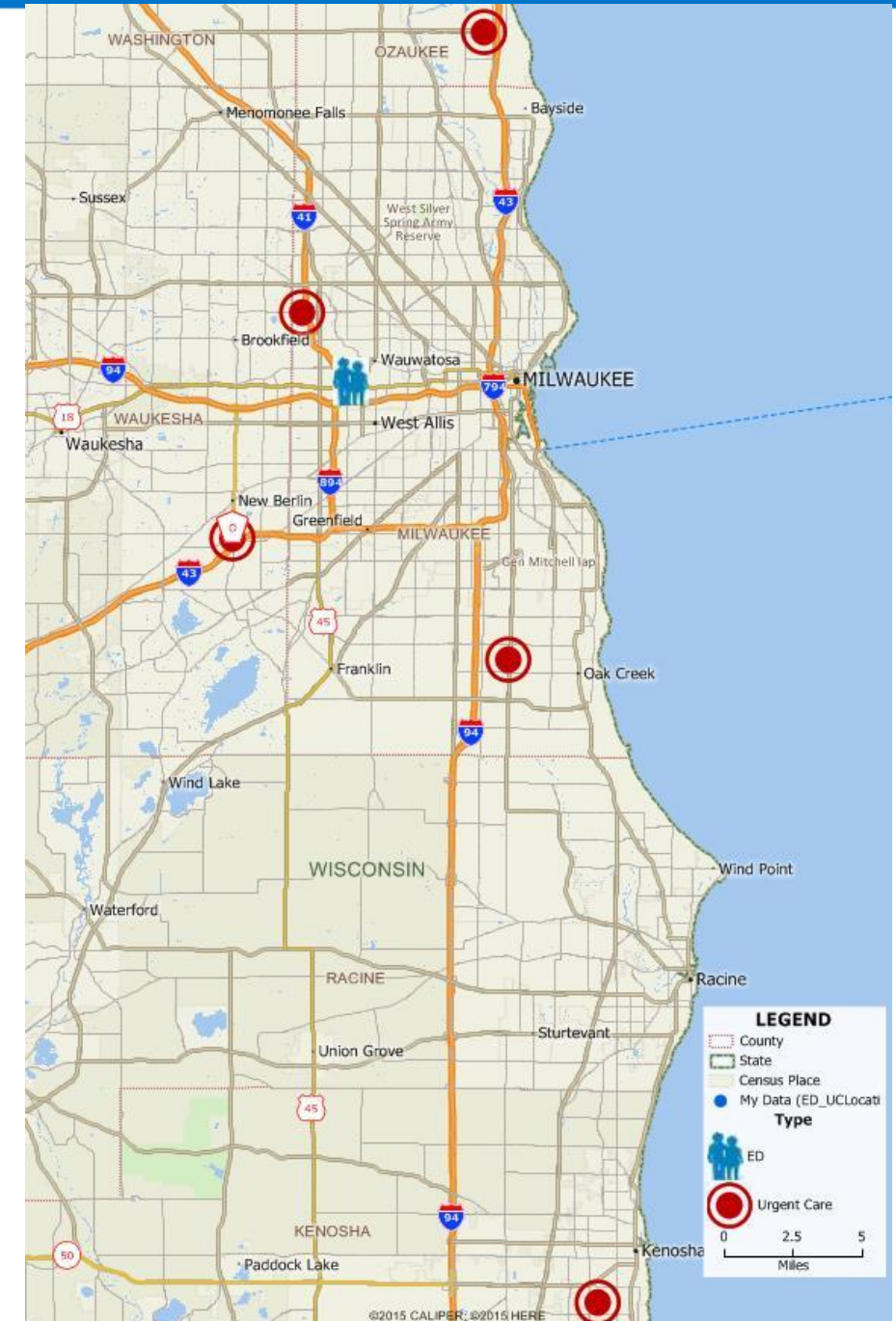
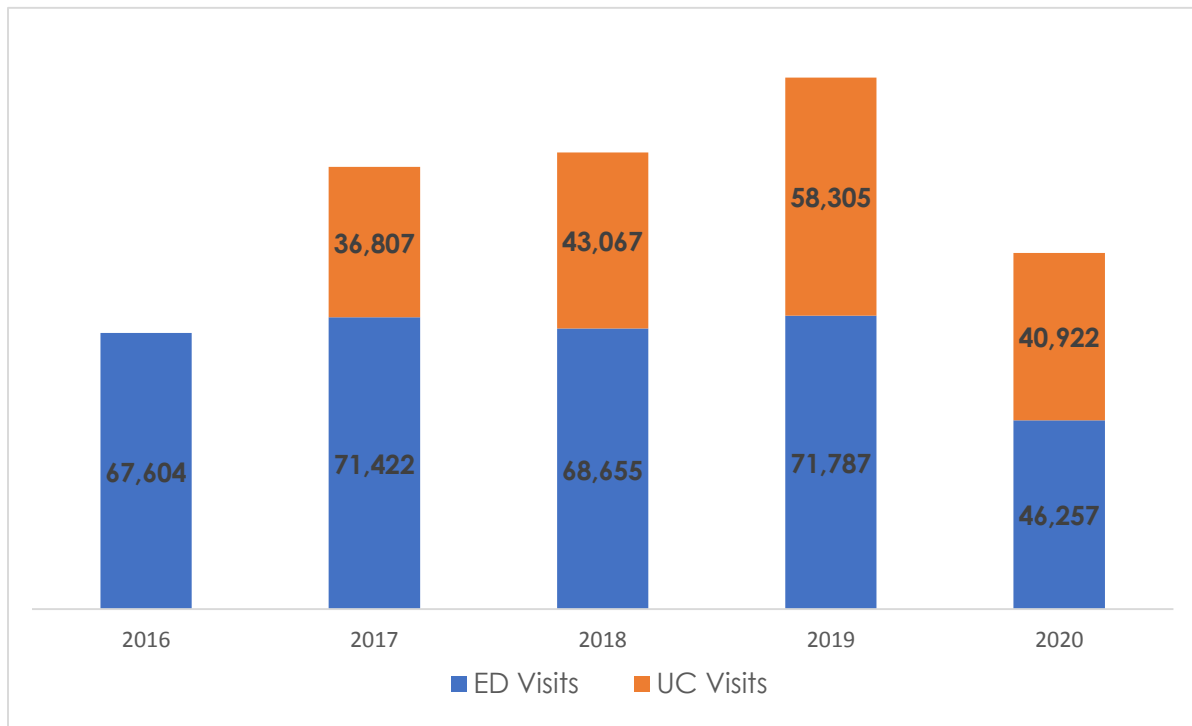


*From Insight Primary Care Operations Application – count of completed encounters by year
Includes encounters at pediatrician sites, excludes Greensquare and mental health sites



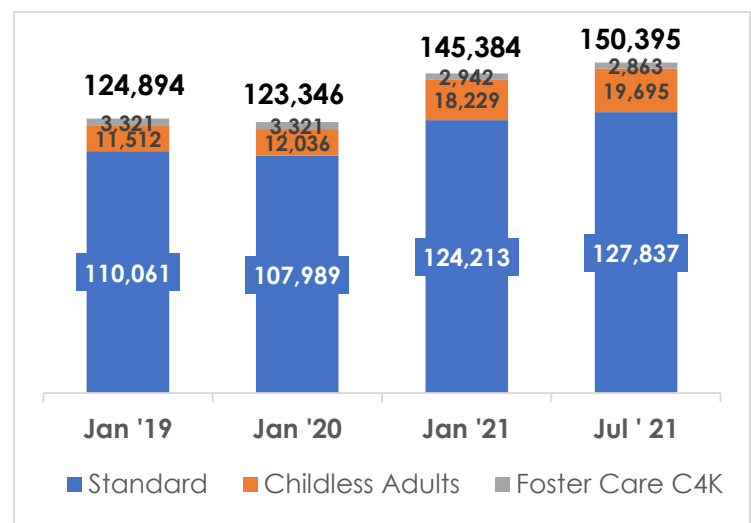
Children's Emergency/Urgent Care

- Emergency room services provided at Milwaukee Campus
- 6 urgent care sites in Southeast Wisconsin
- Children's Online Urgent Care

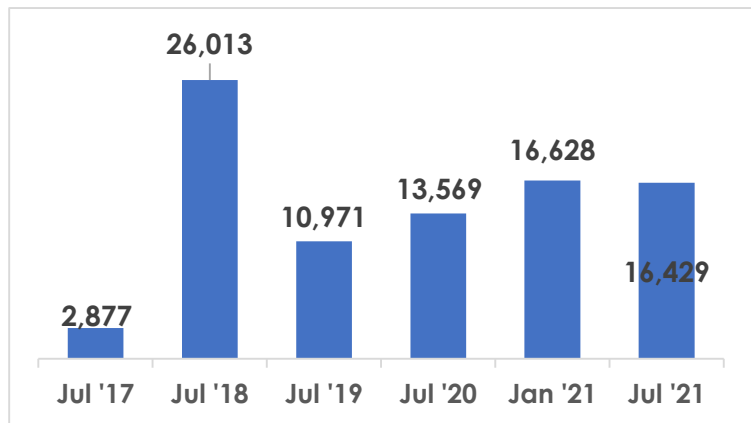


Children's Community Health Plan

CCHP Medicaid Enrollment Trend



CCHP Marketplace Enrollment Trend



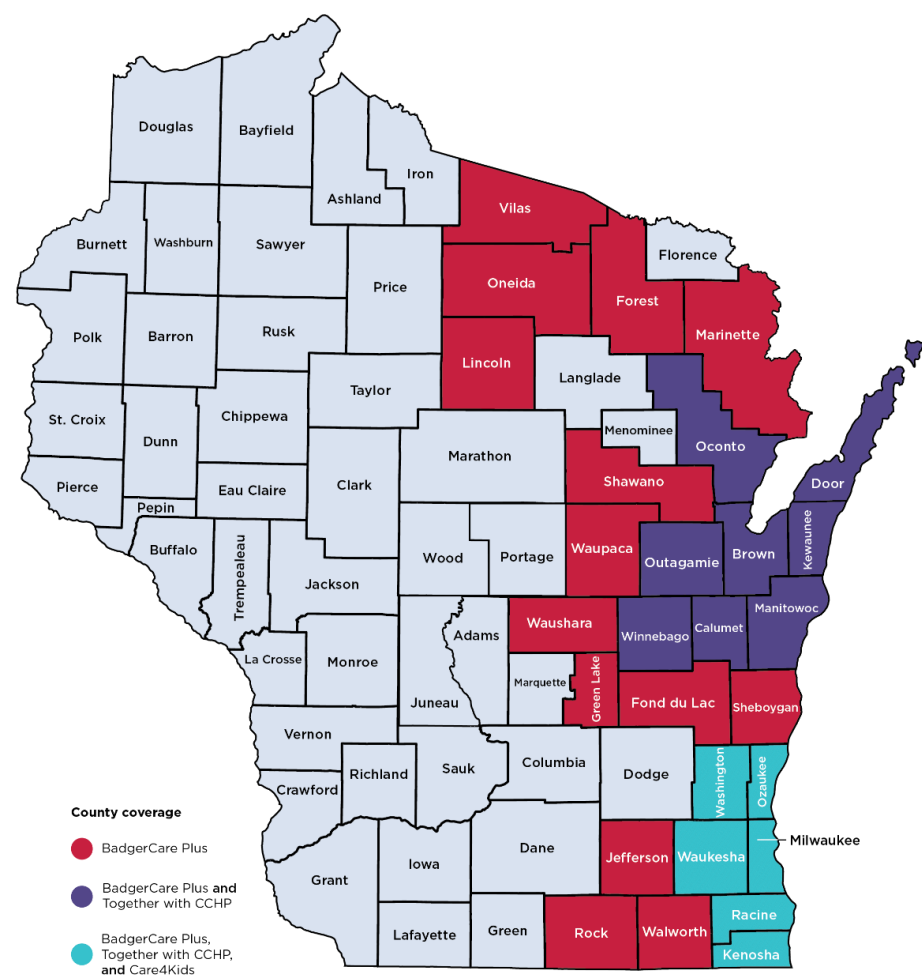
- Founded 2006
 - More than 160,000 lives
-
- BadgerCare (Medicaid)
 - 140,000+ lives
 - 28 counties in Eastern Wisconsin

CARE4KIDS

- Care4Kids foster care medical home
 - 3,000+ lives
 - 6 counties in Southeast Wisconsin



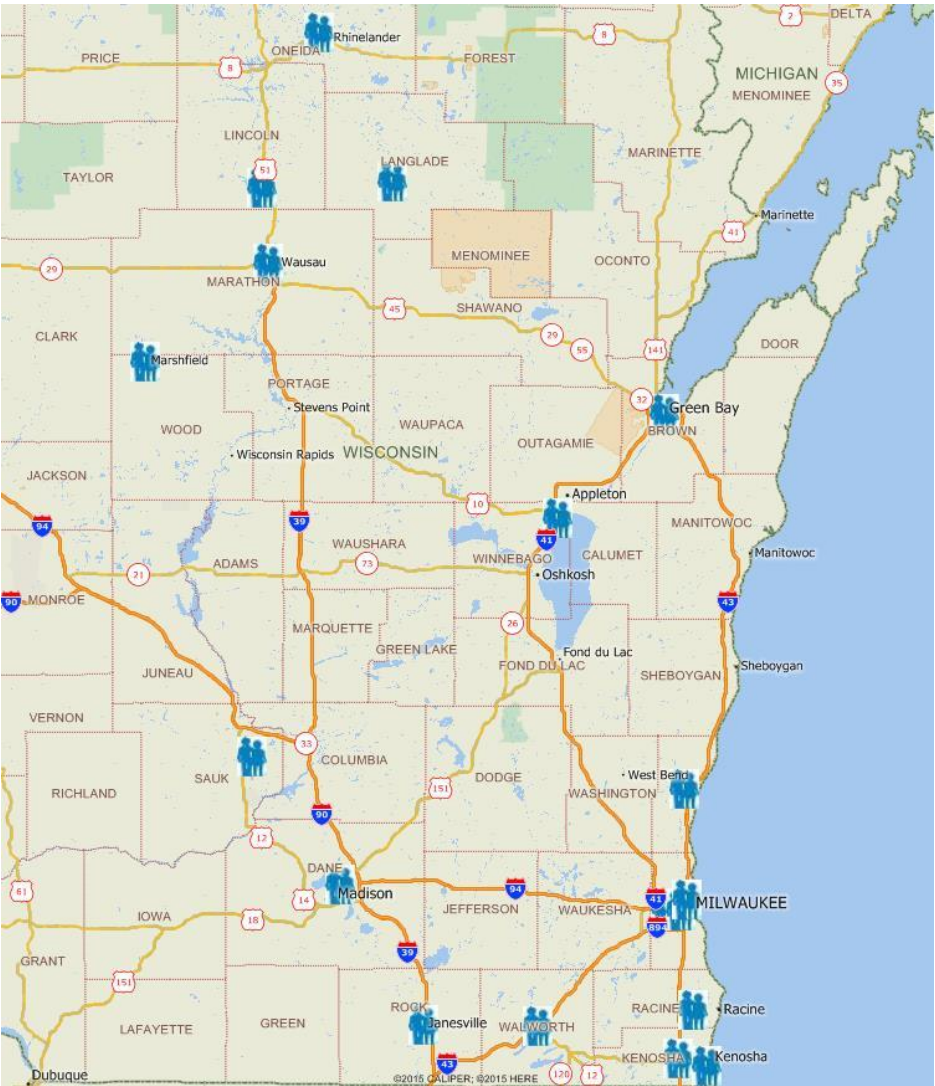
- On commercial marketplace since Jan.1, 2017
- Individual and family coverage
- 15,000+ lives
- 14 counties in Eastern Wisconsin



Note July, 2021 – Medicaid will likely increase with retroactivity by 250-300, and Marketplace will likely decrease by 350-400 due to terminations for non-payment of premiums

Children's Community Services

Programs & Services	
Healthy Families	<ul style="list-style-type: none">Supporting health child developmentParent support & educationCommunity resource connectionInjury prevention & violence interventionAsthma management
Healthy Schools	<ul style="list-style-type: none">E-learning and health educationSchool action plans and policiesPromoting healthy habitsSchool nursing
Healthy Communities	<ul style="list-style-type: none">Partner neighborhoodsResident engagementCommunity partnerships
Child welfare & Child abuse prevention	<ul style="list-style-type: none">Foster careAdoptionRespite careChild advocacyFamily case managementFamily findingFamily resource centersChild abuse prevention programsInstitute for Child & Family Well-BeingEarly interventions for children with 2 or more ACEsPolicy guidanceParent-child interaction therapyChild sexual abuse preventionHome visiting services



CAC's & family resource centers



Children's Wisconsin Recognition



- Largest pediatric health system in Wisconsin



- US News & World Report:
 - Ranked #1 children's hospital in Wisconsin by US News & World Report
 - Ranked #12 (tied with Children's Hospital of Michigan) children's hospitals in the Midwest
 - Ranked nationally in 6 specialties



- Best Doctors in America: 151 physicians listed



- Magnet Status for the 4th time




- Children's Surgery Verification




- Top Workplace for 12 years in a row – Milwaukee Journal Sentinel

US News & World Report Midwest Children's Hospital National Rankings

■ Top 10 ranking ■ 11-20 ranking
■ 21-50 ranking ■ Not Ranked

Specialty/ System	Children's Wisconsin	Cincinnati (Ohio)	Nationwide (Ohio)	Lurie (Illinois)	Cleveland (Ohio)	CS Mott (Michigan)	St Louis (Missouri)	Children's Mercy- Kansas City (Missouri)	Riley (Indiana)	Mayo Children's Center (Minn)	Rainbow Babies & Children (Ohio)
Overall Midwest Rank 	#12 (tied)	#1 (#4 nationally)	#2 (#8 nationally)	#3	#3 (tied)	#3 (tied)	#3 (tied)	#7	#8	#9 (tied)	#9 (tied)

National Rankings by Specialty 											
Neo-natology	Not Ranked	#8	#43	#9	#14	#46	#21	Not Ranked	#16	#38	#47
Cancer	#37	#3	#8	#15	#18	#26	#25	#28	#20	#35	#28
Heart	#20	#15	#34	#9	#16	#26	#17	#24	#5	#43	Not Ranked
Diabetes & Endocrine	Not Ranked	#3	#11	#33	#43	#21	#23	#38	#26	#38	#23
GI	#16	#5	#11	#15	#13	#28	#10	#32	#21	#45	#38
Nephrology	Not Ranked	#5	#9	#11	#33	#17	#20	#10	#14	Not Ranked	#33
Neuro	#42	#5	#6	#11	#27	#20	#7	#25	#23	#39	Not Ranked
Ortho	#38	#5	#9	#34	#29	#23	#7	#31	Not Ranked	#12	#19
Pulm & Lung Surgery	#15	#4	#7	#20	#35	#17	#9	#37	#14	Not Ranked	#13
Urology	Not Ranked	#2	#11	#7	#22	#20	#12	#19	#3	#21	#31

UW/Am Family Children's is ranked #23 in the Midwest and is ranked #36 nationally in heart



Systems Across the State



Executive Summary – Systems Across the State

The adult market declined 3% from 2017-2019, so adult systems continue to expand their footprints to compete for available volume.

- Froedtert acquired 2 hospitals since 2017 and opened 2 micro-hospitals in 2020
- Marshfield Clinic acquired 4 hospitals since 2017
- Aspirus acquired 8 hospitals since the beginning of 2020
- UW Health has been partnering to gain access to more patients:
 - Partners with ProHealth for cancer care
 - Affiliated with Physicians Plus Insurance, Unity Health Plan Insurance and Gundersen Health Plan under brand name of Quartz
 - Formed a joint operating agreement with Unity Point-Meriter hospital in Madison to send “lower acuity” patients to Meriter to free up capacity at UW
 - Partners with Advocate-Aurora in Northeast Wisconsin to provide pediatric specialty services

Wisconsin System Environment

The adult market has not grown over the past several years, so adult systems continue to expand their footprints to compete for available volume.

Key





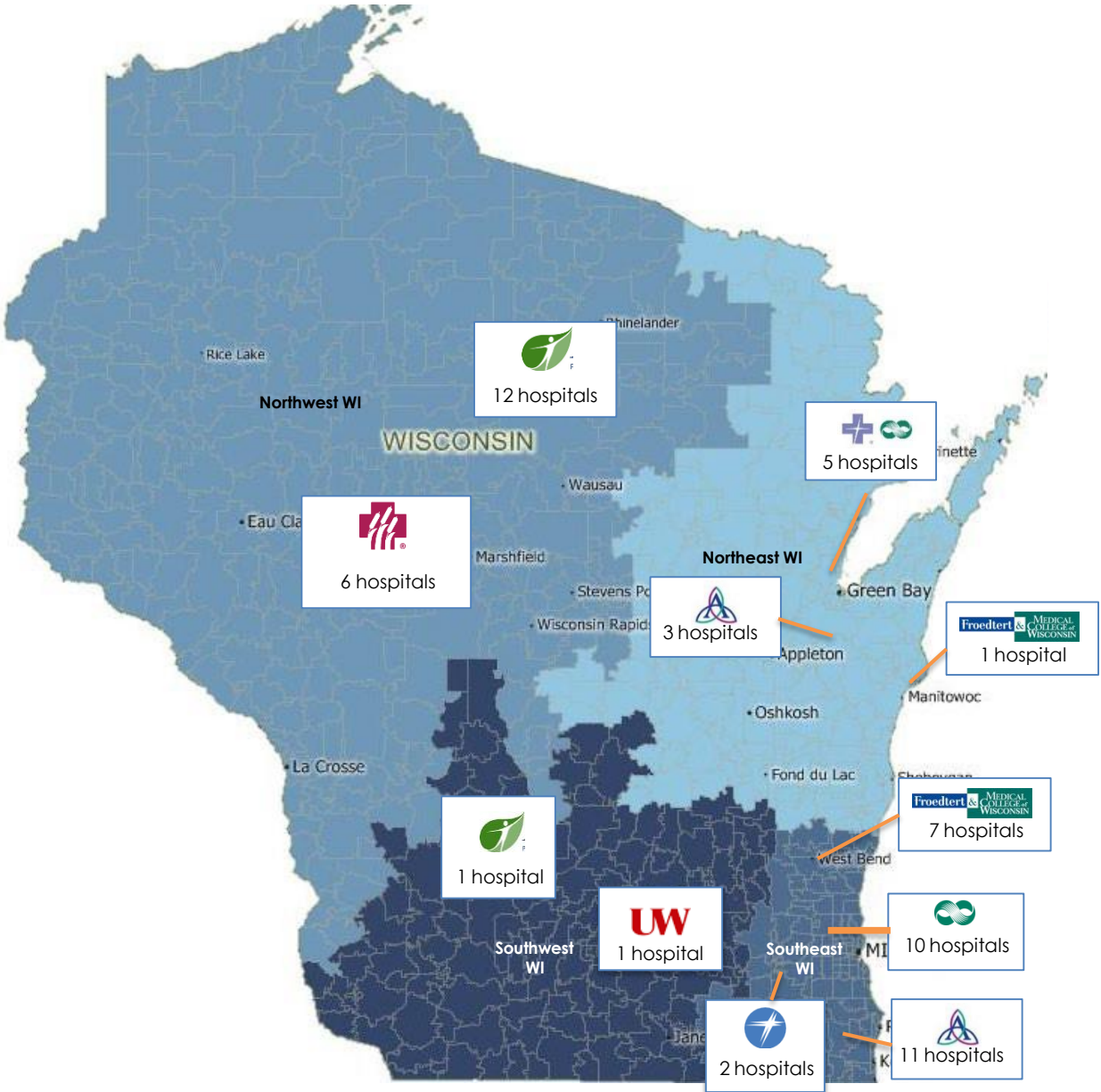








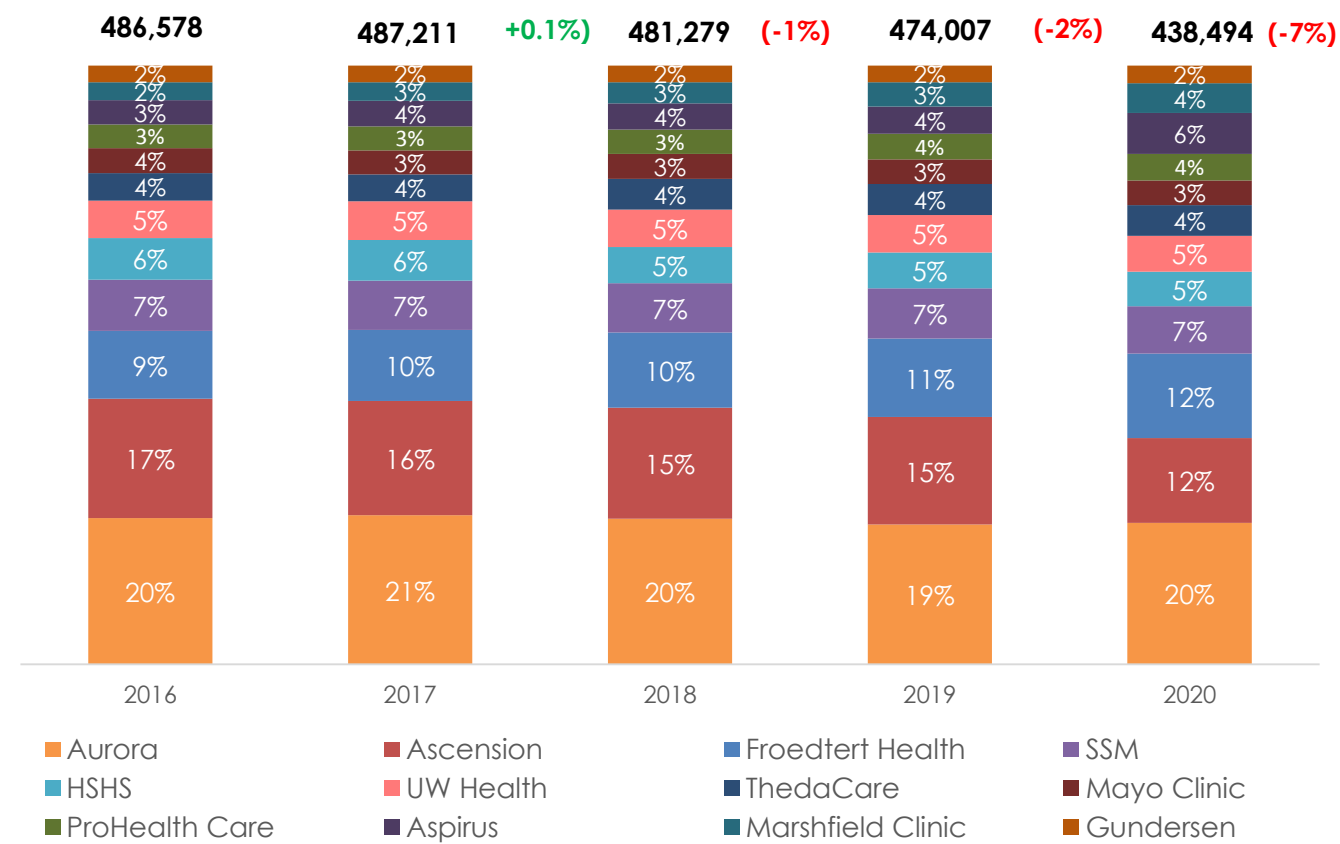




Wisconsin Adult Inpatient Market share Trends

Adult volumes statewide have declined each year since 2017, with a -7% decline from 2019-2020. Froedtert has gained 2% share since 2016, aided by their acquisition of Holy Family Memorial in the northeast. As a result of Ascension's sale of 9 hospitals to Marshfield and Aspirus, ~10,700 discharges (or about 2.5% of the northwest market) moved from Ascension to those two systems.

Wisconsin Adult Market Share



System Market Share Change

System	2016-2017	2017-2018	2018-2019	2019-2020	5 yr chng
Aurora	0.3%	-0.6%	-0.8%	0.4%	-0.7%
Ascension	-0.8%	-0.5%	-0.6%	-3.0%	-4.8%
Froedtert Health	0.4%	0.6%	0.4%	0.9%	2.3%
SSM	-0.3%	-0.1%	0.2%	-0.3%	-0.5%
HSHS	-0.2%	-0.6%	-0.1%	-0.2%	-1.0%
UW Health	0.2%	-0.2%	0.0%	-0.1%	-0.2%
ThedaCare	-0.1%	0.5%	0.05%	-0.04%	0.4%
Mayo Clinic	-0.1%	0.1%	-0.1%	0.03%	-0.03%
ProHealth Care	0.01%	0.01%	0.2%	0.2%	0.4%
Aspirus	0.1%	0.1%	0.1%	1.9%	2.3%
Marshfield Clinic	0.1%	0.3%	0.5%	0.8%	1.7%

*Graphic shows top ~85% of volume. The remaining volume is spread out between 55 other statewide hospitals/systems.

**Hospital system acquisitions not applied to historical data.



Key System Moves



- Froedtert South in Kenosha added in 2017 (formerly United Hospital System)
- 2 “micro hospitals” added in 2020
- Holy Family Memorial Manitowoc added in 2021 - expands their reach outside of Southeast Wisconsin
- Resulted in 1% increase in inpatient share Statewide and 2% in Southeast Wisconsin thus far



- Sold 7 hospitals, 21 physician clinics, and air and ground medical transport services in Northwest Wisconsin to Aspirus Health in 2021 and 2 to Marshfield Health in 2020
 - This concentrates their business in Southeast & Northeast Wisconsin



- Aurora merged with Advocate Health Care in 2018
 - Provides access for Aurora to the Illinois market
 - Allows access to Advocate's complement of pediatric services
 - Increases combined overall revenue to \$12 Billion



- Acquired Neilsville hospital in 2018 and built a new facility which opened in May 2021
 - 16-bed hospital providing oncology, cardiology, endocrinology and ear, nose and throat services; with plans to add pediatric neurology, sleep, OB/GYN and ophthalmology services
- Acquired Beaver Dam hospital in 2019
- Acquired two hospitals from Ascension in 2020



- Acquired Divine Savior Health System in early 2020 adding a single hospital in Portage
- Acquired 7 hospitals from Ascension in 2021, increasing their presence in Northwest Wisconsin










- Developed an Accountable Care Organization that includes adult and pediatric providers
- Given its size, is at risk of getting bought out by a larger system
- Has relationship with UW-Health for cancer care which gives UW a presence in Southeast Wisconsin



- Affiliated with Physicians Plus Insurance, Unity Health Plan Insurance and Gundersen Health Plan under brand name of Quartz
- Formed a joint operating agreement with Unity Point-Meriter hospital in Madison to send “lower acuity” patients to Meriter to free up capacity at UW
- Has relationship with Advocate Aurora to provide pediatric specialty services at Aurora BayCare in Green Bay and Aurora Oshkosh
- SwedishAmerican hospital in Rockford, IL is a division of UW Health; UW Health pediatric specialists provide care in Rockford

Wisconsin Key System Summary

Key Metrics	System						
			 (Wisconsin Business Only)				
Births & Share for primary markets ¹ (2020)	SE WI - 4,686 (21%) 4 birthing centers*	SE WI - 1,789 (8%) 2 birthing centers	SE WI – 8,592 (39%) 6 birthing centers NE WI – 3,572 (30%) 5 birthing centers	SE WI – 6,588 (30%) 6 birthing centers NE WI – 1,608 (14%) 2 birthing centers	NE WI - 2,673 (23%) 5 birthing centers	NE WI - 1,218 (10%) 1 birthing center	NE WI - 1,608 (14%) 4 birthing centers**
NICU Volumes & Share for primary markets ² (2020)	Uses Children's NICU	SE WI – 195 (7%) 1 Level III NICU	SE WI - 1,083 (40%) 2 Level III, 3 Level II NICUs NE WI – 344 (23%) 1 Level III, 2 Level II	SE WI - 811 (30%) 2 Level III, 2 Level II NICUs NE WI – 192 (13%) 1 Level III	Uses Children's NICU	NE WI - 83 (5%) Building a Level II NICU	NE WI - 301 (20%) 1 Level III
# of OB Providers	37 physicians	Partners for OB/GYN services – no employed providers	86 physicians	64 physicians	Partners for OB/GYN services – no employed providers	16 Physicians	10 physicians
# of Pediatricians	8 pediatricians	16 pediatricians	79 pediatricians	56 pediatricians	19 pediatricians	11 pediatricians	14 pediatricians
Contribution to Children's (2019)	<ul style="list-style-type: none"> ~62% of Children's – Milw. NICU volume 21% of overall collections 	<ul style="list-style-type: none"> 1.5% of Children's – Milw. NICU Volume 3% of overall collections 	<ul style="list-style-type: none"> 11% of Children's – Milw. & 3.5% of Children's – Fox Valley NICU Volume 15.6% of overall collections 	<ul style="list-style-type: none"> ~9% of Children's- Milw NICU volume 	<ul style="list-style-type: none"> 91% of Children's – Fox Valley NICU Volume 5.9% of overall collections 	<ul style="list-style-type: none"> Less than 1% of Children's – Milw. NICU volume 1.3% of overall collections 	<ul style="list-style-type: none"> 1.4% of Children's – Milw. NICU Volume 1.6% of overall collections

Source: WHA record level data, WHA Guide to Wisconsin Hospitals, System websites, Children's Finance Team.








*Froedtert also has a birthing center in NE WI with the addition of Holy Family Memorial

**HSHS has a partnership with Door County Memorial – the data from Door County is included




¹ Birthing volumes is based on patients from Southeast WI & Northeast WI

² NICU volume based on hospitals located in the region, regardless of patient origin

Wisconsin Key System Summary – Beds, Admissions & Financials

	System						
Key Metrics			 (Wisconsin Business Only)				
Total Beds	1,192	302	2,200	1,485	442	442	731
Total Discharges	55,369	15,894	99,886	61,859	21,792	8,271	28,387
Gross Patient Revenue	\$5,137,067,834	\$1,982,052,761	\$13,357,530,918	\$5,518,867,081	\$1,696,989,419	\$1,696,989,419	\$2,490,699,758
Net Patient Revenue	\$1,785,702,465	\$616,339,674	\$3,834,737,791 (\$12B overall gross system revenue)	\$1,875,577,299	\$756,144,495	\$549,813,539	\$883,794,655
Net Income	\$108,796,771	\$68,702,868	\$732,224,270	\$208,259,734	\$179,641,496	\$603,921,377	\$(12,793,989)
Total Assets	\$1,077,793,000	\$656,645,354	\$8,320,269,552	\$1,818,179,636	\$608,701,120	\$726,606,584	\$1,927,787,983

Wisconsin Key System Summary

	Northwest Wisconsin Facilities		Southwest Wisconsin Facilities
Key Metrics		 Marshfield Clinic Health System	
Births & Share for primary markets ¹ (2020)	NW WI - 2,697 (26%) 4 birthing centers*	NW WI - 2,017 (19%)	Partners with Meriter for births
NICU Volumes & Share for primary markets ² (2020)	NW WI – 210 (22%) 1 Level III	NW WI – 220 (23%) 1 Level III & 1 Level II	NE WI - 629 (57%) Level IV at UW Level III at Meriter
# of OB Providers	17 physicians	27 physicians	15 physicians
# of Pediatricians	19 pediatricians	37 pediatricians	37 pediatricians
Contribution to Children's (2019)	Did not send NICU patients in 2019	Less than 1% of Children's – Milw. NICU volume	Did not send NICU patients in 2019

Source: WHA record level data, WHA Guide to Wisconsin Hospitals, System websites, Children's Finance Team.

*Froedtert also has a birthing center in NE WI with the addition of Holy Family Memorial

**HSHS has a partnership with Door County Memorial – the data from Door County is included

¹ Birthing volumes is based on patients from Southeast WI.

² NICU volume based on hospitals located in the region, regardless of patient origin

Wisconsin Key System Summary – Beds, Admissions & Financials

	NW Wisconsin Facilities		Southwest WI
Key Metrics			
Total Beds	633	461	624
Total Discharges	30,939	25,002	33,501
Gross Patient Revenue	\$3,087,426,341	\$3,154,077,331	\$5,119,566,638
Net Patient Revenue	\$1,262,893,060	\$1,279,988,722	\$2,006,130,136
Net Income	\$163,535,931	\$-56,353,643	\$197,620,404
Total Assets	\$1,553,239,783	\$2,962,019,809	\$2,977,975,556

Key System Profiles

Key Stats	
Regions Served	Southeast WI, East Central
# Hospitals	8
Total Beds	1,192
Patient Admissions	55,369
Patient Days	286,090
Emergency Visits	177,074
Outpatient Visits	1,472,653
Births	5,383
Surgeries	34,919

Recent Developments

- Froedtert Hospital to provide \$11.5 million for health-related scholarships (*Jun, 2021*)
- Holy Family Memorial in Manitowoc becomes part of the Froedtert & MCW network (*March, 2021*)
- Froedtert pledged \$3.7m to support new 16th Street Community Health Center behavioral health clinic on Milwaukee's south side (*Feb, 2021*)
- Opened two micro-hospitals in Pewaukee & New Berlin. Hospitals are 18,000 sq feet and have 8 inpatient beds and 7 ER beds (*Dec 2020*)

Key Financials	
Gross Patient Revenue	\$5,137,067,834
Net Patient Revenue	\$1,785,702,465
Net Income	\$108,796,771
Total Assets	\$1,077,793,000

System Highlights

- Region's only adult academic medical center (with MCW)
- 4 surgery centers
- Nearly 2,000 physicians
- More than 45 health centers and clinics
- Co-owns Network Health Plan
- Regional cancer centers
- Heart & Vascular Clinics
- Community Emergency Rooms
- Rehab & Sports Medicine Centers
- Partners with Children's for NICU/birthing center, transplant program, ED/Trauma, ?

Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	SE Wisconsin Volumes/ Share	NE Wisconsin Volumes/ Share
Adult Share State: 438,494 SEW: 176,185 NEW: 87,700	51,783 (12%) ↑	45,332 (26%) ↑	5,173 (6%) =
Births State: 55,591 SEW: 21,965 NEW: 11,799	5,009 (9%) =	4,686 (21%) ↓	231 (2%) =
Pediatric Hospitalizations** State: 18,309 SEW: 7,718 NEW: 3,889	385 (2%) ↓	278 (4%) ↓	37 (1%) =
Pediatric OP Surgery SEW: 15,732 NEW: 9,050	N/A	363 (3%) =	174 (2%) =
Pediatric ED Volume*** SEW: 104,372 NEW: 48,512	N/A	8,724 (8%) ↓	940 (2%)



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Provider Profile¹

- 11 pediatricians at 4 locations
- 6 internal medicine/pediatricians at 4 locations
- 75 family medicine physicians
- 11 family medicine physician assistants
- 38 family medicine nurse practitioners
- 43 OB/GYN physicians
- 4 OB/GYN nurse practitioners
- 7 maternal fetal medicine providers (that work with Children's and Froedtert)
- The system contributed 62% of Children's-Milwaukee NICU volume in 2019



Key Stats

Regions Served	Southeast WI
# Hospitals	3 (2 acute care, 1 rehab)
Total Beds	302
Patient Admissions	15,894
Patient Days	59,990
Emergency Visits	61,670
Outpatient Visits	374,915
Births	1,921
Surgeries	10,541

Recent Developments

- Building a community hospital in Muskego, with 24 inpatient beds expected to open late 2021-early 2022. *(Jan, 2021)*
- Building a primary care & urgent care clinic on Sunset Drive on the South Side of Waukesha to open Spring, 2022. *(May, 2021)*
- Opened primary care clinic in Waterford with family medicine providers. *(Jan, 2021)*

Key Financials

Gross Patient Revenue	\$1,982,052,761
Net Patient Revenue	\$616,339,674
Net Income	\$68,702,868
Total Assets	\$656,645,354

System Highlights

- Nearly 1,000 physicians
- 15 clinics
- 3 emergency departments
- 9 urgent cares throughout Waukesha County
- AngelsGrace Hospice
- Developed an Accountable Care Organization that includes adult and pediatric providers
- Occupational health at 7 locations
- Has relationship with UW-Health for cancer care which gives UW a presence in Southeast Wisconsin

Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	SE Wisconsin Volumes/ Share
Adult Share State: 438,494 SEW: 176,185	16,302 (4%) =	15,134 (9%) ↑
Births State: 55,591 SEW: 21,965	1,965 (4%) ↑	1,789 (8%) =
Pediatric Hospitalizations** State: 18,309 SEW: 7,178	111 (1%) ↑	100 (1%) =
NICU Share¹ State: 6,129 SEW: 2,726	195 (3%) ↓	195 (7%) ↓
Pediatric OP Surgery SEW: 15,732	N/A	435 (3%) =
Pediatric ED Volume*** SEW: 104,372	N/A	4,621 (4%) =



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Provider Profile

- 9 pediatricians at 4 locations
- 7 internal medicine/pediatricians at 4 locations
- Works with several independent pediatric practices
- 1 pediatric anesthesiologist
- 69 family medicine physicians
- 5 family medicine physician assistants
- 13 family medicine nurse practitioners
- Partners with independent OB/GYN & maternal fetal medicine practices
- Pediatric outpatient rehabilitation center
- Contributed 1.5% of Children's - Milwaukee NICU volume in 2019



Key Stats

Regions Served	SE Wisconsin, NE Wisconsin, Northeast IL
# Hospitals	15 Aurora, 11 Advocate with 2 Children's Hospitals
Total Beds	Aurora - 2,177 / Advocate – 3,500
Patient Disch/Adm	Aurora – 99,886 / Advocate – 170,700
Patient Days	Aurora – 470,130 / Advocate – 763,680
Emergency Visits	Aurora – 437,861 / Advocate – 548,000
Outpatient Visits	Aurora – 2,618,291 / Advocate – 2,203,000
Births	Aurora – 12,670 / Advocate – 17,735
NICU Discharges	Aurora – 1,343/ Advocate – 2,834
Surgeries	Aurora – 102,271 / Advocate – 110,299

Recent Developments

- Aurora Medical Center in Grafton is expanding to add a new 16-bed, 8,000 square-foot modular medical observation unit. (March, 2021)
- Awarded a total of \$2,125,000 in grants to Milwaukee community organizations through its Better Together Fund. The funds will be distributed to 11 community projects across 10 organizations to address the social and economic needs of the Milwaukee community (Oct, 2020)
- Expanding existing Fond du Lac health center to include inpatient beds and emergency department (Oct 2020)

Source: Aurora & Advocate website, 2019 WHA Guide to Wisconsin Hospitals, <https://www2.illinois.gov/>

System Key Financials

Patient Service Revenue	\$10,660,969,000
Capitation Revenue	\$1,264,162,000
Other Revenue	\$880,292,000
Total Revenue	\$12,805,423,000

System Highlights

- 15 Wisconsin hospitals, over 150 clinic and 70 pharmacies in 30 communities
- Aurora has the most births and NICU discharges in the State
- 84 Level III NICU beds, 26 Level II and 7 Level IIB beds
- Provides outpatient services in 63 Walgreens in WI
- Largest homecare organization in Wisconsin
- Well Community program providing free and low-cost medical services
- Aurora Research Institute with more than 700 clinical research projects
- 11 hospitals in the Northeast Portion of Illinois including Children's Hospitals on 2 campuses
- Advocate has over 350 outpatient sites in Illinois and into Indiana
- Advocate Children's Hospital has a 115 Level III* NICU beds between the 2 campuses and more than 160 Level III beds throughout the system

Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	SE Wisconsin Volumes/ Share	NE Wisconsin Volumes/ Share
Adult Share State: 438,494 SEW: 176,185 NEW: 87,700	86,714 (20%) ↑	62,792 (36%) =	21,911 (25%) ↑
Births State: 55,591 SEW: 21,965 NEW: 11,799	12,372 (22%) =	8,592 (39%) ↑	3,572 (30%) =
Pediatric Hospitalizations** State: 18,309 SEW: 7,718 NEW: 3,889	412 (2%) ↓	138 (2%) ↑	319 (8%) ↓
NICU Share¹ State: 6,129 SEW: 2,726 NEW: 1,518	1,427 (23%) ↑	1,083 (40%) ↑	344 (23%) ↑
Pediatric OP Surgery SEW: 15,732 NEW: 9,050	N/A	995 (7%) =	1,595 (18%) =
Pediatric ED Volume*** SEW: 104,372 NEW: 48,512	N/A	20,018 (19%) =	11,604 (24%)



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Provider Profile

Aurora Profile

- 79 pediatricians
- 5 pediatric APNs, 2 Pas
- 2 pediatric/adolescent medicine specialists
- 8 internal medicine/pediatrics physicians
- 19 pediatric subspecialty physicians
- 3 neonatologists, 15 neonatal APNs, 2 PAs
- Newborn Care Physicians of SE WI covers their NICUs
- 13 child & adolescent psychiatrists
- 5 maternal/fetal medicine physicians and 2 APNs
- 39 PT/OT, speech and audiology providers
- UW-Madison pediatric specialists see patients in their NE Wisconsin locations
- Over 180 family practitioners
- 86 OB/GYN physicians



Advocate Profile

- Over 175 pediatric specialists in 28 specialties
- 14 maternal/fetal medicine physicians
- 25 neonatologists
- 5 child & adolescent psychiatrists
- Contributed 11% of Children's Milwaukee and 3.5% of Children's Fox Valley NICU volume

Key Stats	
Regions Served	Southeast WI, Northeast WI
# Hospitals	11 acute care and 4 specialty hospitals
Total Beds	1,485
Patient Admissions	61,859
Patient Days	284,210
Emergency Visits	334,432
Outpatient Visits	2,290,999
Births	9,005
Surgeries	67,750

Recent Developments

- Sold 7 hospitals, 21 physician clinics, and air and ground medical transport services in Northwest Wisconsin to Aspirus Health in 2021 and 2 to Marshfield Health. This concentrates their Wisconsin business to the Southeast & Northeast regions. (Jan, 2021)
- Ascension corporate signed an agreement with Regent Surgical Health, a developer, owner and manager of ambulatory surgery centers (ASCs), as its exclusive national partner for ambulatory surgery centers. (Mar 2021)

Key Financials	
Gross Patient Revenue	\$5,518,867,081
Net Patient Revenue	\$1,875,577,299
Net Income	\$208,259,734
Total Assets	\$1,818,179,636

System Highlights

- A national health system that operates more than 2,600 sites of care, including 146 hospitals in 19 states and the District of Columbia
- 3 hospitals in Northeast WI and 8 in Southeast Wisconsin
- Midwest Orthopedic Specialty Hospital in Franklin in partnership with Physician Owners
- The Orthopaedic Hospital of Wisconsin – a joint venture between a group of orthopedic surgeons and Ascension
- Orthopedic Surgery Center of the Fox Valley in partnership with Orthopedic & Sports Medicine Specialists
- Acquired Columbia Center birthing hospital on the campus of Columbia St Mary's Hospital Ozaukee in 2018
- Sacred Heart Rehabilitation Hospital
- 2nd largest provider of births and NICU in the State

Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	SE Wisconsin Volumes/ Share	NE Wisconsin Volumes/ Share
Adult Share* State: 438,494 SEW: 176,185 NEW: 87,700	52,150 (12%) ↓	41,857 (24%) ↓	9,867 (11%) ↓
Births State: 55,591 SEW: 21,965 NEW: 11,799	8,220 (15%) =	6,588 (30%) ↓	1,608 (14%) ↑
Pediatric Hospitalizations** State: 18,309 SEW: 7,718 NEW: 3,889	602 (3%) ↓	397 (5%) ↑	270 (7%) ↓
NICU Share State: 6,129 SEW: 2,726 NEW: 1,518	1,003 (16%) ↓	811 (30%) ↓	192 (13%) ↑
Pediatric OP Surgery SEW: 15,732 NEW: 10,499	N/A	615 (5%) =	656 (7%) =
Pediatric ED Volume*** SEW: 104,372 NEW: 48,512	N/A	23,990 (23%) ↓	6,288 (13%)

- ↓ Indicates share declined from prior year
- ↑ Indicates share increased from prior year
- = Indicates share was flat from prior year

Pediatric Related Provider Profile

- 56 pediatricians
- 174 family medicine physicians
- 18 family medicine physician assistants
- 95 family medicine nurse practitioners
- 64 OB/GYN physicians
- 9 OB/GYN nurse practitioners & 6 certified midwives
- 6 maternal fetal medicine physicians and 4 maternal & fetal medicine certified nurse midwives
- Contributed 9% of Children's – Milwaukee NICU volume in 2019





Key Stats

Regions Served	NE Wisconsin
# Hospitals	7
Total Beds	442
Patient Discharges	21,792
Patient Days	84,027
Emergency Visits	109,717
Outpatient Visits	481,642
Births	3,042
Surgeries	46,804

Recent Developments

- Purchased land adjacent to ThedaCare Health Campus–Encircle for future expansions. *(April, 2021)*
- The Rural Health Initiative (RHI) has become a program of ThedaCare and now operates under the name ThedaCare Rural Health Initiative. *(Jan, 2021)*
- ThedaCare Center Wild-Rose First in North America to Install Blood Analyzer Technology which is used to facilitate pre-transfusion blood type compatibility testing. *(Mar 2021)*

Key Financials

Gross Patient Revenue	\$1,696,989,419
Net Patient Revenue	\$756,144,495
Net Income	\$179,641,496
Total Assets	\$608,701,120

System Highlights

- 7 hospitals serving 17 counties
- 40 outpatient clinics
- 7 outpatient surgery locations
- 6 walk-in clinic locations
- 5 birthing centers
- Level II trauma center at Neenah hospital with ThedaStar Emergency Transport
- Mayo Clinic Care Network member
- ThedaCare ACO (Medicare)
- ThedaCare Home Care & Senior Living
- Largest Employer in NEW with ~6,800 employees

Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	NE Wisconsin Volumes/ Share
Adult Share State: 438,494 NEW: 87,700	18,723 (4%) =	18,171 (21%) =
Births State: 55,591 NEW: 11,799	2,727 (5%) =	2,673 (23%) ↓
Pediatric Hospitalizations** State: 18,309 NEW: 3,889	125 (1%) =	103 (3%) ↓
NICU Share¹ State: 6,129 NEW: 1,518	230 (3%) ↓	230 (15%) ↑
Pediatric OP Surgery NEW: 9,050	N/A	1,491 (16%) =
Pediatric ED Volume*** NEW: 48,512	N/A	12,157 (25%)



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Provider Profile

- 17 pediatricians at 5 locations
- 7 pediatric APNPs
- 90 family practice providers
- 29 family practice physician assistants
- 75 family practice nurse practitioners
- Partners with Women's Health Specialists and Women's Care of Wisconsin for OB/GYN services
- Works with independent Maternal Fetal Medicine providers
- Children's Hospital – Fox Valley and Children's Hospital Clinics – Neenah located in ThedaCare Regional Medical Center – Neenah
- Contributed 91% of Children's Fox Valley NICU volume in 2019



Key Stats

Regions Served	NE Wisconsin
# Hospitals	2
Total Beds	177
Patient Discharges	8,271
Patient Days	30,961
Emergency Visits	31,524
Outpatient Visits	1,237,365
Births	1,396
Surgeries	22,429

Recent Developments

- Embarked on a multi-year construction project to expand their maternity department and build a Level II NICU (Aug, 2019)
- Bellin Health has sold its full interest in the Bellin Orthopedic Surgery Center (BOSC) to co-owner Orthopedic and Sports Medicine Specialists (OSMS). (Dec, 2020)

Key Financials

Gross Patient Revenue	\$1,696,989,419
Net Patient Revenue	\$603,921,377
Net Income	\$34,714,778
Total Assets	\$726,606,584

System Highlights

- 1 surgery center
- 29 primary care clinic locations in Northeast Wisconsin and the upper peninsula of Michigan
- Bellin Health Partners (BHP) clinically integrated network with more than 86 independent specialty physicians and 22 mid-level providers
- Bellin Psychiatric Center - 80-bed freestanding psychiatric hospital that treats children, adolescents and adults
- Bellin Home Health Services & Bellin Health Home Care Equipment
- Bellin Health Fitness Center –area's only hospital based fitness center with 4 locations
- Bellin Sports Medicine and Rehabilitation
- Bellin College of Nursing & Bellin School of Radiologic Technology

Marketshare Summary 2020

Patient Type	Statewide Volumes/ Share	NE Wisconsin Volumes/ Share
Adult Share State: 438,494 NEW: 87,700	7,966 (2%) =	7,854 (9%) ↑
Births State: 55,591 NEW: 11,799	1,224 (2%) =	1,218 (10%) =
Pediatric Hospitalizations** State: 18,309 NEW: 3,889	340 (2%) =	199 (5%) ↑
NICU Share State: 6,129 NEW: 1,518	83 (1%) ↓	83 (5%) ↓
Pediatric OP Surgery NEW: 9,050	N/A	761 (8%) =
Pediatric ED Volume*** NEW: 48,512	N/A	4,174 (9%) =



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Service Profile

- 11 pediatricians at 4 sites
- 2 pediatric nurse practitioners
- 40 family practitioners
- 33 family practice nurse practitioners
- 17 family practice physician assistants
- 9-bed pediatric unit covered by pediatric hospitalists
- Kress Birthing Center with ~1,400 births
- Kidcare emergency services staffed by pediatric hospitalists and pediatric nurses
- Pediatric rehabilitation unit and outpatient PT and speech therapy services
 - Pediatric orthopedic surgeon
- Bellin psychiatric center provides inpatient hospital services to children and adolescents
 - Special unit for children 12 and under
 - Separate unit for adolescents age 13 to 18
 - 1 board certified pediatric psychologist
- Educational programs including safety, health, fitness and classes for siblings whose parents are expecting
- Contributed less than 1% of Children's – Milwaukee NICU volume



Key Stats

Regions Served	Northeast, Northwest WI
# Hospitals	7*
Total Beds	731
Patient Discharges	28,387
Patient Days	120,468
Emergency Visits	115,870
Outpatient Visits	512,115
Births	2,536
Surgeries	26,580

Recent Developments

- St Vincent Children's hospital is in phase II of a 4 phase renovation. The PICU has been completed. The 4th phase is expected to be completed by spring of 2022. (May, 2021)
- Damond W. Boatwright, MHA, MHS, FACHE, has accepted the position of president and CEO of Hospital Sisters Health System. He will start in this role in June 2021. (Mar, 2021)

Key Financials

Gross Patient Revenue	\$2,490,699,758
Net Patient Revenue	\$833,794,665
Net Income	\$(12,793,989)
Total Assets	\$1,927,787,983

System Highlights

- System consists of 15 total hospitals in Wisconsin and Illinois with nearly 70,000 admissions
- Prevea Health physician group, consisting of over 400 providers, provides physician services at over 80 locations across Northern, Western and Eastern Wisconsin. These services are provided for 6 of the hospitals (excluding Door County) through a physician services agreement
- Prevea 360 HealthPlan
- St. Vincent Hospital Cancer Centers located throughout the System
- Cancer Research Institute - nationally recognized cancer research
- Level II Trauma Center at St Vincent's
- Eagle III Transport serving Eastern Wisconsin
- Sheboygan Surgery Center – markets care to adults and children
- Established physician residency program in Green Bay in partnership with HSHS Wisconsin hospitals and MCW

Marketshare Summary 2020

Patient Type	Statewide Volumes/ Share	NE Wisconsin Volumes/ Share	NW Wisconsin Volumes/ Share
Adult Share* State: 438,494 NEW: 87,700 NWW: 89,981	21,092 (5%) =	13,218 (15%) ↓	7,692 (9%)
Births State: 55,591 NEW: 11,799 NWW: 10,388	2,309 (4%) =	1,597 (14%) =	705 (7%) ↑
Pediatric Hospitalizations** State: 18,309 NEW: 3,889 NWW: 3,083	959 (5%) =	823 (21%) ↑	133 (4%) ↓
NICU Share State: 6,129 NEW: 1,518 NWW: 950	346 (5%) =	301 (20%) ↑	45 (5%) =
Pediatric OP Surgery NEW: 9,050 NWW: 7,601	N/A	1,494 (17%) ↓	284 (4%) =
Pediatric ED Volume*** NEW: 48,512	N/A	9,291 (19%)	3,295 (6%) ↓



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Service Profile

- St Vincent Children's Hospital located inside St Vincent Hospital
- 20 bed children's hospital
- 24 bed level III NICU
- 4 bed pediatric intensive care unit (PICU)
- Level II trauma center
- Pediatric specialty clinics with more than 25 pediatric specialties (including asthma/allergy, cardiology, neurosciences with an emphasis on epilepsy, hematology/oncology, behavioral health including eating disorders, plastics, pulmonary/sleep, orthopedics/sports, spine and rheumatology)
- Pediatric PT/OT & speech
- CHW provides cardiology services at 2 Prevea locations in the area including fetal cardiology & adults with congenital heart disease
- Contributed 1.4% of Children's – Milwaukee NICU in 2019



Key Stats

Regions Served	Southwest WI, Northeast WI
# Hospitals	13
Total Beds	633
Patient Discharges	30,939
Patient Days	117,140
Emergency Visits	145,285
Outpatient Visits	1,106,067
Births	3,525
Surgeries	30,702

Recent Developments

- Acquired Divine Savior Health System in early 2020 adding a single hospital in Portage
- Acquired 7 hospitals from Ascension in 2021, increasing their presence in Northwest Wisconsin
- Opened Aspirus Steven's Point 8-bed inpatient hospital (Feb, 2020)

Key Financials

Gross Patient Revenue	\$3,087,426,341
Net Patient Revenue	\$1,262,893,060
Net Income	\$163,535,931
Total Assets	\$1,553,239,783

System Highlights

- Based in Wausau, has 13 hospitals in Wisconsin and 4 in Michigan
- More than 50 clinics
- Wausau is by far the largest hospital in the system
- Aspirus MedEvac medical transportation service serving North Central Wisconsin and the Upper Peninsula of Michigan
- Home health and hospice care
- Assisted living & nursing homes & Aspirus At Home Medicare home health services
- Aspirus Health Plan
- Partners with UW Cancer Center for cancer clinical trials
- Heart & Vascular centers serving residents of a 14-county areas and at 11 clinic sites throughout WI & the Upper Peninsula of Michigan
- Aspirus Keweenaw Health Foundation

Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	NW Wisconsin Volumes/ Share	NE Wisconsin Volumes/ Share
Adult Share* State: 438,494 NWW: 89,981 NEW: 87,700	25,035 (6%) ↑	22,230 (25%) ↑	1,308 (1.5%) ↑
Births State: 55,591 NWW: 10,388 NEW: 11,799	3,039 (5%) ↓	2,697 (26%) =	156 (1%) =
Pediatric Hospitalizations** State: 18,309 NWW: 3,083 NEW: 3,889	293 (2%) =	271 (7%) ↓	14 (0%) ↓
NICU Share State: 6,129 NWW: 950 NEW: 1,518	267 (4%) =	267 (28%) ↑	N/A
Pediatric OP Surgery NWW: 7,601 NEW: 10,499	N/A	782 (10%) ↓	25 (0%) =
Pediatric ED Volume*** NWW: 51,086	N/A	7,664 (15%) ↓	N/A



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Provider Profile

- Partners with UW for pediatric cardiology services
- 1 Pediatric endocrinologist
- Pediatric/Adolescent Psychiatry
- 19 pediatricians
- 2 internal medicine/pediatricians
- 79 family medicine physicians
- 35 family medicine physician assistants
- 63 family medicine nurse practitioners
- 17 OB/GYN physicians
- 3 certified midwives
- 1 maternal fetal medicine provider
- 6 Wisconsin birthing centers
- 12 private room Level III NICU at Aspirus-Wausau





Key Stats

Regions Served	Northwest WI
# Hospitals	9
Total Beds	461
Patient Discharges	25,002
Patient Days	108,788
Emergency Visits	89,419
Outpatient Visits	2,462,073
Births	2,683
Surgeries	44,466

Recent Developments

- Marshfield Clinic Health System, and other western health systems, recently launched a pilot program to see how well low-orbit satellites can boost internet access in rural Wisconsin to aid with telehealth efforts. (May, 2021)
- Acquired Neilsville hospital in 2018 and built a new facility which opened in May 2021
- Acquired St Clare's Hospital in Weston and acquired the other 50% ownership of Flambeau Hospital in Park Falls from Ascension (Aug, 2020)
- Opened Marshfield Clinic – Minoqua Hospital (Jul, 2020)
- Acquired Beaver Dam hospital (Nov, 2019)

Key Financials

Gross Patient Revenue	\$3,154,077,331
Net Patient Revenue	\$1,279,988,722
Net Income	\$-56,353,643
Total Assets	\$2,962,019,809

System Highlights

- A local health system serving Northwest Wisconsin, that has expanded to 9 hospitals within the last several years
- Over 40 outpatient clinics
- 4 outpatient surgery centers
- Marshfield Clinic Research Institute
- More than 1,200 physicians
- Owns Security Health Plan
- 6 cancer treatment centers across Northwest Wisconsin
- Level II adult and pediatric trauma center
- Nationally renowned cardiovascular physicians



Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	NW Wisconsin Volumes/ Share
Adult Share* State: 438,494 NWW: 89,981	18,383 (4%) ↑	17,720 (20%) ↑
Births State: 55,591 NWW: 10,388	2,278 (4%) =	2,017 (19%) ↓
Pediatric Hospitalizations** State: 18,309 NWW: 3,083	1,404 (8%) ↓	1,339 (43%) ↑
NICU Share State: 6,129 NWW: 950	242 (4%) =	242 (23%) ↓
Pediatric OP Surgery NWW:	N/A	1,832 (24%) ↑
Pediatric ED Volume*** NWW: 51,086	N/A	5,093 (10%) =



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Service Profile

- More than 40 pediatric specialties including cardiac, hematology/oncology, neurosciences, orthopedics & sports medicine, ENT, endocrinology & GI
- 24 bed pediatrics unit located within Marshfield Clinic Hospital including an 8 bed PICU
- 24 bed level III NICU
- Pediatric inpatient rehab
- 37 pediatricians
- 6 internal medicine/pediatricians
- 62 family medicine physicians
- 39 family medicine nurse practitioners
- 27 OB/GYN physicians
- 8 certified mid-wives
- 2 maternal fetal medicine providers





Key Stats

Regions Served	Southwest WI, Northeast WI, Northwest WI
# Hospitals	1
Total Beds	624
Patient Discharges	33,501
Patient Days	174,171
Emergency Visits	80,141
Outpatient Visits	986,260
Births	4,813 (partners with Meriter)
Surgeries	171,020

Recent Developments

- Ranked #36 for Pediatric Cardiology & Heart Surgery by US News (Jun 2021)
- Launched the UW Center for Health Disparities Research to examine how a person's environment and social conditions impact their health down to the molecular level. (May 2021)
- Later this year, UW Carbone Cancer center will hold it's first-ever clinical trial using CAR T-cell therapy in pediatric patients with solid tumors. (Jun, 2021)
- Launched a clinical trial to test the safety of a new type of stem cell transplantation to treat deadly blood disorders in children and young adults. (May 2021)

Source: UW Health website, 2019 WHA Guide to Wisconsin Hospitals

Key Financials

Gross Patient Revenue	\$5,119,566,638
Net Patient Revenue	\$2,006,130,136
Net Income	\$197,620,404
Total Assets	\$2,977,975,556

System Highlights

- Academic medical center with University of WI – Madison
- 1,785 employed physicians
- Has ~21,000 employees at 7 hospital locations
- Level I adult & pediatric trauma center
- ACS verified burn center
- UW Carbone Cancer Center
- UW Health at The American Center – 56-bed community based health and wellness facility
- American Family Children's Hospital
- Unity Point – Meriter Hospital, SwedishAmerican Hospital and Belvidere Medical Center are part of UW Health
- Quartz Health Solutions, Inc – subsidiary health insurance provider with more than 350,000 members in WI, IL, MN & IA



Marketshare Summary - 2020

Patient Type	Statewide Volumes/ Share	SW Wisconsin Volumes/ Share	SE Wisconsin Volumes/ Share	NE Wisconsin Volumes/ Share
Adult Share* State: 438,494 SWW: 84,628 SEW: 176,185 NEW: 87,700	22,148 (5%) =	18,866 (22%) =	783 (0.4%) =	1,073 (1%) =
Births¹ State: 55,591 SWW: 11,439 SEW: 21,965 NEW: 11,799	4,755 (9%) ↑	4,701 (41%) =	11 (0.1%) =	19 (0.2%) ↑
Pediatric Hospitalizations** State: 18,309 SWW: 3,619 SEW: 7,718 NEW: 3,889	3,001 (16%) =	2,526 (70%) ↑	62 (1%) ↓	142 (4%) ↓
NICU Share^{1,2} State: 6,129 SWW: 1,108 SEW: 2,726 NEW: 1,518	629 (10%) ↑	629 (57%) ↑	N/A	N/A
Pediatric OP Surgery SWW: 8,828 SEW: 15,732 NEW: 10,499	N/A	3,656 (44%) ↑	92 (1%) =	254 (3%) =
Pediatric ED Volume*** SWW: 43,984	N/A	11,851 (27%) ↑	N/A	N/A



Indicates share declined from prior year



Indicates share increased from prior year



Indicates share was flat from prior year

Pediatric Related Service Profile

- 111 bed American Family Children's Hospital
- Level I trauma center
- Over 200 pediatric specialists
- Wisconsin's only other Level IV NICU
- 37 pediatricians and 1 pediatric NP at 9 locations
- 105 family medicine physicians
- 31 family medicine physician assistants
- 8 family medicine nurse practitioners
- 15 OB/GYN physicians
- 8 OB/GYN nurse practitioners
- Maternal fetal medicine provided through Unity Point – Meriter (a UW Health partner)
- Provides pediatric specialty services at Aurora BayCare in Green Bay



Appendix

Newborn Levels of Care

Level I, Well Newborn Nursery. This kind of nursery has teams of health care providers who take care of:

- Babies who are born on time (at about 40 weeks) who are stable (for example, they can breathe on their own and can maintain their body temperature)
- Babies who are born at 35 to 37 weeks and are stable
- Babies who are sick or born before 35 weeks, but only until they can be moved to a nursery with a higher level of care

Level II, Special Care Nursery. This kind of nursery has teams of health care providers who take care of:

- Babies who are born at or after 32 weeks and who weigh more than 1,500 grams (3.3 pounds). These babies may have some health problems, but they're not so serious that they need a higher level of care.
- Babies who are born before 32 weeks or who weigh less than 1,500 grams, but only until they can be moved to a nursery that provides a higher level of care
- Babies who have just gotten out of a neonatal intensive care unit (also called NICU) and are growing and doing well before being able to go home
- Babies who need equipment to help them breathe. These babies should stay in this kind of nursery only for about 24 hours or less; if they need breathing help longer, they should be moved to a higher level of care

Level III, NICU. This kind of nursery has teams of health care providers who take care of:

- Babies who are born before 32 weeks who weigh less than 1,500 grams
- Babies of any age or weight who are critically ill
- Babies who need equipment to help them breathe to stay alive.
- Babies who may need surgery

Level IV, Regional NICU (Children's & UW-Health/American Family Children's). This is the highest level of care for babies. The team that works in this kind of nursery takes care of babies who may need special surgery for birth defects and other disorders. This nursery has a full range of health care providers, including pediatric subspecialists, specialized nurses and equipment to care for very sick babies.