

013 Berlin Memorial Hospital
 225 Memorial Dr
 Berlin, WI 54923
 920-361-1313

Type: GMS - General Medical & Surgical
 Control: Other Not-For-Profit
 Fiscal Year: 10/01/2002 to 09/30/2003

County: Green Lake
 Analysis Area: Lake Winnebago (3)
 Volume Group: 4

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.2%	58.2%	0.64	54.6%	0.68	46.9%	0.79	36.3%	1.02
Obstetrics	16.3%	39.8%	0.41	40.8%	0.40	26.7%	0.61	15.8%	1.03
Pediatrics	0.0%	48.9%	N/A	21.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.9%	56.2%	0.68	50.2%	0.76	44.5%	0.85	37.8%	1.00
Average Census (Patients)									
Adult Medical-Surgical	13.4	31.7	0.42	25.3	0.53	15.9	0.84	13.1	1.02
Obstetrics	1.3	5.1	0.26	5.4	0.24	1.7	0.77	1.3	1.00
Pediatrics	0.0	2.0	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	18.6	54.7	0.34	41.8	0.44	21.3	0.87	18.5	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.93	3.6	1.01	3.5	1.04	3.7	0.98
Obstetrics	2.1	2.4	0.87	2.4	0.87	2.3	0.91	2.2	0.95
Pediatrics	0.0	2.4	N/A	2.3	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.5	0.77	4.0	0.86	3.5	0.99	3.5	0.99
Surgical Operations									
Inpatient	756	1,579	0.48	1,403	0.54	624	1.21	752	1.01
Outpatient	3,134	3,500	0.90	4,672	0.67	2,059	1.52	2,915	1.08
Inpatient as % of All Surgeries	19.4%	31.1%	0.62	23.1%	0.84	23.3%	0.83	20.5%	0.95
Outpatient Visits									
Non-Emergency Visits	54,092	78,926	0.69	50,970	1.06	51,953	1.04	65,088	0.83
Emergency Visits	10,374	14,405	0.72	12,639	0.82	11,135	0.93	11,589	0.90
Full-Time Equivalents (FTEs)									
Administrators	14.5	16.5	0.88	21.2	0.68	12.5	1.16	14.5	1.00
Nurses, Licensed	66.9	164.2	0.41	134.5	0.50	80.5	0.83	58.8	1.14
Ancillary Nursing Personnel	26.4	57.5	0.46	32.3	0.82	25.2	1.05	26.8	0.99
All Other Personnel	167.1	379.9	0.44	289.2	0.58	206.0	0.81	167.5	1.00
Total FTEs	274.9	618.1	0.44	477.2	0.58	324.2	0.85	267.5	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.8	16.7	1.37	14.9	1.53	23.5	0.97	23.0	0.99
Nurses, Licensed	105.3	166.1	0.63	94.3	1.12	151.9	0.69	93.1	1.13
Ancillary Nursing Personnel	41.6	58.2	0.71	22.6	1.84	47.4	0.88	42.4	0.98
All Other Personnel	263.0	384.3	0.68	202.7	1.30	387.6	0.68	265.3	0.99
Total FTEs	432.8	625.4	0.69	334.4	1.29	610.0	0.71	423.8	1.02

Total Hospital:
 Beds Set Up & Staffed 49
 Discharges 1,965
 Inpatient Days 6,785

Contract with:
 Health Maintenance
 Organization (HMO) Yes
 Preferred Provider
 Organization (PPO) Yes

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 8
 Total Births 218
 Newborn Days 375

013 Berlin Memorial Hospital
Berlin, WI 54923

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2003	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,345	4,882	37.2%	13.4	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	227	475	16.3%	1.3	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	393	1,443	79.1%	4.0	3.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	10	14.5	Radiological Services Personnel	9	8	13.2
Physicians & Dentists	4	0	4.0	Occupational Therapists	1	1	1.9
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.8
Registered Nurses	28	51	65.5	Physical Therapists	3	5	6.3
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	2	8	6.1
Licensed Practical Nurses	0	2	1.4	Recreational Therapists	2	0	2.0
Ancillary Nursing Personnel	4	39	26.4	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	1	1	1.7
Nurse Practitioners	0	0	0.0	All Other Health Professionals	6	7	10.2
Medical Records Personnel	10	6	13.9	All Other Personnel	31	86	88.5
Pharmacy Personnel	3	1	3.2				
Clinical Laboratory Personnel	11	9	15.5				
				Total	121	235	274.9

013 Berlin Memorial Hospital

Berlin, WI 54923

Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$27,033,651	44.7%	41.6%	1.07	41.5%	1.08	46.7%	0.96	47.4%	0.94
Medical Assistance	\$5,263,068	8.7%	9.7%	0.90	6.4%	1.36	8.3%	1.05	7.3%	1.19
Commercial	\$24,802,430	41.0%	42.4%	0.97	48.4%	0.85	39.7%	1.03	40.9%	1.00
All Other	\$3,389,050	5.6%	6.2%	0.90	3.7%	1.51	5.3%	1.06	4.4%	1.27
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,951,621	24.7%	24.8%	1.00	21.6%	1.14	27.4%	0.90	21.1%	1.17
Medical Assistance	\$3,562,599	5.9%	6.7%	0.88	4.1%	1.44	5.5%	1.07	5.1%	1.15
Commercial	\$3,900,851	6.4%	9.4%	0.69	10.2%	0.63	5.9%	1.09	5.3%	1.22
Charity Care	\$461,400	0.8%	1.1%	0.69	0.9%	0.85	1.0%	0.76	1.3%	0.59
All Other	\$149,657	0.2%	1.3%	0.19	0.3%	0.82	0.5%	0.49	0.5%	0.49
Total Deductions	\$23,026,128	38.1%	43.3%	0.88	37.0%	1.03	40.4%	0.94	33.3%	1.14
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.5%	4.8%	0.93	2.9%	1.54	3.0%	1.48	5.2%	0.86
Net Gains/Losses as % of Net Income		29.2%	12.0%	2.43	20.0%	1.46	35.7%	0.82	-62.5%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,719,476	62.5%	48.0%	1.30	51.8%	1.21	54.3%	1.15	63.1%	0.99
Supplies & Services	\$9,918,372	26.1%	40.2%	0.65	35.3%	0.74	31.9%	0.82	26.7%	0.98
Capital Component	\$2,849,733	7.5%	8.7%	0.86	10.5%	0.72	9.8%	0.77	7.9%	0.95
Bad Debt	\$1,452,391	3.8%	3.1%	1.23	2.6%	1.47	3.9%	0.98	2.3%	1.66
Fiscal Statistics										
Operating Margin (%)		3.2%	6.4%	0.51	5.9%	0.55	3.1%	1.04	0.4%	8.09
Total Hospital Net Income (%)		4.5%	7.1%	0.64	7.3%	0.62	4.8%	0.94	0.3%	15.03
Return on Equity (%)		10.1%	11.2%	0.90	10.5%	0.96	6.3%	1.60	0.6%	16.84
Current Ratio		3.3	2.5	1.31	2.7	1.22	3.1	1.06	3.8	0.86
Days in Net Patient Accounts Receivable		70.7	56.1	1.26	57.6	1.23	58.6	1.21	70.7	1.00
Average Payment Period		45.1	52.7	0.86	41.5	1.09	51.7	0.87	31.4	1.44
Equity Financing (%)		58.4%	57.8%	1.01	63.9%	0.91	56.4%	1.04	61.8%	0.95
Long-Term Debt to Equity Ratio		0.5	0.5	1.00	0.4	1.25	0.5	1.00	0.5	1.00
Times Interest Earned		5.4	5.4	0.99	4.7	1.14	3.2	1.68	1.2	4.48
Total Asset Turnover		1.3	0.9	1.43	0.9	1.43	0.7	1.84	1.4	0.92
Average Age of Plant (Years)		13.1	9.6	1.37	8.6	1.52	8.5	1.54	11.2	1.17
Increase (Decrease) Total Net Patient Revenue		5.3%	10.1%	0.52	10.7%	0.50	9.4%	0.56	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		70.7%	44.7%	1.58	56.2%	1.26	60.0%	1.18	70.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$5,816	\$8,772	0.66	\$6,816	0.85	\$5,767	1.01	\$5,589	1.04
Inpatient Net Revenue per Day		\$1,684	\$1,944	0.87	\$1,691	1.00	\$1,612	1.04	\$1,595	1.06
Outpatient Net Revenue per Visit		\$404	\$373	1.08	\$548	0.74	\$329	1.23	\$323	1.25

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$60,488,199	Cash & Cash Equivalents	\$6,296,377	Current Liabilities	\$4,526,182
Less Deductions	\$23,026,128	Net Patient Receivables	\$7,255,372	Long-Term Debt	\$8,859,439
Net Patient Revenue	\$37,462,071	Other Receivables	\$225,682	Other Liabilities	\$0
Plus Other Revenue	\$1,746,057			Subtotal	\$13,385,621
Total Revenue	\$39,208,128	Land, Buildings & Equipment (Net)	\$8,350,133	Unrestricted Fund Balance	\$17,731,720
Less Expenses	\$37,939,972	Other Assets	\$8,232,419	Restricted Fund Balance	\$395,791
Non-Operating Gains/Losses	\$523,172			Total Liabilities & Fund Balance	\$31,117,341
Net Income	\$1,791,328	Total Assets	\$30,359,983		