

**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:    Oct 1 to Sep 30

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	32.1%	59.8%	0.54	46.3%	0.69	51.5%	0.62	37.2%	0.86
Obstetrics	18.0%	40.6%	0.44	39.3%	0.46	28.9%	0.62	16.3%	1.11
Pediatrics	0.0%	50.6%	N/A	19.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	34.8%	56.6%	0.62	46.0%	0.76	49.3%	0.71	37.9%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	11.6	32.3	0.36	23.5	0.49	15.2	0.76	13.4	0.86
Obstetrics	1.4	5.4	0.27	5.3	0.27	1.8	0.80	1.3	1.11
Pediatrics	0.0	2.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.1	55.0	0.31	40.2	0.42	21.8	0.78	18.6	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.91	3.7	0.96	3.5	1.02	3.6	0.98
Obstetrics	2.2	2.4	0.90	2.4	0.90	2.3	0.94	2.1	1.03
Pediatrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.4	0.78	4.0	0.86	3.6	0.95	3.5	0.99
<b>Surgical Operations</b>									
Inpatient	423	1,553	0.27	1,240	0.34	564	0.75	756	0.56
Outpatient	3,118	3,651	0.85	4,553	0.68	2,370	1.32	3,134	0.99
Inpatient as % of All Surgeries	11.9%	29.9%	0.40	21.4%	0.56	19.2%	0.62	19.4%	0.61
<b>Outpatient Visits</b>									
Non-Emergency Visits	56,528	80,062	0.71	49,464	1.14	45,731	1.24	54,092	1.05
Emergency Visits	8,873	14,837	0.60	12,331	0.72	11,202	0.79	10,374	0.86
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	13.3	17.5	0.76	17.2	0.77	8.2	1.62	14.5	0.91
Nurses, Licensed	61.8	168.8	0.37	123.6	0.50	80.2	0.77	66.9	0.92
Ancillary Nursing Personnel	14.4	34.3	0.42	22.2	0.65	17.4	0.83	26.4	0.55
All Other Personnel	182.2	405.3	0.45	277.4	0.66	219.2	0.83	167.1	1.09
Total FTEs	271.7	626.0	0.43	440.3	0.62	325.1	0.84	274.9	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.4	17.4	1.23	12.6	1.70	14.6	1.47	22.8	0.94
Nurses, Licensed	99.9	167.9	0.60	90.3	1.11	143.6	0.70	105.3	0.95
Ancillary Nursing Personnel	23.3	34.2	0.68	16.2	1.44	31.2	0.75	41.6	0.56
All Other Personnel	294.4	403.1	0.73	202.9	1.45	392.2	0.75	263.0	1.12
Total FTEs	439.1	622.6	0.71	322.1	1.36	581.6	0.75	432.8	1.01

**Total Hospital:**

Beds Set Up & Staffed    49  
 Discharges                1,821  
 Inpatient Days            6,244

**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                6  
 Total Births             235  
 Newborn Days            415

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Sep 30, 2004	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	36	1,190	4,230	32.1%	11.6	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	244	527	18.0%	1.4	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	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	375	1,472	80.4%	4.0	3.9
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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 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	13	1	13.3	Radiological Services Personnel	10	9	14.4
Physicians & Dentists	3	1	3.6	Respiratory Therapists	0	4	1.7
Medical & Dental Residents	0	0	0.0	Occupational Therapists	3	1	3.9
Registered Nurses	24	69	59.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	5	6.3
Licensed Practical Nurses	0	4	2.4	Physical Therapy Assistants/Aides	2	6	5.9
Ancillary Nursing Personnel	7	16	14.4	Recreational Therapists	2	0	2.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.3
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	11	3	12.2	Social Workers	1	1	1.6
Pharmacy Personnel	3	0	3.0	All Other Health Professionals	7	5	10.7
Clinical Laboratory Personnel	8	5	11.2	All Other Personnel	60	57	94.0
Surgical Personnel	6	6	10.6	<b>Total</b>	<b>164</b>	<b>194</b>	<b>271.7</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003	
Selected Financial Statistics			FY 2004		3		4		FY 2003	
			Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$30,234,792	45.0%	41.6%	1.08	41.9%	1.07	45.7%	0.99	44.7%	1.01
Medical Assistance	\$6,048,956	9.0%	10.2%	0.88	7.1%	1.27	9.1%	0.99	8.7%	1.04
Commercial	\$27,727,821	41.3%	41.9%	0.99	46.8%	0.88	39.0%	1.06	41.0%	1.01
All Other	\$3,114,302	4.6%	6.2%	0.75	4.1%	1.13	6.1%	0.76	5.6%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$15,730,646	23.4%	25.3%	0.93	23.1%	1.01	28.5%	0.82	24.7%	0.95
Medical Assistance	\$4,645,143	6.9%	7.5%	0.92	4.8%	1.44	6.8%	1.02	5.9%	1.17
Commercial	\$6,213,954	9.3%	9.6%	0.96	10.6%	0.87	6.4%	1.45	6.4%	1.44
Charity Care	\$1,029,358	1.5%	1.1%	1.39	1.0%	1.53	0.9%	1.70	0.8%	2.01
All Other	\$379,859	0.6%	1.3%	0.44	0.4%	1.41	0.7%	0.81	0.2%	2.29
Total Deductions	\$27,998,960	41.7%	44.8%	0.93	39.9%	1.05	43.3%	0.96	38.1%	1.10
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.2%	4.5%	0.94	2.6%	1.63	3.7%	1.15	4.5%	0.95
Net Gains/Losses as % of Net Income		32.9%	15.4%	2.14	37.6%	0.88	13.5%	2.44	29.2%	1.13
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$24,678,482	61.7%	48.4%	1.27	49.7%	1.24	53.6%	1.15	62.5%	0.99
Supplies & Services	\$11,194,183	28.0%	39.5%	0.71	36.3%	0.77	33.0%	0.85	26.1%	1.07
Capital Component	\$2,886,578	7.2%	8.8%	0.82	11.1%	0.65	9.4%	0.77	7.5%	0.96
Bad Debt	\$1,238,192	3.1%	3.4%	0.91	2.9%	1.07	4.0%	0.77	3.8%	0.81
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.1%	6.5%	0.32	2.9%	0.73	6.6%	0.32	3.2%	0.65
Total Hospital Net Income (%)		3.1%	7.6%	0.41	4.6%	0.68	7.6%	0.41	4.5%	0.69
Return on Equity (%)		6.9%	11.5%	0.60	6.6%	1.05	10.2%	0.68	10.1%	0.69
Current Ratio		3.3	2.6	1.28	3.3	1.01	3.7	0.90	3.3	1.01
Days in Net Patient Accounts Receivable		56.5	52.8	1.07	51.8	1.09	53.2	1.06	70.7	0.80
Average Payment Period		41.8	53.7	0.78	43.4	0.96	57.9	0.72	45.1	0.93
Equity Financing (%)		47.3%	57.5%	0.82	54.8%	0.86	58.9%	0.80	58.4%	0.81
Long-Term Debt to Equity Ratio		0.9	0.5	1.89	0.5	1.89	0.3	3.15	0.5	1.89
Times Interest Earned		4.3	6.2	0.70	2.7	1.60	5.1	0.85	5.4	0.80
Total Asset Turnover		1.0	0.9	1.16	0.8	1.30	0.8	1.30	1.3	0.81
Average Age of Plant (Years)		15.1	9.1	1.65	7.8	1.93	9.1	1.65	13.1	1.15
Increase (Decrease) Total Net Patient Revenue		4.4%	9.1%	0.49	12.0%	0.37	7.8%	0.57	5.3%	0.84
Outpatient Gross Revenue (% of Total GPR)		72.4%	45.3%	1.60	56.9%	1.27	60.9%	1.19	70.7%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$5,774	\$9,256	0.62	\$7,471	0.77	\$6,142	0.94	\$5,816	0.99
Inpatient Net Revenue per Day		\$1,684	\$2,088	0.81	\$1,848	0.91	\$1,682	1.00	\$1,684	1.00
Outpatient Net Revenue per Visit		\$438	\$404	1.08	\$582	0.75	\$395	1.11	\$404	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$67,125,871	Cash & Cash Equivalents	\$6,640,001	Current Liabilities	\$4,433,667
Less Deductions	\$27,998,960	Net Patient Receivables	\$6,037,903	Long-Term Debt	\$17,534,421
Net Patient Revenue	\$39,126,911	Other Receivables	\$699,035	Other Liabilities	\$0
Plus Other Revenue	\$1,732,364			Subtotal	\$21,968,088
Total Revenue	\$40,859,275	Land, Buildings & Equipment (Net)	\$9,098,944		
Less Expenses	\$39,997,435	Other Assets	\$16,801,973	Unrestricted Fund Balance	\$18,561,410
Non-Operating Gains/Losses	\$423,430			Restricted Fund Balance	\$449,406
Net Income	\$1,285,270	Total Assets	\$39,277,856	Total Liabilities & Fund Balance	\$40,529,498