

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

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

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

| Selected Utilization Statistics | FY 2005 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 4 | | FY 2005 vs. 2004 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2004 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 35.3% | 59.1% | 0.60 | 47.5% | 0.74 | 56.3% | 0.63 | 32.1% | 1.10 |
| Obstetrics | 14.5% | 41.6% | 0.35 | 37.1% | 0.39 | 34.4% | 0.42 | 18.0% | 0.80 |
| Pediatrics | 0.0% | 54.2% | N/A | 22.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 35.9% | 57.7% | 0.62 | 46.8% | 0.77 | 51.2% | 0.70 | 34.8% | 1.03 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 11.6 | 31.3 | 0.37 | 23.2 | 0.50 | 13.1 | 0.89 | 11.6 | 1.01 |
| Obstetrics | 1.2 | 5.4 | 0.21 | 5.2 | 0.22 | 1.6 | 0.72 | 1.4 | 0.80 |
| Pediatrics | 0.0 | 2.2 | N/A | 0.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 16.5 | 54.6 | 0.30 | 39.8 | 0.41 | 18.1 | 0.91 | 17.1 | 0.97 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.7 | 3.7 | 0.99 | 3.4 | 1.07 | 3.2 | 1.14 | 3.6 | 1.03 |
| Obstetrics | 2.1 | 2.4 | 0.87 | 2.4 | 0.87 | 2.2 | 0.95 | 2.2 | 0.97 |
| Pediatrics | 0.0 | 2.5 | N/A | 2.0 | N/A | 2.4 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 4.3 | 0.83 | 3.9 | 0.92 | 3.4 | 1.05 | 3.4 | 1.04 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 636 | 1,644 | 0.39 | 1,281 | 0.50 | 526 | 1.21 | 423 | 1.50 |
| Outpatient | 2,981 | 3,777 | 0.79 | 4,797 | 0.62 | 1,989 | 1.50 | 3,118 | 0.96 |
| Inpatient as % of All Surgeries | 17.6% | 30.3% | 0.58 | 21.1% | 0.83 | 20.9% | 0.84 | 11.9% | 1.47 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 55,187 | 84,436 | 0.65 | 52,804 | 1.05 | 48,393 | 1.14 | 56,528 | 0.98 |
| Emergency Visits | 8,522 | 15,777 | 0.54 | 13,426 | 0.63 | 10,360 | 0.82 | 8,873 | 0.96 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 16.6 | 17.4 | 0.95 | 21.1 | 0.79 | 7.6 | 2.18 | 13.3 | 1.25 |
| Nurses, Licensed | 63.4 | 173.6 | 0.36 | 135.6 | 0.47 | 69.2 | 0.92 | 61.8 | 1.02 |
| Ancillary Nursing Personnel | 14.1 | 34.8 | 0.40 | 21.0 | 0.67 | 15.5 | 0.91 | 14.4 | 0.97 |
| All Other Personnel | 194.1 | 410.2 | 0.47 | 287.3 | 0.68 | 193.4 | 1.00 | 182.2 | 1.07 |
| Total FTEs | 288.1 | 636.0 | 0.45 | 465.0 | 0.62 | 285.7 | 1.01 | 271.7 | 1.06 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 27.8 | 17.1 | 1.63 | 15.3 | 1.82 | 15.6 | 1.78 | 21.4 | 1.30 |
| Nurses, Licensed | 106.2 | 170.3 | 0.62 | 98.4 | 1.08 | 141.7 | 0.75 | 99.9 | 1.06 |
| Ancillary Nursing Personnel | 23.6 | 34.1 | 0.69 | 15.2 | 1.55 | 31.8 | 0.74 | 23.3 | 1.01 |
| All Other Personnel | 325.4 | 402.4 | 0.81 | 208.5 | 1.56 | 396.4 | 0.82 | 294.4 | 1.11 |
| Total FTEs | 483.0 | 623.8 | 0.77 | 337.4 | 1.43 | 585.4 | 0.83 | 439.1 | 1.10 |

Total Hospital:
 Beds Set Up & Staffed 46
 Discharges 1,688
 Inpatient Days 6,026

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 193
 Newborn Days 422

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| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2005 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 33 | 1,164 | 4,249 | 35.3% | 11.6 | 3.7 |
| 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 | 201 | 422 | 14.5% | 1.2 | 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 | 324 | 1,358 | 74.4% | 3.7 | 4.2 |
| 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 | 16 | 1 | 16.6 | Radiological Services Personnel | 10 | 6 | 13.0 |
| Physicians & Dentists | 1 | 1 | 1.8 | Respiratory Therapists | 1 | 3 | 2.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Occupational Therapists | 2 | 1 | 2.9 |
| Registered Nurses | 30 | 60 | 62.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 5 | 6.7 |
| Licensed Practical Nurses | 0 | 2 | 1.0 | Physical Therapy Assistants/Aides | 4 | 4 | 6.9 |
| Ancillary Nursing Personnel | 2 | 25 | 14.1 | 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 | 12 | 2 | 13.2 | Social Workers | 1 | 1 | 1.4 |
| Pharmacy Personnel | 6 | 2 | 6.7 | All Other Health Professionals | 8 | 9 | 14.4 |
| Clinical Laboratory Personnel | 9 | 6 | 12.0 | All Other Personnel | 56 | 72 | 100.0 |
| Surgical Personnel | 5 | 6 | 9.9 | Total | 169 | 207 | 288.1 |

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| Selected Financial Statistics | FY 2005 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2005 vs. 2004 | | |
|--|--------------|-------------------|---------|---------------|---------|--------------|---------|------------------|---------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2004 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$33,206,976 | 45.6% | 41.4% | 1.10 | 41.9% | 1.09 | 44.1% | 1.03 | 45.0% | 1.01 |
| Medical Assistance | \$6,337,599 | 8.7% | 10.2% | 0.85 | 6.8% | 1.28 | 8.7% | 1.00 | 9.0% | 0.97 |
| Commercial | \$29,447,529 | 40.4% | 41.7% | 0.97 | 46.5% | 0.87 | 40.7% | 0.99 | 41.3% | 0.98 |
| All Other | \$3,871,380 | 5.3% | 6.8% | 0.78 | 4.8% | 1.11 | 6.5% | 0.82 | 4.6% | 1.15 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$18,154,834 | 24.9% | 25.3% | 0.98 | 23.9% | 1.04 | 25.9% | 0.96 | 23.4% | 1.06 |
| Medical Assistance | \$4,833,312 | 6.6% | 7.7% | 0.86 | 4.8% | 1.38 | 6.2% | 1.07 | 6.9% | 0.96 |
| Commercial | \$7,749,251 | 10.6% | 9.7% | 1.10 | 11.3% | 0.94 | 7.2% | 1.48 | 9.3% | 1.15 |
| Charity Care | \$1,373,852 | 1.9% | 1.5% | 1.26 | 1.3% | 1.45 | 1.1% | 1.71 | 1.5% | 1.23 |
| All Other | \$132,290 | 0.2% | 1.5% | 0.12 | 0.5% | 0.36 | 1.2% | 0.15 | 0.6% | 0.32 |
| Total Deductions | \$32,243,538 | 44.3% | 45.7% | 0.97 | 41.7% | 1.06 | 41.6% | 1.06 | 41.7% | 1.06 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 4.8% | 4.4% | 1.10 | 2.7% | 1.79 | 2.8% | 1.73 | 4.2% | 1.14 |
| Net Gains/Losses as % of Net Income | | 101.4% | 12.3% | 8.25 | 31.4% | 3.23 | 8.6% | 11.79 | 32.9% | 3.08 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$26,000,316 | 60.9% | 47.5% | 1.28 | 48.9% | 1.25 | 52.1% | 1.17 | 61.7% | 0.99 |
| Supplies & Services | \$12,033,638 | 28.2% | 40.2% | 0.70 | 36.8% | 0.77 | 34.7% | 0.81 | 28.0% | 1.01 |
| Capital Component | \$3,256,871 | 7.6% | 8.7% | 0.88 | 11.0% | 0.69 | 8.9% | 0.86 | 7.2% | 1.06 |
| Bad Debt | \$1,400,878 | 3.3% | 3.6% | 0.91 | 3.2% | 1.03 | 4.4% | 0.75 | 3.1% | 1.06 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 0.0% | 7.6% | N/A | 4.8% | N/A | 7.6% | N/A | 2.1% | N/A |
| Total Hospital Net Income (%) | | 1.5% | 8.6% | 0.17 | 6.9% | 0.21 | 8.3% | 0.18 | 3.1% | 0.47 |
| Return on Equity (%) | | 1.6% | 7.2% | 0.22 | 5.5% | 0.29 | 6.4% | 0.25 | 3.3% | 0.49 |
| Current Ratio | | 2.8 | 2.8 | 1.01 | 3.4 | 0.83 | 3.0 | 0.94 | 3.3 | 0.85 |
| Days in Net Patient Accounts Receivable | | 59.7 | 51.2 | 1.17 | 51.4 | 1.16 | 53.7 | 1.11 | 56.5 | 1.06 |
| Average Payment Period | | 44.2 | 53.8 | 0.82 | 43.6 | 1.01 | 59.8 | 0.74 | 41.8 | 1.06 |
| Equity Financing (%) | | 48.5% | 58.5% | 0.83 | 52.2% | 0.93 | 59.0% | 0.82 | 47.3% | 1.03 |
| Long-Term Debt to Equity Ratio | | 0.9 | 0.4 | 2.19 | 0.6 | 1.46 | 0.5 | 1.75 | 0.9 | 0.93 |
| Times Interest Earned | | 2.3 | 6.9 | 0.33 | 3.9 | 0.59 | 5.5 | 0.42 | 4.3 | 0.53 |
| Total Asset Turnover | | 1.1 | 0.8 | 1.34 | 0.8 | 1.34 | 0.8 | 1.34 | 1.0 | 1.03 |
| Average Age of Plant (Years) | | 15.7 | 9.1 | 1.73 | 7.8 | 2.01 | 9.0 | 1.75 | 15.1 | 1.04 |
| Increase (Decrease) Total Net Patient Revenue | | 3.8% | 9.1% | 0.42 | 7.4% | 0.52 | 10.0% | 0.38 | 4.4% | 0.86 |
| Outpatient Gross Revenue (% of Total GPR) | | 72.4% | 46.6% | 1.55 | 57.9% | 1.25 | 63.1% | 1.15 | 72.4% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$6,403 | \$9,724 | 0.66 | \$7,753 | 0.83 | \$6,384 | 1.00 | \$5,774 | 1.11 |
| Inpatient Net Revenue per Day | | \$1,794 | \$2,239 | 0.80 | \$1,911 | 0.94 | \$1,825 | 0.98 | \$1,684 | 1.07 |
| Outpatient Net Revenue per Visit | | \$468 | \$430 | 1.09 | \$595 | 0.79 | \$393 | 1.19 | \$438 | 1.07 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$72,863,486 | Cash & Cash Equivalents | \$5,891,827 | Current Liabilities | \$5,019,111 |
| Less Deductions | \$32,243,538 | Net Patient Receivables | \$6,646,784 | Long-Term Debt | \$16,915,900 |
| Net Patient Revenue | \$40,619,948 | Other Receivables | \$99,996 | Other Liabilities | \$0 |
| Plus Other Revenue | \$2,062,741 | | | Subtotal | \$21,935,011 |
| Total Revenue | \$42,682,690 | Land, Buildings & Equipment (Net) | \$15,379,650 | Unrestricted Fund Balance | \$19,319,475 |
| Less Expenses | \$42,691,704 | Other Assets | \$11,826,174 | Restricted Fund Balance | \$526,205 |
| Non-Operating Gains/Losses | \$646,603 | | | Total Liabilities & Fund Balance | \$41,254,486 |
| Net Income | \$637,589 | Total Assets | \$39,844,431 | | |