

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

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2006	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.2%	59.2%	1.02	47.5%	1.27	51.2%	1.18	35.3%	1.71
Obstetrics	46.0%	41.5%	1.11	36.8%	1.25	31.9%	1.44	14.5%	3.18
Pediatrics	0.0%	52.2%	N/A	22.2%	N/A	10.7%	N/A	0.0%	N/A
Total Hospital	60.6%	57.2%	1.06	47.9%	1.27	47.8%	1.27	35.9%	1.69
Average Census (Patients)									
Adult Medical-Surgical	10.2	31.4	0.33	22.9	0.45	11.9	0.86	11.6	0.88
Obstetrics	1.4	5.3	0.26	5.3	0.26	1.6	0.86	1.2	1.19
Pediatrics	0.0	2.2	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.2	53.6	0.28	40.7	0.37	15.9	0.95	16.5	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.6	0.91	3.4	0.97	3.2	1.03	3.7	0.90
Obstetrics	2.0	2.4	0.85	2.5	0.82	2.1	0.98	2.1	0.98
Pediatrics	0.0	2.2	N/A	1.6	N/A	1.6	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.76	4.0	0.82	3.2	1.02	3.6	0.91
Surgical Operations									
Inpatient	642	1,903	0.34	1,278	0.50	462	1.39	636	1.01
Outpatient	2,961	4,240	0.70	4,836	0.61	1,992	1.49	2,981	0.99
Inpatient as % of All Surgeries	17.8%	31.0%	0.57	20.9%	0.85	18.8%	0.95	17.6%	1.01
Outpatient Visits									
Non-Emergency Visits	57,242	89,386	0.64	58,165	0.98	45,630	1.25	55,187	1.04
Emergency Visits	7,899	15,537	0.51	13,251	0.60	9,489	0.83	8,522	0.93
Full-Time Equivalents (FTEs)									
Administrators	16.6	17.1	0.97	15.5	1.07	10.9	1.52	16.6	1.00
Nurses, Licensed	64.1	180.9	0.35	151.9	0.42	68.2	0.94	63.4	1.01
Ancillary Nursing Personnel	9.9	35.0	0.28	22.6	0.44	13.6	0.72	14.1	0.70
All Other Personnel	206.2	419.6	0.49	297.3	0.69	197.3	1.05	194.1	1.06
Total FTEs	296.8	652.6	0.45	487.3	0.61	290.0	1.02	288.1	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	28.1	16.6	1.69	11.2	2.51	23.8	1.18	27.8	1.01
Nurses, Licensed	108.5	175.7	0.62	109.5	0.99	149.0	0.73	105.9	1.02
Ancillary Nursing Personnel	16.7	34.0	0.49	16.3	1.02	29.8	0.56	23.5	0.71
All Other Personnel	348.9	407.4	0.86	214.4	1.63	431.3	0.81	324.5	1.08
Total FTEs	502.1	633.7	0.79	351.4	1.43	633.9	0.79	481.7	1.04

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,695
 Inpatient Days 5,530

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

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

Newborn Nursery:
 Bassinets 6
 Total Births 245
 Newborn Days 406

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2006	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	1,137	3,733	60.2%	10.2	3.3
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	3	246	504	46.0%	1.4	2.0
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	310	1,294	70.9%	3.5	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	6	12	10.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	5	3	5.6
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	2	1.7
Registered Nurses	28	57	63.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	7	5.9
Licensed Practical Nurses	0	1	0.6	Physical Therapy Assistants/Aides	3	1	3.7
Ancillary Nursing Personnel	5	10	9.9	Recreational Therapists	2	0	2.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	2	3	3.0	Social Workers	1	1	1.5
Pharmacy Personnel	7	2	7.7	All Other Health Professionals	16	13	22.6
Clinical Laboratory Personnel	9	4	11.6	All Other Personnel	74	76	120.6
Surgical Personnel	6	4	9.2	Total	183	199	296.8

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,976,858	46.3%	41.4%	1.12	42.4%	1.09	43.8%	1.06	45.6%	1.02
Medical Assistance	\$7,480,473	9.1%	10.3%	0.89	6.7%	1.36	8.6%	1.06	8.7%	1.05
Commercial	\$32,196,388	39.2%	41.8%	0.94	46.3%	0.85	40.6%	0.97	40.4%	0.97
All Other	\$4,405,026	5.4%	6.5%	0.83	4.7%	1.14	7.0%	0.77	5.3%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,121,523	23.3%	25.6%	0.91	24.3%	0.96	25.1%	0.93	24.9%	0.94
Medical Assistance	\$4,836,390	5.9%	7.7%	0.77	4.9%	1.20	6.2%	0.95	6.6%	0.89
Commercial	\$10,343,344	12.6%	10.6%	1.19	11.8%	1.07	8.7%	1.45	10.6%	1.19
Charity Care	\$1,225,264	1.5%	1.6%	0.93	1.5%	1.00	1.4%	1.07	1.9%	0.79
All Other	\$344,804	0.4%	1.4%	0.30	0.4%	1.05	1.2%	0.35	0.2%	2.31
Total Deductions	\$35,871,325	43.7%	47.0%	0.93	43.0%	1.02	42.7%	1.02	44.3%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.5%	4.5%	1.22	2.8%	1.96	2.8%	1.96	4.8%	1.14
Net Gains/Losses as % of Net Income		39.5%	20.7%	1.91	42.9%	0.92	25.9%	1.52	101.4%	0.39
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,639,453	57.9%	47.5%	1.22	47.2%	1.23	52.0%	1.11	60.9%	0.95
Supplies & Services	\$14,067,746	29.5%	40.1%	0.73	38.5%	0.77	34.9%	0.84	28.2%	1.05
Capital Component	\$4,116,562	8.6%	9.0%	0.96	11.1%	0.78	9.1%	0.95	7.6%	1.13
Bad Debt	\$1,913,476	4.0%	3.5%	1.15	3.2%	1.25	4.1%	0.98	3.3%	1.22
Fiscal Statistics										
Operating Margin (%)		2.3%	5.9%	0.39	3.4%	0.68	6.3%	0.37	0.0%	N/A
Total Hospital Net Income (%)		3.8%	7.3%	0.52	5.8%	0.65	8.3%	0.45	1.5%	2.56
Return on Equity (%)		4.4%	6.1%	0.72	4.7%	0.94	6.0%	0.74	1.6%	2.76
Current Ratio		2.8	3.0	0.94	3.1	0.91	2.8	1.01	2.8	1.01
Days in Net Patient Accounts Receivable		64.3	51.6	1.25	56.8	1.13	56.8	1.13	59.9	1.07
Average Payment Period		44.2	51.3	0.86	47.9	0.92	60.3	0.73	44.3	1.00
Equity Financing (%)		49.3%	60.2%	0.82	53.9%	0.91	56.6%	0.87	48.5%	1.02
Long-Term Debt to Equity Ratio		0.8	0.4	2.06	0.5	1.65	0.6	1.37	0.9	0.94
Times Interest Earned		3.3	6.1	0.54	3.3	1.00	5.2	0.63	2.3	1.44
Total Asset Turnover		1.2	0.8	1.44	0.8	1.44	0.7	1.65	1.1	1.08
Average Age of Plant (Years)		12.0	8.6	1.40	8.3	1.45	9.1	1.32	15.7	0.77
Increase (Decrease) Total Net Patient Revenue		13.7%	6.2%	2.21	5.4%	2.54	7.7%	1.78	3.8%	3.59
Outpatient Gross Revenue (% of Total GPR)		74.4%	48.0%	1.55	57.7%	1.29	65.3%	1.14	72.4%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,767	\$10,323	0.66	\$8,059	0.84	\$6,558	1.03	\$6,403	1.06	
Inpatient Net Revenue per Day	\$2,074	\$2,382	0.87	\$1,996	1.04	\$1,982	1.05	\$1,794	1.16	
Outpatient Net Revenue per Visit	\$533	\$450	1.18	\$585	0.91	\$438	1.22	\$468	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$82,058,745	Cash & Cash Equivalents	\$6,115,763	Current Liabilities	\$5,578,773
Less Deductions	\$35,871,325	Net Patient Receivables	\$8,136,793	Long-Term Debt	\$17,195,187
Net Patient Revenue	\$46,187,420	Other Receivables	\$55,532	Other Liabilities	\$0
Plus Other Revenue	\$2,682,804			Subtotal	\$22,773,960
Total Revenue	\$48,870,224	Land, Buildings & Equipment (Net)	\$15,691,276	Unrestricted Fund Balance	\$20,862,697
Less Expenses	\$47,737,238	Other Assets	\$12,350,387	Restricted Fund Balance	\$582,388
Non-Operating Gains/Losses	\$738,627			Total Liabilities & Fund Balance	\$43,636,657
Net Income	\$1,871,613	Total Assets	\$42,349,751		