

013 Berlin Memorial Hospital
 225 Memorial Drive
 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 2007	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	65.7%	60.0%	1.09	50.5%	1.30	51.2%	1.28	60.2%	1.09
Obstetrics	42.8%	42.5%	1.01	39.0%	1.10	33.6%	1.27	46.0%	0.93
Pediatrics	0.0%	55.1%	N/A	20.3%	N/A	5.1%	N/A	0.0%	N/A
Total Hospital	63.7%	57.1%	1.12	50.2%	1.27	47.6%	1.34	60.6%	1.05
Average Census (Patients)									
Adult Medical-Surgical	11.2	32.2	0.35	24.3	0.46	14.5	0.77	10.2	1.09
Obstetrics	1.3	5.5	0.23	5.5	0.23	2.1	0.63	1.4	0.93
Pediatrics	0.0	2.3	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.9	53.3	0.30	42.6	0.37	20.8	0.77	15.2	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.7	0.99	3.6	1.03	3.3	1.10	3.3	1.11
Obstetrics	1.9	2.3	0.83	2.4	0.80	2.1	0.91	2.0	0.95
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.5	4.2	0.84	4.0	0.88	3.3	1.07	3.3	1.09
Surgical Operations									
Inpatient	693	1,939	0.36	1,328	0.52	693	1.00	642	1.08
Outpatient	2,993	4,175	0.72	4,690	0.64	2,615	1.14	2,961	1.01
Inpatient as % of All Surgeries	18.8%	31.7%	0.59	22.1%	0.85	20.9%	0.90	17.8%	1.06
Outpatient Visits									
Non-Emergency Visits	58,855	90,979	0.65	64,388	0.91	45,937	1.28	57,242	1.03
Emergency Visits	8,013	15,916	0.50	13,618	0.59	11,035	0.73	7,899	1.01
Full-Time Equivalents (FTEs)									
Administrators	17.0	16.4	1.03	20.7	0.82	12.7	1.34	16.6	1.02
Nurses, Licensed	69.2	187.1	0.37	166.1	0.42	83.1	0.83	64.1	1.08
Ancillary Nursing Personnel	14.7	37.2	0.39	26.3	0.56	16.9	0.87	9.9	1.49
All Other Personnel	208.6	437.1	0.48	312.8	0.67	225.2	0.93	206.2	1.01
Total FTEs	309.4	677.8	0.46	525.9	0.59	337.8	0.92	296.8	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.9	15.7	1.71	14.7	1.83	23.3	1.15	28.1	0.96
Nurses, Licensed	109.4	179.0	0.61	117.8	0.93	152.4	0.72	108.5	1.01
Ancillary Nursing Personnel	23.2	35.6	0.65	18.7	1.24	31.0	0.75	16.7	1.39
All Other Personnel	329.8	418.1	0.79	221.9	1.49	413.0	0.80	348.9	0.95
Total FTEs	489.3	648.4	0.75	373.0	1.31	619.5	0.79	502.1	0.97

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,641
 Inpatient Days 5,814

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 232
 Newborn Days 373

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2007	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	1,113	4,074	65.7%	11.2	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	3	241	469	42.8%	1.3	1.9
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	290	1,284	70.4%	3.5	4.4
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	2	17.0	Radiological Services Personnel	13	10	17.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	4	2	5.1
Medical & Dental Residents	0	0	0.0	Occupational Therapists	1	1	1.6
Registered Nurses	29	66	68.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	6	5.4
Licensed Practical Nurses	1	1	1.1	Physical Therapy Assistants/Aides	6	4	8.8
Ancillary Nursing Personnel	3	22	14.7	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	2	3	2.8	Social Workers	1	1	1.7
Pharmacy Personnel	8	2	8.9	All Other Health Professionals	16	11	21.7
Clinical Laboratory Personnel	9	6	13.2	All Other Personnel	72	71	109.6
Surgical Personnel	7	5	10.1	Total	192	215	309.4

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$43,259,912	46.1%	41.3%	1.11	42.2%	1.09	44.5%	1.03	46.3%	1.00
Medical Assistance	\$8,396,489	8.9%	10.5%	0.85	6.9%	1.29	8.7%	1.03	9.1%	0.98
Commercial	\$36,655,178	39.0%	41.4%	0.94	45.6%	0.86	40.2%	0.97	39.2%	0.99
All Other	\$5,591,263	6.0%	6.6%	0.90	5.3%	1.13	6.5%	0.91	5.4%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$21,945,444	23.4%	25.8%	0.90	24.8%	0.94	26.6%	0.88	23.3%	1.00
Medical Assistance	\$6,637,843	7.1%	7.9%	0.89	5.4%	1.32	6.7%	1.06	5.9%	1.20
Commercial	\$12,611,435	13.4%	11.0%	1.22	12.4%	1.08	9.4%	1.43	12.6%	1.07
Charity Care	\$1,296,687	1.4%	1.6%	0.87	1.5%	0.89	1.3%	1.06	1.5%	0.92
All Other	\$435,133	0.5%	1.6%	0.29	0.6%	0.76	0.9%	0.49	0.4%	1.10
Total Deductions	\$42,926,540	45.7%	48.1%	0.95	44.7%	1.02	45.3%	1.01	43.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.8%	4.7%	1.24	2.7%	2.15	5.3%	1.11	5.5%	1.06	
Net Gains/Losses as % of Net Income	30.3%	25.2%	1.20	43.3%	0.70	36.2%	0.84	39.5%	0.77	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,939,350	55.7%	47.6%	1.17	47.0%	1.19	50.7%	1.10	57.9%	0.96
Supplies & Services	\$15,958,732	30.7%	40.1%	0.77	38.8%	0.79	34.8%	0.88	29.5%	1.04
Capital Component	\$4,341,404	8.4%	8.8%	0.95	10.6%	0.79	10.0%	0.83	8.6%	0.97
Bad Debt	\$2,680,248	5.2%	3.6%	1.43	3.6%	1.45	4.4%	1.17	4.0%	1.29
Fiscal Statistics										
Operating Margin (%)	4.1%	7.0%	0.58	4.3%	0.96	4.1%	0.99	2.3%	1.76	
Total Hospital Net Income (%)	5.8%	9.2%	0.63	7.3%	0.79	6.3%	0.91	3.8%	1.53	
Return on Equity (%)	6.8%	7.4%	0.92	5.9%	1.15	4.6%	1.49	4.4%	1.53	
Current Ratio	2.9	3.1	0.92	2.8	1.05	3.3	0.87	2.8	1.02	
Days in Net Patient Accounts Receivable	60.3	52.5	1.15	52.6	1.15	53.5	1.13	64.3	0.94	
Average Payment Period	49.2	50.4	0.98	58.7	0.84	59.4	0.83	44.2	1.11	
Equity Financing (%)	50.7%	60.8%	0.83	56.0%	0.90	58.2%	0.87	49.3%	1.03	
Long-Term Debt to Equity Ratio	0.7	0.4	1.87	0.5	1.63	0.5	1.40	0.8	0.90	
Times Interest Earned	4.8	7.3	0.66	4.2	1.16	3.5	1.38	3.3	1.47	
Total Asset Turnover	1.2	0.8	1.46	0.8	1.48	0.7	1.65	1.2	1.00	
Average Age of Plant (Years)	12.7	9.2	1.38	8.7	1.46	8.4	1.50	12.0	1.05	
Increase (Decrease) Total Net Patient Revenue	10.4%	7.5%	1.39	9.5%	1.09	9.0%	1.15	13.7%	0.76	
Outpatient Gross Revenue (% of Total GPR)	74.8%	49.0%	1.53	57.6%	1.30	61.9%	1.21	74.4%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,266	\$11,671	0.62	\$8,852	0.82	\$8,855	0.82	\$6,767	1.07	
Inpatient Net Revenue per Day	\$2,051	\$2,752	0.75	\$2,166	0.95	\$2,634	0.78	\$2,074	0.99	
Outpatient Net Revenue per Visit	\$584	\$516	1.13	\$569	1.03	\$608	0.96	\$533	1.10	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$93,902,842	Cash & Cash Equivalents	\$9,609,782	Current Liabilities	\$6,764,359
Less Deductions	\$42,926,540	Net Patient Receivables	\$8,424,682	Long-Term Debt	\$17,716,133
Net Patient Revenue	\$50,976,302	Other Receivables	\$144,256	Other Liabilities	\$0
Plus Other Revenue	\$3,158,428			Subtotal	\$24,480,492
Total Revenue	\$54,134,730	Land, Buildings & Equipment (Net)	\$14,778,419	Unrestricted Fund Balance	\$23,786,820
Less Expenses	\$51,919,733	Other Assets	\$13,966,649	Restricted Fund Balance	\$605,811
Non-Operating Gains/Losses	\$963,416			Total Liabilities & Fund Balance	\$48,267,312
Net Income	\$3,178,413	Total Assets	\$46,923,788		