

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 2008	All GSM Hospitals		Analysis Area 3		Volume Group 4		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.6%	60.5%	1.14	51.0%	1.35	52.2%	1.32	65.7%	1.05
Obstetrics	39.4%	42.5%	0.93	36.3%	1.09	32.3%	1.22	42.8%	0.92
Pediatrics	0.0%	57.0%	N/A	19.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	62.3%	58.4%	1.07	51.7%	1.21	49.2%	1.27	63.7%	0.98
Average Census (Patients)									
Adult Medical-Surgical	11.7	31.3	0.37	24.3	0.48	14.6	0.80	11.2	1.05
Obstetrics	1.2	5.7	0.21	5.4	0.22	2.0	0.60	1.3	0.92
Pediatrics	0.0	2.4	N/A	0.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	15.6	54.6	0.29	44.1	0.35	20.9	0.75	15.9	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.7	1.00	3.4	1.10	3.4	1.11	3.7	1.02
Obstetrics	2.1	2.4	0.89	2.4	0.88	2.1	0.98	1.9	1.08
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.86	3.9	0.94	3.3	1.11	3.5	1.04
Surgical Operations									
Inpatient	658	1,970	0.33	1,302	0.51	712	0.92	693	0.95
Outpatient	3,056	4,151	0.74	4,873	0.63	2,739	1.12	2,993	1.02
Inpatient as % of All Surgeries	17.7%	32.2%	0.55	21.1%	0.84	20.6%	0.86	18.8%	0.94
Outpatient Visits									
Non-Emergency Visits	63,446	94,816	0.67	66,707	0.95	49,308	1.29	58,855	1.08
Emergency Visits	8,101	16,124	0.50	14,045	0.58	10,968	0.74	8,013	1.01
Full-Time Equivalents (FTEs)									
Administrators	18.3	18.7	0.98	23.3	0.78	16.2	1.13	17.0	1.08
Nurses, Licensed	67.5	197.1	0.34	159.6	0.42	98.5	0.68	69.2	0.97
Ancillary Nursing Personnel	10.0	37.6	0.27	27.8	0.36	19.5	0.51	14.7	0.68
All Other Personnel	214.6	452.4	0.47	311.3	0.69	235.0	0.91	208.6	1.03
Total FTEs	310.3	705.8	0.44	522.0	0.59	369.3	0.84	309.4	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	28.2	17.2	1.64	16.0	1.76	29.8	0.95	26.9	1.05
Nurses, Licensed	104.0	181.8	0.57	109.3	0.95	180.9	0.57	109.4	0.95
Ancillary Nursing Personnel	15.4	34.6	0.45	19.1	0.81	35.9	0.43	23.2	0.67
All Other Personnel	331.0	417.2	0.79	213.2	1.55	431.8	0.77	329.8	1.00
Total FTEs	478.6	650.8	0.74	357.5	1.34	678.3	0.71	489.3	0.98

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,552
 Inpatient Days 5,704

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 206
 Newborn Days 352

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2008	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	1,148	4,271	68.6%	11.7	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	206	433	39.4%	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	200	998	54.5%	2.7	5.0
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	17	2	18.3	Surgical Personnel	6	7	10.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	3	15.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	7	7.2
Registered Nurses	31	65	66.4	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.1
Licensed Practical Nurses	1	1	1.1	Physical Therapists	1	7	3.8
Ancillary Nursing Personnel	2	14	10.0	Physical Therapy Assistants/Aides	6	6	8.4
Physician Assistants	0	0	0.0	Recreational Therapists	1	2	1.9
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	3	1.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	2	1	2.2	Social Workers	1	1	1.6
Pharmacy Personnel	7	2	7.7	All Other Health Professionals	12	13	20.1
Clinical Laboratory Personnel	9	6	12.4	All Other Personnel	81	65	120.2
				Total	197	206	310.3

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$45,102,435	45.7%	41.5%	1.10	41.8%	1.09	46.1%	0.99	46.1%	0.99
Medical Assistance	\$8,495,660	8.6%	10.8%	0.80	7.6%	1.13	8.4%	1.03	8.9%	0.96
Commercial	\$39,021,003	39.6%	40.7%	0.97	45.4%	0.87	39.0%	1.01	39.0%	1.01
All Other	\$6,005,584	6.1%	7.0%	0.88	5.2%	1.17	6.5%	0.94	6.0%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$22,757,621	23.1%	26.5%	0.87	25.0%	0.92	27.7%	0.83	23.4%	0.99
Medical Assistance	\$6,826,908	6.9%	8.4%	0.83	5.9%	1.18	6.7%	1.03	7.1%	0.98
Commercial	\$13,629,583	13.8%	11.4%	1.21	12.5%	1.11	9.2%	1.50	13.4%	1.03
Charity Care	\$1,765,290	1.8%	1.6%	1.12	1.3%	1.34	1.5%	1.23	1.4%	1.30
All Other	\$407,847	0.4%	1.9%	0.22	0.7%	0.62	1.3%	0.31	0.5%	0.89
Total Deductions	\$45,387,249	46.0%	49.8%	0.92	45.4%	1.01	46.4%	0.99	45.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.0%	4.5%	0.67	2.3%	1.34	5.2%	0.58	5.8%	0.52
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	26.0%	N/A	N/A	0.62	30.3%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,943,706	53.9%	47.4%	1.14	46.1%	1.17	50.5%	1.07	55.7%	0.97
Supplies & Services	\$17,893,510	33.3%	39.6%	0.84	39.7%	0.84	35.2%	0.95	30.7%	1.08
Capital Component	\$4,492,250	8.4%	8.8%	0.96	10.2%	0.82	9.9%	0.84	8.4%	1.00
Bad Debt	\$2,351,356	4.4%	4.2%	1.04	4.0%	1.10	4.4%	1.00	5.2%	0.85
Fiscal Statistics										
Operating Margin (%)		2.2%	5.6%	0.40	5.1%	0.43	2.9%	0.77	4.1%	0.54
Total Hospital Net Income (%)		2.1%	3.5%	0.59	6.8%	0.30	2.6%	0.80	5.8%	0.36
Return on Equity (%)		2.5%	2.8%	0.88	5.7%	0.44	1.9%	1.30	6.8%	0.37
Current Ratio		3.2	2.9	1.10	3.5	0.91	3.6	0.87	2.9	1.10
Days in Net Patient Accounts Receivable		48.3	50.2	0.96	46.4	1.04	49.7	0.97	60.3	0.80
Average Payment Period		43.4	54.8	0.79	43.9	0.99	54.1	0.80	49.2	0.88
Equity Financing (%)		53.4%	58.1%	0.92	57.8%	0.92	58.0%	0.92	50.7%	1.05
Long-Term Debt to Equity Ratio		0.9	0.4	2.27	0.5	2.01	0.5	1.74	0.7	1.24
Times Interest Earned		2.5	3.3	0.75	4.2	0.58	2.0	1.21	4.8	0.51
Total Asset Turnover		1.2	0.8	1.48	0.8	1.46	0.7	1.62	1.2	1.04
Average Age of Plant (Years)		12.6	9.5	1.33	9.2	1.37	8.5	1.49	12.7	0.99
Increase (Decrease) Total Net Patient Revenue		4.4%	6.3%	0.70	8.5%	0.52	8.0%	0.56	10.4%	0.43
Outpatient Gross Revenue (% of Total GPR)		76.0%	49.7%	1.53	58.9%	1.29	61.7%	1.23	74.8%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,645		\$11,228	0.68	\$8,500	0.90	\$7,870	0.97	\$7,266	1.05
Inpatient Net Revenue per Day	\$2,080		\$2,612	0.80	\$2,145	0.97	\$2,323	0.90	\$2,051	1.01
Outpatient Net Revenue per Visit	\$578		\$497	1.16	\$620	0.93	\$523	1.11	\$584	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$98,624,682	Cash & Cash Equivalents	\$10,778,527	Current Liabilities	\$6,143,377
Less Deductions	\$45,387,249	Net Patient Receivables	\$7,024,758	Long-Term Debt	\$22,465,093
Net Patient Revenue	\$53,237,433	Other Receivables	\$169,506	Other Liabilities	\$0
Plus Other Revenue	\$1,662,754			Subtotal	\$28,608,470
Total Revenue	\$54,900,187	Land, Buildings & Equipment (Net)	\$15,366,978	Unrestricted Fund Balance	\$24,375,422
Less Expenses	\$53,680,821	Other Assets	\$12,309,006	Restricted Fund Balance	\$659,651
Non-Operating Gains/Losses	-\$88,176	Total Assets	\$45,648,775	Total Liabilities & Fund Balance	\$52,983,892
Net Income	\$1,131,190				