

**013 ThedaCare Medical Center - Berlin, Inc.**  
 225 Memorial Drive  
 Berlin, WI 54923  
 920-361-1313

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.3%	55.2%	0.68	46.6%	0.80	35.3%	1.06	38.9%	0.96
Obstetrics	18.7%	38.0%	0.49	30.9%	0.02	22.7%	0.83	22.8%	0.82
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.3%	57.4%	0.67	47.3%	0.81	35.5%	1.08	39.6%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.3	26.0	0.24	22.2	0.29	6.5	0.98	6.6	0.96
Obstetrics	0.6	4.9	0.11	4.4	0.13	0.9	0.63	0.7	0.82
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.6	49.0	0.20	36.8	0.26	8.7	1.11	9.9	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	4.1	0.76	3.5	0.88	3.0	1.05	3.0	1.04
Obstetrics	2.4	2.6	0.95	2.4	0.99	2.2	1.12	2.2	1.09
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.73	4.2	0.79	3.2	1.04	3.1	1.06
<b>Surgical Operations</b>									
Inpatient	502	1,426	0.35	1,211	0.41	302	1.66	540	0.93
Outpatient	3,389	4,581	0.74	6,106	0.56	1,419	2.39	3,563	0.95
Inpatient as % of All Surgeries	12.9%	23.7%	0.54	16.6%	0.78	17.6%	0.73	13.2%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	55,196	144,376	0.38	97,819	0.56	63,228	0.87	47,984	1.15
Emergency Visits	7,746	17,768	0.44	15,674	0.49	8,308	0.93	7,852	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.0	23.0	0.52	19.5	0.62	11.1	1.08	12.0	1.00
Nurses, Licensed	74.8	251.3	0.30	188.9	0.40	78.4	0.95	81.7	0.92
Ancillary Nursing Personnel	5.7	39.7	0.14	19.4	0.29	13.7	0.42	8.4	0.68
All Other Personnel	168.5	509.3	0.33	317.9	0.53	191.7	0.88	141.3	1.19
Total FTEs	261.0	823.3	0.32	545.6	0.48	294.9	0.88	243.4	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	27.3	17.0	1.61	16.9	1.61	28.7	0.95	26.0	1.05
Nurses, Licensed	170.2	185.7	0.92	164.2	1.04	202.2	0.84	176.9	0.96
Ancillary Nursing Personnel	13.0	29.3	0.44	16.8	0.77	35.2	0.37	18.2	0.71
All Other Personnel	383.2	376.3	1.02	276.3	1.39	494.1	0.78	305.8	1.25
Total FTEs	593.6	608.3	0.98	474.3	1.25	760.1	0.78	526.8	1.13

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	1,065	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	85
Inpatient Days	3,498			Inpatient Days	0	Newborn Days	160

**013 ThedaCare Medical Center - Berlin, Inc.**  
Berlin, WI 54923

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	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	17	744	2,315	37.3%	6.3	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	85	205	18.7%	0.6	2.4
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	236	978	53.6%	2.7	4.1
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

\*\* Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	6	3	8.4
Physicians & Dentists	12	0	12.0	Radiological Services Personnel	9	6	11.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	2	1.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	8.7
Registered Nurses	30	61	64.4	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	3	4.3
Ancillary Nursing Personnel	0	11	5.7	Physical Therapy Assistants/Aides	9	4	11.9
Medical Assistants	3	5	5.8	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	4.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	2	0.7	All Other Health Professionals	5	1	5.1
Health Info Mgmt-Administrators/Technicians	8	3	10.2	All Other Personnel	42	41	65.0
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	5	12	12.5				
				<b>Total</b>	<b>171</b>	<b>160</b>	<b>261.0</b>

**013 ThedaCare Medical Center - Berlin, Inc.**

Berlin, WI 54923

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$70,511,478	51.5%	46.3%	1.11	47.7%	1.08	45.9%	1.12	57.1%	0.90
Medical Assistance	\$12,990,995	9.5%	13.6%	0.70	10.5%	0.91	12.4%	0.76	10.4%	0.92
Commercial	\$50,888,469	37.2%	35.3%	1.05	39.1%	0.95	36.6%	1.02	30.7%	1.21
All Other	\$2,530,618	1.8%	4.8%	0.39	2.7%	0.68	5.1%	0.36	1.8%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$47,448,962	34.7%	34.9%	0.99	33.3%	1.04	28.9%	1.20	38.3%	0.90
Medical Assistance	\$8,960,420	6.5%	10.4%	0.63	7.8%	0.84	8.3%	0.79	7.4%	0.89
Commercial	\$21,760,758	15.9%	14.7%	1.08	13.9%	1.14	13.0%	1.23	10.3%	1.55
Charity Care	\$646,897	0.5%	1.0%	0.49	0.6%	0.75	1.1%	0.44	0.4%	1.23
Bad Debt	\$2,000,368	1.5%	1.1%	1.38	1.4%	1.01	1.9%	0.76	2.5%	0.57
All Other	\$1,712,609	1.3%	2.2%	0.58	2.0%	0.63	2.5%	0.51	1.1%	1.16
Total Deductions	\$82,530,015	60.3%	64.2%	0.94	59.1%	1.02	55.7%	1.08	60.0%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.4%		5.5%	0.08	1.9%	0.23	6.0%	0.07	0.3%	1.45
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	11.5%	N/A	15.2%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$18,918,018	46.8%	44.0%	1.06	41.9%	1.12	51.6%	0.91	49.5%	0.95
Supplies & Services	\$18,158,683	45.0%	49.2%	0.91	50.8%	0.89	40.7%	1.10	40.2%	1.12
Capital Component	\$3,318,057	8.2%	6.8%	1.21	7.3%	1.12	7.7%	1.07	10.3%	0.80
<b>Fiscal Statistics</b>										
Operating Margin (%)	26.1%		9.1%	2.87	16.8%	1.55	7.0%	3.70	16.4%	1.59
Total Hospital Net Income (%)	26.0%		10.3%	2.52	18.6%	1.40	8.2%	3.17	15.8%	1.65
Return on Equity (%)	26.5%		6.0%	4.41	15.9%	1.66	2.2%	12.30	19.0%	1.40
Current Ratio	17.6		4.7	3.75	7.1	2.48	3.1	5.72	7.2	2.45
Days in Net Patient Accounts Receivable	53.3		64.0	0.83	58.8	0.91	140.0	0.38	49.0	1.09
Average Payment Period	13.5		56.5	0.24	30.8	0.44	146.6	0.09	9.5	1.42
Equity Financing (%)	97.4%		69.2%	1.41	86.8%	1.12	56.4%	1.73	97.6%	1.00
Long-Term Debt to Equity Ratio	0.0		0.3	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned	0.0		13.4	N/A	37.1	N/A	9.0	N/A	0.0	N/A
Total Asset Turnover	1.0		0.6	1.78	0.8	1.22	0.3	3.93	1.2	0.84
Average Age of Plant (Years)	12.8		12.6	1.01	8.9	1.44	23.9	0.53	13.4	0.95
Increase (Decrease) Total Net Patient Revenue	15.5%		7.3%	2.13	0.5%	29.32	7.2%	2.14	-8.6%	N/A
Outpatient Gross Revenue (% of Total GPR)	78.2%		63.3%	1.24	67.6%	1.16	77.9%	1.00	78.5%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,854		\$16,906	0.76	\$13,409	0.96	\$13,622	0.94	\$10,167	1.26
Inpatient Net Revenue per Day	\$3,914		\$3,675	1.06	\$3,142	1.25	\$4,079	0.96	\$3,286	1.19
Outpatient Net Revenue per Visit	\$678		\$703	0.97	\$724	0.94	\$592	1.15	\$684	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$136,921,562	Cash & Cash Equivalents	\$15,974,938	Current Liabilities	\$1,384,803
Less Deductions	\$82,530,015	Net Patient Receivables	\$7,946,974	Long-Term Debt	\$0
Net Patient Revenue	\$54,391,547	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$235,649			Subtotal	\$1,384,803
Total Revenue	\$54,627,195	Land, Buildings & Equipment (Net)	\$29,232,813	Unrestricted Fund Balance	\$52,263,305
Less Expenses	\$40,394,757	Other Assets	\$493,383	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$26,164			Total Liabilities & Fund Balance	\$53,648,108
Net Income	\$14,206,274	Total Assets	\$53,648,108		