

**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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	32.8%	57.9%	0.57	50.0%	0.66	36.8%	0.89	35.0%	0.94
Obstetrics	17.9%	36.8%	0.49	28.9%	0.02	23.3%	0.77	21.2%	0.84
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.1%	58.7%	0.65	50.4%	0.76	42.9%	0.89	37.2%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.6	26.8	0.21	23.2	0.24	7.2	0.77	5.9	0.94
Obstetrics	0.5	4.8	0.11	4.6	0.12	0.9	0.58	0.6	0.84
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.5	49.8	0.19	37.4	0.25	10.9	0.87	9.3	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.2	4.6	0.93	4.2	1.02	3.5	1.22	3.7	1.13
Obstetrics	1.9	2.4	0.79	2.3	0.85	2.1	0.94	2.0	0.95
Pediatrics	0.0	3.8	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.4	0.93	3.8	1.08	3.7	1.10
<b>Surgical Operations</b>									
Inpatient	373	1,037	0.36	1,060	0.35	234	1.60	397	0.94
Outpatient	3,469	3,865	0.90	5,859	0.59	1,718	2.02	2,926	1.19
Inpatient as % of All Surgeries	9.7%	21.2%	0.46	15.3%	0.63	12.0%	0.81	11.9%	0.81
<b>Outpatient Visits</b>									
Non-Emergency Visits	42,832	145,246	0.29	100,098	0.43	77,301	0.55	28,467	1.50
Emergency Visits	8,336	16,058	0.52	15,000	0.56	9,586	0.87	7,153	1.17
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	19.0	0.37	14.2	0.49	11.2	0.62	12.0	0.58
Nurses, Licensed	62.2	247.5	0.25	181.5	0.34	81.2	0.77	74.8	0.83
Ancillary Nursing Personnel	4.3	40.3	0.11	13.1	0.33	13.2	0.32	5.7	0.75
All Other Personnel	151.7	496.2	0.31	298.4	0.51	206.7	0.73	168.5	0.90
Total FTEs	225.2	803.0	0.28	507.2	0.44	312.3	0.72	261.0	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.1	13.0	1.01	11.3	1.17	20.5	0.64	26.9	0.49
Nurses, Licensed	116.6	168.4	0.69	144.6	0.81	148.3	0.79	167.7	0.70
Ancillary Nursing Personnel	8.1	27.4	0.29	10.4	0.77	24.2	0.33	12.8	0.63
All Other Personnel	284.7	337.6	0.84	237.6	1.20	377.6	0.75	377.6	0.75
Total FTEs	422.6	546.4	0.77	403.9	1.05	570.6	0.74	584.9	0.72

<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		Average Beds Used	0	Bassinets	6
Discharges	859	Organization (HMO)	Yes	Discharges	0	Total Births	95
Inpatient Days	3,476	Preferred Provider		Inpatient Days	0	Newborn Days	158
		Organization (PPO)	Yes				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	480	2,036	32.8%	5.6	4.2
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	19	48	0.0%	0.1	2.5
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	101	196	17.9%	0.5	1.9
<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	269	1,196	65.5%	3.3	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
<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.

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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	7	0	7.0	Surgical Personnel	8	1	8.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	15	2	16.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	5.8
Registered Nurses	49	35	62.2	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	3	4.6
Ancillary Nursing Personnel	3	4	4.3	Physical Therapy Assistants/Aides	7	0	7.0
Medical Assistants	1	1	1.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	3	15.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	66	28	76.8
Pharmacy Personnel	4	1	4.5				
Clinical Laboratory Personnel	10	0	10.0	<b>Total</b>	<b>195</b>	<b>81</b>	<b>225.2</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$81,734,238	54.1%	46.6%	1.16	48.5%	1.12	47.0%	1.15	52.0%	1.04
Medical Assistance	\$17,981,567	11.9%	14.4%	0.83	11.1%	1.07	13.0%	0.91	10.8%	1.11
Commercial	\$48,318,144	32.0%	33.9%	0.94	37.0%	0.87	36.1%	0.89	35.3%	0.91
All Other	\$2,998,297	2.0%	5.1%	0.39	3.4%	0.58	3.8%	0.52	1.9%	1.03
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$56,834,005	37.6%	35.2%	1.07	34.4%	1.09	32.5%	1.16	37.0%	1.02
Medical Assistance	\$14,380,100	9.5%	11.1%	0.86	8.5%	1.13	9.9%	0.97	8.2%	1.16
Commercial	\$18,870,812	12.5%	14.9%	0.84	14.3%	0.87	14.1%	0.88	14.2%	0.88
Charity Care	\$905,822	0.6%	0.7%	0.84	0.6%	0.94	0.7%	0.91	0.5%	1.23
Bad Debt	\$3,608,052	2.4%	1.0%	2.35	1.4%	1.71	1.5%	1.59	1.6%	1.47
All Other	\$1,170,996	0.8%	2.8%	0.28	2.5%	0.31	1.8%	0.44	0.8%	1.00
Total Deductions	\$95,769,787	63.4%	65.8%	0.96	61.6%	1.03	60.4%	1.05	62.3%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.8%		6.5%	0.12	2.9%	0.28	7.5%	0.11	10.9%	0.07
Net Gains/Losses as % of Net Income	13.2%		29.4%	0.45	25.8%	0.51	42.4%	0.31	0.1%	169.72
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$24,396,900	47.9%	42.4%	1.13	39.7%	1.21	50.4%	0.95	44.9%	1.07
Supplies & Services	\$22,462,769	44.1%	51.3%	0.86	53.8%	0.82	42.2%	1.05	47.8%	0.92
Capital Component	\$4,070,880	8.0%	6.2%	1.28	6.5%	1.22	7.5%	1.07	7.3%	1.09
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.6%	10.4%	0.82	14.3%	0.60	8.9%	0.96	15.6%	0.55
Total Hospital Net Income (%)		9.7%	14.1%	0.69	18.3%	0.53	14.5%	0.67	15.6%	0.62
Return on Equity (%)		9.7%	6.3%	1.53	17.0%	0.57	11.3%	0.86	16.3%	0.59
Current Ratio		3.0	4.1	0.73	9.1	0.33	5.3	0.57	11.0	0.27
Days in Net Patient Accounts Receivable		57.3	87.5	0.66	53.2	1.08	49.1	1.17	49.9	1.15
Average Payment Period		26.8	89.9	0.30	32.2	0.83	43.7	0.61	11.1	2.42
Equity Financing (%)		93.9%	64.7%	1.45	109.2%	0.86	76.8%	1.22	97.5%	0.96
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	19.8	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.29	0.9	1.11	0.7	1.34	1.0	0.94
Average Age of Plant (Years)		7.6	17.1	0.45	7.7	0.99	10.5	0.72	8.4	0.90
Increase (Decrease) Total Net Patient Revenue		12.5%	12.7%	0.98	13.9%	0.90	11.8%	1.06	-9.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.1%	64.9%	1.27	70.3%	1.17	79.7%	1.03	79.2%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,245		\$18,658	0.60	\$13,612	0.83	\$14,182	0.79	\$10,424	1.08
Inpatient Net Revenue per Day	\$2,779		\$3,656	0.76	\$3,085	0.90	\$3,541	0.78	\$2,836	0.98
Outpatient Net Revenue per Visit	\$962		\$781	1.23	\$815	1.18	\$602	1.60	\$1,167	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$151,032,245	Cash & Cash Equivalents		Current Liabilities	\$3,452,071
Less Deductions	\$95,769,787	Net Patient Receivables	\$8,679,790	Long-Term Debt	\$0
Net Patient Revenue	\$55,262,458	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$446,007			Subtotal	\$3,452,071
Total Revenue	\$55,708,463	Land, Buildings & Equipment (Net)	\$46,345,946	Unrestricted Fund Balance	\$53,343,435
Less Expenses	\$50,930,549	Other Assets	\$1,859,263	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$724,196			Total Liabilities & Fund Balance	\$56,795,506
Net Income	\$5,502,110	Total Assets	\$56,795,505		