

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

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital

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

Control:

|                                               |        | All GMS Hospitals |       | Analysis Area<br>3 |       | Volume Group<br>3 |       | FY 2024 vs. 2023 |         |       |
|-----------------------------------------------|--------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|---------|-------|
| Selected Utilization Statistics               |        | FY 2024           | Value | Ratio              | Value | Ratio             | Value | Ratio            | FY 2023 | Ratio |
| <b>Occupancy Rate (%)</b>                     |        |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 18.5%  | 63.0%             | 0.29  | 60.1%              | 0.31  | 27.1%             | 0.68  | 22.9%            | 0.81    |       |
| Obstetrics                                    | 18.8%  | 40.9%             | 0.46  | 33.8%              | 0.02  | 15.0%             | 1.25  | 22.4%            | 0.84    |       |
| Pediatrics                                    | 0.0%   | 77.7%             | N/A   | 97.3%              | N/A   | 52.7%             | N/A   | 0.0%             | N/A     |       |
| Total Hospital                                | 26.5%  | 63.6%             | 0.42  | 54.8%              | 0.48  | 28.0%             | 0.95  | 31.4%            | 0.84    |       |
| <b>Average Census (Patients)</b>              |        |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 3.1    | 25.0              | 0.13  | 23.0               | 0.14  | 5.0               | 0.63  | 3.9              | 0.81    |       |
| Obstetrics                                    | 0.6    | 5.2               | 0.11  | 5.2                | 0.11  | 0.7               | 0.83  | 0.7              | 0.84    |       |
| Pediatrics                                    | 0.0    | 3.9               | N/A   | 0.7                | N/A   | 0.1               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 6.6    | 46.9              | 0.14  | 35.1               | 0.19  | 6.7               | 0.99  | 7.9              | 0.84    |       |
| <b>Average Length of Stay (Days)</b>          |        |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 2.9    | 4.3               | 0.67  | 3.8                | 0.77  | 3.4               | 0.86  | 3.5              | 0.84    |       |
| Obstetrics                                    | 2.1    | 2.4               | 0.87  | 2.3                | 0.91  | 2.0               | 1.08  | 2.1              | 0.99    |       |
| Pediatrics                                    | 0.0    | 3.9               | N/A   | 2.8                | N/A   | 1.8               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 2.9    | 4.8               | 0.60  | 4.1                | 0.72  | 3.6               | 0.82  | 3.3              | 0.87    |       |
| <b>Surgical Operations</b>                    |        |                   |       |                    |       |                   |       |                  |         |       |
| Inpatient                                     | 109    | 1,014             | 0.11  | 986                | 0.11  | 135               | 0.81  | 150              | 0.73    |       |
| Outpatient                                    | 3,036  | 4,465             | 0.68  | 5,998              | 0.51  | 1,811             | 1.68  | 2,923            | 1.04    |       |
| Inpatient as % of All Surgeries               | 3.5%   | 18.5%             | 0.19  | 14.1%              | 0.25  | 7.0%              | 0.50  | 4.9%             | 0.71    |       |
| <b>Outpatient Visits</b>                      |        |                   |       |                    |       |                   |       |                  |         |       |
| Non-Emergency Visits                          | 44,746 | 139,692           | 0.32  | 83,281             | 0.54  | 73,827            | 0.61  | 42,828           | 1.04    |       |
| Emergency Visits                              | 8,143  | 17,650            | 0.46  | 15,728             | 0.52  | 7,850             | 1.04  | 7,965            | 1.02    |       |
| <b>Full-Time Equivalents (FTEs)</b>           |        |                   |       |                    |       |                   |       |                  |         |       |
| Administrators                                | 1.0    | 4.3               | 0.23  | 2.1                | 0.48  | 3.3               | 0.30  | 9.0              | 0.11    |       |
| Nurses, Licensed                              | 51.2   | 232.9             | 0.22  | 185.7              | 0.28  | 68.4              | 0.75  | 52.4             | 0.98    |       |
| Ancillary Nursing Personnel                   | 0.6    | 38.9              | 0.02  | 14.5               | 0.04  | 8.4               | 0.07  | 1.7              | 0.35    |       |
| All Other Personnel                           | 137.4  | 451.0             | 0.30  | 283.9              | 0.48  | 185.6             | 0.74  | 116.9            | 1.18    |       |
| Total FTEs                                    | 190.2  | 727.1             | 0.26  | 486.3              | 0.39  | 265.7             | 0.72  | 180.0            | 1.06    |       |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |        |                   |       |                    |       |                   |       |                  |         |       |
| Administrators                                | 2.6    | 3.0               | 0.86  | 1.6                | 1.57  | 6.7               | 0.38  | 21.5             | 0.12    |       |
| Nurses, Licensed                              | 130.7  | 160.0             | 0.82  | 145.0              | 0.90  | 138.0             | 0.95  | 124.9            | 1.05    |       |
| Ancillary Nursing Personnel                   | 1.5    | 26.7              | 0.06  | 11.3               | 0.14  | 17.1              | 0.09  | 4.1              | 0.38    |       |
| All Other Personnel                           | 351.1  | 309.9             | 1.13  | 221.6              | 1.58  | 374.7             | 0.94  | 278.9            | 1.26    |       |
| Total FTEs                                    | 485.9  | 499.6             | 0.97  | 379.6              | 1.28  | 536.4             | 0.91  | 429.4            | 1.13    |       |

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 831  
 Inpatient Days 2,427

**Contract with:**

Health Maintenance  
 Organization (HMO) Yes  
 Preferred Provider  
 Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**

Bassinets 6  
 Total Births 91  
 Newborn Days 165

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>06/30/2024 | 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         | H                 | 17                                  | 393                      | 1,148                | 18.5%              | 3.1                       | 2.9                           |
| Orthopedic                            | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | H                 | 0                                   | 12                       | 43                   | 0.0%               | 0.1                       | 3.6                           |
| Palliative Care                       | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Geriatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | H                 | 3                                   | 98                       | 206                  | 18.8%              | 0.6                       | 2.1                           |
| <b>Psychiatric</b>                    | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Alcoholism/chemical dependency</b> | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | H                 | 5                                   | 328                      | 1,030                | 56.3%              | 2.8                       | 3.1                           |
| Step-Down (Special Care)              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | N                 | 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.

\* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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| Occupation                                  | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE | Occupation                            | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE |
|---------------------------------------------|---------------------|---------------------|---------------|---------------------------------------|---------------------|---------------------|---------------|
| Administrators                              | 1                   | 0                   | 1.0           | Radiological Services Personnel       | 11                  | 3                   | 13.1          |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 0                   | 1                   | 0.1           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 0                   | 0                   | 0.0           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | Surgical Technicians                  | 3                   | 1                   | 3.6           |
| Registered Nurses                           | 42                  | 26                  | 51.2          | Respiratory Therapists                | 6                   | 5                   | 7.5           |
| Certified Nurse Midwives                    | 0                   | 0                   | 0.0           | Occupational Therapists               | 2                   | 0                   | 2.0           |
| Licensed Practical Nurses                   | 0                   | 0                   | 0.0           | Occupational Therapy Assistants/Aides | 0                   | 0                   | 0.0           |
| Ancillary Nursing Personnel                 | 0                   | 1                   | 0.6           | Physical Therapists                   | 3                   | 3                   | 3.6           |
| Medical Assistants                          | 1                   | 1                   | 1.8           | Physical Therapy Assistants/Aides     | 7                   | 1                   | 7.5           |
| Nurse Practitioners                         | 0                   | 0                   | 0.0           | Recreational Therapists               | 0                   | 0                   | 0.0           |
| Certified Registered Nurse Anesthetists     | 0                   | 0                   | 0.0           | Dietitians & Nutritionists            | 0                   | 0                   | 0.0           |
| Clinical Nurse Specialists                  | 0                   | 0                   | 0.0           | Psychologists                         | 0                   | 0                   | 0.0           |
| Health Info Mgmt-Administrators/Technicians | 13                  | 1                   | 13.4          | Social Workers                        | 0                   | 0                   | 0.0           |
| Pharmacists                                 | 2                   | 0                   | 2.0           | Psychiatric Technicians               | 0                   | 0                   | 0.0           |
| Medical & Clinical Laboratory Technicians   | 2                   | 0                   | 2.0           | Pharmacy Technicians                  | 6                   | 1                   | 6.5           |
| Surgical Personnel                          | 3                   | 3                   | 3.7           | Medical Coding Technicians            | 0                   | 0                   | 0.0           |
| Directors/Managers                          | 8                   | 0                   | 8.0           | All Other Contracted Staff            | 0                   | 0                   | 0.0           |
| Food Service Workers                        | 7                   | 1                   | 7.2           | All Other Health Professionals        | 8                   | 2                   | 8.8           |
| Environmental Services Workers              | 9                   | 5                   | 11.9          | All Other Personnel                   | 28                  | 5                   | 29.9          |
| Medical & Clinical Laboratory Technologists | 3                   | 2                   | 3.8           |                                       |                     |                     |               |
| All Other Radiologic Personnel              | 1                   | 0                   | 1.0           |                                       |                     |                     |               |
|                                             |                     |                     |               | <b>Total</b>                          | <b>166</b>          | <b>62</b>           | <b>190.2</b>  |
| Total Active Privileged Medical Staff: 17   |                     |                     |               |                                       |                     |                     |               |

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|                                                   |               |       |                   |       |               |        |              |       |                  |         |       |
|---------------------------------------------------|---------------|-------|-------------------|-------|---------------|--------|--------------|-------|------------------|---------|-------|
| Berlin, WI 54923                                  |               |       | All GMS Hospitals |       | Analysis Area |        | Volume Group |       | FY 2024 vs. 2023 |         |       |
| Selected Financial Statistics                     |               |       | FY 2024           | Value | Ratio         | Value  | Ratio        | Value | Ratio            | FY 2023 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |               |       |                   |       |               |        |              |       |                  |         |       |
| Medicare                                          | \$86,792,321  | 54.9% | 49.1%             | 1.12  | 51.2%         | 1.07   | 50.2%        | 1.09  | 53.3%            | 1.03    |       |
| Medical Assistance                                | \$16,844,701  | 10.7% | 13.0%             | 0.82  | 10.3%         | 1.04   | 12.0%        | 0.89  | 10.7%            | 1.00    |       |
| Commercial                                        | \$51,931,859  | 32.8% | 32.2%             | 1.02  | 35.2%         | 0.93   | 34.6%        | 0.95  | 34.8%            | 0.94    |       |
| All Other                                         | \$2,592,157   | 1.6%  | 5.7%              | 0.29  | 3.3%          | 0.49   | 3.2%         | 0.50  | 1.3%             | 1.30    |       |
| Deductions as % of Total Gross Patient Revenue    |               |       |                   |       |               |        |              |       |                  |         |       |
| Medicare                                          | \$61,611,672  | 39.0% | 38.3%             | 1.02  | 37.9%         | 1.03   | 34.5%        | 1.13  | 38.3%            | 1.02    |       |
| Medical Assistance                                | \$11,797,986  | 7.5%  | 10.2%             | 0.73  | 7.9%          | 0.94   | 8.7%         | 0.85  | 8.3%             | 0.89    |       |
| Commercial                                        | \$22,291,792  | 14.1% | 15.3%             | 0.92  | 16.8%         | 0.84   | 13.8%        | 1.02  | 14.2%            | 0.99    |       |
| Charity Care                                      | \$1,095,232   | 0.7%  | 0.9%              | 0.81  | 0.7%          | 1.04   | 0.5%         | 1.48  | 0.7%             | 0.93    |       |
| Bad Debt                                          | \$3,090,763   | 2.0%  | 1.0%              | 1.90  | 1.2%          | 1.60   | 1.4%         | 1.44  | 1.8%             | 1.09    |       |
| All Other                                         | \$1,122,108   | 0.7%  | 3.3%              | 0.22  | 1.8%          | 0.40   | 1.5%         | 0.47  | 0.5%             | 1.39    |       |
| Total Deductions                                  | \$101,009,553 | 63.9% | 68.9%             | 0.93  | 66.2%         | 0.96   | 60.4%        | 1.06  | 63.8%            | 1.00    |       |
| Other Revenue & Net Gains or Losses               |               |       |                   |       |               |        |              |       |                  |         |       |
| Other Revenue as % of Total Revenue               |               | 0.7%  | 7.1%              | 0.10  | 1.5%          | 0.47   | 3.8%         | 0.19  | 0.6%             | 1.16    |       |
| Net Gains/Losses as % of Net Income               |               | N/A   | 19.9%             | N/A   | 13.3%         | N/A    | 24.6%        | N/A   | 0.3%             | N/A     |       |
| Expenses as % of Total Expenses                   |               |       |                   |       |               |        |              |       |                  |         |       |
| Salary/Fringe Benefits                            | \$25,473,667  | 45.0% | 41.8%             | 1.08  | 38.4%         | 1.17   | 51.4%        | 0.88  | 43.9%            | 1.03    |       |
| Supplies & Services                               | \$27,338,010  | 48.3% | 52.7%             | 0.92  | 56.3%         | 0.86   | 41.7%        | 1.16  | 47.3%            | 1.02    |       |
| Capital Component                                 | \$3,742,712   | 6.6%  | 5.5%              | 1.21  | 5.3%          | 1.25   | 6.8%         | 0.97  | 8.7%             | 0.76    |       |
| Fiscal Statistics                                 |               |       |                   |       |               |        |              |       |                  |         |       |
| Operating Margin (%)                              |               | 1.8%  | 7.9%              | 0.22  | 11.1%         | 0.16   | 6.0%         | 0.29  | -4.1%            | N/A     |       |
| Total Hospital Net Income (%)                     |               | 1.8%  | 9.7%              | 0.18  | 12.6%         | 0.14   | 7.8%         | 0.22  | -4.1%            | N/A     |       |
| Return on Equity (%)                              |               | 1.8%  | 8.4%              | 0.21  | 7.4%          | 0.25   | 5.5%         | 0.33  | -3.0%            | N/A     |       |
| Current Ratio                                     |               | 166.7 | 5.5               | 30.55 | 26.1          | 6.38   | 3.2          | 52.21 | -4,577.8         | N/A     |       |
| Days in Net Patient Accounts Receivable           |               | 42.3  | 78.5              | 0.54  | 55.4          | 0.76   | 125.7        | 0.34  | 38.6             | 1.10    |       |
| Equity Financing (%)                              |               | 97.8% | 59.9%             | 1.63  | 108.9%        | 0.90   | 43.7%        | 2.24  | 98.7%            | 0.99    |       |
| Long-Term Debt to Equity Ratio                    |               | 0.0   | 0.5               | 0.04  | 0.0           | 149.67 | 1.0          | 0.02  | 0.0              | 1.37    |       |
| Times Interest Earned                             |               | 0.0   | 16.8              | N/A   | 146.5         | N/A    | 14.8         | N/A   | 0.0              | N/A     |       |
| Total Asset Turnover                              |               | 1.0   | 0.5               | 2.13  | 0.6           | 1.61   | 0.3          | 3.55  | 0.7              | 1.39    |       |
| Average Age of Plant (Years)                      |               | 0.2   | 20.1              | 0.01  | 5.3           | 0.04   | 26.0         | 0.01  | 4.9              | 0.04    |       |
| Increase (Decrease) Total Net Patient Revenue     |               | 2.5%  | 7.2%              | 0.34  | 7.2%          | 0.35   | 4.5%         | 0.55  | -2.2%            | N/A     |       |
| Outpatient Gross Revenue (% of Total GPR)         |               | 83.1% | 67.5%             | 1.23  | 72.0%         | 1.15   | 86.6%        | 0.96  | 81.5%            | 1.02    |       |

| Income Statement            |               | Assets                            |              | Liabilities & Fund Balances      |                 |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$158,161,038 | Cash & Cash Equivalents           | \$0          | Current Liabilities              | \$232,742       |
| Less Deductions             | \$101,009,553 | Net Patient Receivables           | \$6,610,461  | Long-Term Debt                   | \$1,009,783     |
| Net Patient Revenue         | \$57,151,485  | Other Receivables                 | \$29,480,994 | Other Liabilities                | \$0             |
| Plus Other Revenue          | \$420,662     |                                   |              | Subtotal                         | \$1,242,525     |
| Total Revenue               | \$57,572,148  | Land, Buildings & Equipment (Net) | \$18,297,358 | Unrestricted Fund Balance        | \$55,843,319.00 |
| Less Expenses               | \$56,554,389  | Other Assets                      | \$2,697,031  | Restricted Fund Balance          | \$0             |
| Non-Operating Gains/Losses  | -\$7,540      |                                   |              | Total Liabilities & Fund Balance | \$57,085,844    |
| Net Income                  | \$1,010,219   | Total Assets                      | \$57,085,844 |                                  |                 |