

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
 Control: Other Not-For-Profit

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

		All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2025 vs. 2024		
Selected Utilization Statistics		FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)										
Adult Medical-Surgical	24.6%	65.1%	0.38	58.8%	0.42	22.9%	1.07	18.5%	1.33	
Obstetrics	18.5%	43.7%	0.42	32.8%	0.56	16.2%	1.14	18.8%	0.99	
Pediatrics	0.0%	77.8%	N/A	89.4%	N/A	42.7%	N/A	0.0%	N/A	
Total Hospital	24.1%	65.1%	0.37	56.6%	0.43	22.9%	1.05	26.5%	0.91	
Average Census (Patients)										
Adult Medical-Surgical	5.2	26.0	0.20	22.9	0.23	3.7	1.40	3.1	1.65	
Obstetrics	0.6	5.4	0.10	5.0	0.11	0.6	0.99	0.6	0.99	
Pediatrics	0.0	3.9	N/A	0.9	N/A	0.2	N/A	0.0	N/A	
Total Hospital	6.0	47.2	0.13	33.9	0.18	4.0	1.51	6.6	0.91	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.8	4.2	0.66	3.7	0.75	3.3	0.84	2.9	0.96	
Obstetrics	1.9	2.4	0.79	2.3	0.83	2.0	0.96	2.1	0.91	
Pediatrics	0.0	4.0	N/A	2.6	N/A	1.6	N/A	0.0	N/A	
Total Hospital	2.7	4.7	0.56	4.0	0.67	3.2	0.82	2.9	0.91	
Surgical Operations										
Inpatient	133	1,075	0.12	918	0.14	79	1.68	109	1.22	
Outpatient	3,361	4,478	0.75	5,900	0.57	1,727	1.95	3,036	1.11	
Inpatient as % of All Surgeries	3.8%	18.4%	0.21	13.5%	0.28	4.0%	0.95	3.5%	1.10	
Outpatient Visits										
Non-Emergency Visits	55,970	149,200	0.38	101,916	0.55	55,525	1.01	44,746	1.25	
Emergency Visits	8,392	17,658	0.48	14,575	0.58	7,654	1.10	8,143	1.03	
Full-Time Equivalents (FTEs)										
Administrators	1.0	3.6	0.28	1.4	0.70	1.8	0.56	1.0	1.00	
Nurses, Licensed	55.5	231.2	0.24	165.5	0.34	44.4	1.25	51.2	1.08	
Ancillary Nursing Personnel	0.1	36.8	0.00	12.6	0.01	9.7	0.01	0.6	0.17	
All Other Personnel	124.9	472.1	0.26	278.8	0.45	123.4	1.01	137.4	0.91	
Total FTEs	181.5	743.6	0.24	458.3	0.40	179.3	1.01	190.2	0.95	
FTEs per 100 Patient Census (Adjusted)										
Administrators	2.6	2.4	1.09	1.2	2.24	5.5	0.47	2.6	1.02	
Nurses, Licensed	145.1	155.9	0.93	135.1	1.07	136.9	1.06	130.7	1.11	
Ancillary Nursing Personnel	0.3	24.8	0.01	10.3	0.03	29.8	0.01	1.5	0.17	
All Other Personnel	326.8	318.4	1.03	227.5	1.44	380.6	0.86	351.1	0.93	
Total FTEs	474.7	501.6	0.95	374.1	1.27	552.8	0.86	485.9	0.98	

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 823
 Inpatient Days 2,198

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 103
 Newborn Days 163

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	21	676	1,886	24.6%	5.2	2.8
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	S	0	0	0	0.0%	0.0	0.0
Hospice	H	0	27	64	0.0%	0.2	2.4
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
Pediatric, acute	N	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	H	3	106	203	18.5%	0.6	1.9
Psychiatric	S	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	S	0	0	0	0.0%	0.0	0.0
Intensive Care							
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	1	14	45	12.3%	0.1	3.2
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
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	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 Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0	Radiological Services Personnel	12	2	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	All Other Radiologic Personnel	1	0	1.0
Registered Nurses	44	30	53.9	Respiratory Therapists	4	6	6.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	2	0	2.0
Licensed Practical Nurses	0	1	0.6	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	1	0.1	Physical Therapists	2	3	2.6
Medical Assistants	1	0	1.0	Physical Therapy Assistants/Aides	5	0	5.0
Nurse Practitioners	1	0	1.0	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	0	13.0	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	4	0	4.0
Surgical Personnel	4	2	4.2	Medical Coding Technicians	0	0	0.0
Directors/Managers	9	0	9.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	6	2	6.7	All Other Health Professionals	12	6	14.2
Environmental Services Workers	8	5	10.7	All Other Personnel	21	10	25.0
Medical & Clinical Laboratory Technologists	3	1	3.1				
				Total	157	70	181.5
Total Active Privileged Medical Staff: 23							

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Berlin, WI 54923			All GMS Hospitals		Analysis Area		Volume Group		FY 2025 vs. 2024		
Selected Financial Statistics			FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$99,154,821	55.2%	49.8%	1.11	51.9%	1.06	53.2%	1.04	54.9%	1.01	
Medical Assistance	\$18,568,284	10.3%	12.1%	0.85	9.8%	1.06	10.5%	0.98	10.7%	0.97	
Commercial	\$58,295,134	32.5%	31.6%	1.03	34.5%	0.94	32.9%	0.99	32.8%	0.99	
All Other	\$3,474,024	1.9%	6.4%	0.30	3.8%	0.50	3.4%	0.57	1.6%	1.18	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$67,976,579	37.9%	39.1%	0.97	38.8%	0.98	36.6%	1.03	39.0%	0.97	
Medical Assistance	\$11,887,896	6.6%	9.5%	0.70	7.4%	0.90	7.3%	0.91	7.5%	0.89	
Commercial	\$26,180,290	14.6%	15.5%	0.94	16.9%	0.87	13.4%	1.09	14.1%	1.03	
Charity Care	\$1,245,563	0.7%	1.0%	0.70	0.7%	0.98	0.7%	1.04	0.7%	1.00	
Bad Debt	\$3,790,361	2.1%	1.0%	2.18	1.3%	1.63	1.5%	1.39	2.0%	1.08	
All Other	\$1,517,170	0.8%	3.7%	0.23	2.0%	0.41	1.7%	0.51	0.7%	1.19	
Total Deductions	\$112,597,859	62.7%	69.8%	0.90	67.0%	0.94	61.1%	1.03	63.9%	0.98	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.5%	8.6%	0.06	3.5%	0.14	5.9%	0.08	0.7%	0.69	
Net Gains/Losses as % of Net Income		N/A	20.2%	N/A	13.5%	N/A	35.8%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$23,719,721	40.3%	40.7%	0.99	34.3%	1.17	46.6%	0.86	45.0%	0.89	
Supplies & Services	\$33,127,170	56.3%	54.1%	1.04	61.1%	0.92	47.4%	1.19	48.3%	1.16	
Capital Component	\$2,032,565	3.5%	5.2%	0.66	4.6%	0.74	6.0%	0.57	6.6%	0.52	
Fiscal Statistics											
Operating Margin (%)		12.4%	7.7%	1.62	12.5%	1.00	4.8%	2.57	1.8%	7.03	
Total Hospital Net Income (%)		12.4%	9.4%	1.32	14.1%	0.88	7.3%	1.70	1.8%	7.08	
Current Ratio		68.3	2.3	29.12	30.6	2.23	1.1	61.87	166.7	0.41	
Days in Net Patient Accounts Receivable		46.7	62.7	0.74	49.4	0.95	91.6	0.51	42.3	1.10	
Equity Financing (%)		97.1%	62.3%	1.56	112.1%	0.87	54.9%	1.77	97.8%	0.99	
Long-Term Debt to Equity Ratio		0.0	0.4	0.06	0.0	49.19	0.5	0.04	0.0	1.16	
Times Interest Earned		2,903.8	16.0	181.94	159.8	18.17	10.9	266.28	0.0	N/A	
Total Asset Turnover		1.0	0.2	4.74	0.7	1.53	0.0	41.46	1.0	1.01	
Average Age of Plant (Years)		1.4	14.2	0.10	6.4	0.21	19.2	0.07	0.2	6.99	
Increase (Decrease) Total Net Patient Revenue		17.0%	6.9%	2.47	9.3%	1.84	7.6%	2.23	2.5%	6.88	
Outpatient Gross Revenue (% of Total GPR)		84.2%	67.9%	1.24	72.3%	1.17	88.1%	0.96	83.1%	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$179,492,263	Cash & Cash Equivalents	\$7,558,539	Current Liabilities	\$590,305
Less Deductions	\$112,597,859	Net Patient Receivables	\$8,564,429	Long-Term Debt	\$1,340,866
Net Patient Revenue	\$66,894,404	Other Receivables	\$20,531,026	Other Liabilities	\$0
Plus Other Revenue	\$337,383			Subtotal	\$1,931,171
Total Revenue	\$67,231,787	Land, Buildings & Equipment (Net)	\$25,531,109	Unrestricted Fund Balance	\$63,889,278.00
Less Expenses	\$58,879,456	Other Assets	\$3,635,346	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,000			Total Liabilities & Fund Balance	\$65,820,449
Net Income	\$8,351,330	Total Assets	\$65,820,449		