

**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

		All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	50.3%	55.4%	0.91	45.8%	1.10	46.2%	1.09	45.4%	1.11
Obstetrics	23.2%	38.4%	0.60	28.4%	0.02	22.2%	1.05	20.1%	1.15
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	41.5%	56.3%	0.74	46.5%	0.89	43.7%	0.95	38.9%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.5	26.5	0.32	20.5	0.42	8.0	1.07	7.7	1.11
Obstetrics	0.7	5.0	0.14	4.0	0.17	1.0	0.73	0.6	1.15
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.4	48.3	0.21	35.0	0.30	10.5	0.99	9.7	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.76	3.5	0.84	3.3	0.91	3.1	0.95
Obstetrics	2.2	2.6	0.84	2.3	0.92	2.1	1.02	2.2	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.79	3.8	0.90	3.4	1.00	3.0	1.14
<b>Surgical Operations</b>									
Inpatient	533	1,408	0.38	1,285	0.41	302	1.76	608	0.88
Outpatient	3,207	4,098	0.78	5,974	0.54	1,304	2.46	3,604	0.89
Inpatient as % of All Surgeries	14.3%	25.6%	0.56	17.7%	0.81	18.8%	0.76	14.4%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	44,559	132,001	0.34	121,848	0.37	63,510	0.70	37,878	1.18
Emergency Visits	7,796	17,964	0.43	15,548	0.50	8,037	0.97	7,660	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	14.0	18.9	0.74	26.3	0.53	12.6	1.12	22.2	0.63
Nurses, Licensed	81.1	244.4	0.33	187.4	0.43	78.6	1.03	95.6	0.85
Ancillary Nursing Personnel	26.6	40.0	0.67	30.9	0.86	13.9	1.91	13.0	2.05
All Other Personnel	179.2	484.8	0.37	331.4	0.54	187.4	0.96	212.1	0.84
Total FTEs	300.9	788.1	0.38	576.0	0.52	292.5	1.03	342.9	0.88
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	34.5	15.1	2.29	24.4	1.41	29.3	1.18	47.3	0.73
Nurses, Licensed	200.0	195.2	1.02	174.3	1.15	183.3	1.09	204.1	0.98
Ancillary Nursing Personnel	65.6	32.0	2.05	28.7	2.29	32.5	2.02	27.8	2.36
All Other Personnel	441.7	387.3	1.14	308.2	1.43	436.8	1.01	453.1	0.97
Total FTEs	741.8	629.5	1.18	535.6	1.39	681.8	1.09	732.3	1.01

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 1,115  
 Inpatient Days 3,789

**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 110  
 Newborn Days 219

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	1,051	3,119	50.3%	8.5	3.0
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	118	254	23.2%	0.7	2.2
<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	187	416	22.8%	1.1	2.2
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	14	0	14.0	Surgical Personnel	7	3	8.4
Physicians & Dentists	6	0	6.0	Radiological Services Personnel	11	4	13.7
Medical & Dental Residents	0	0	0.0	Sonographers	2	2	2.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	0	7.0
Registered Nurses	22	73	68.0	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	2	3.8	Physical Therapists	7	1	7.3
Ancillary Nursing Personnel	15	27	26.6	Physical Therapy Assistants/Aides	10	3	11.9
Medical Assistants	3	6	6.3	Recreational Therapists	3	0	3.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	3	6.4	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	6	17.4
Health Info Mgmt-Administrators/Technicians	6	1	6.8	All Other Personnel	43	40	64.5
Pharmacy Personnel	7	0	7.0				
Clinical Laboratory Personnel	7	6	10.2				
				<b>Total</b>	<b>202</b>	<b>178</b>	<b>300.9</b>

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Berlin, WI 54923			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$64,194,841	52.3%	44.8%	1.17	46.1%	1.14	46.2%	1.13	43.4%	1.21	
Medical Assistance	\$13,028,444	10.6%	14.4%	0.74	10.9%	0.97	12.7%	0.83	10.4%	1.02	
Commercial	\$42,796,947	34.9%	36.6%	0.95	40.7%	0.86	37.2%	0.94	44.6%	0.78	
All Other	\$2,734,288	2.2%	4.2%	0.53	2.3%	0.96	3.9%	0.58	1.7%	1.31	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$42,479,595	34.6%	32.9%	1.05	31.7%	1.09	28.8%	1.20	28.0%	1.24	
Medical Assistance	\$9,005,537	7.3%	10.7%	0.68	7.8%	0.93	8.6%	0.85	7.4%	1.00	
Commercial	\$16,043,199	13.1%	14.8%	0.88	14.4%	0.91	13.1%	1.00	22.8%	0.57	
Charity Care	\$621,132	0.5%	1.0%	0.51	0.6%	0.82	1.0%	0.50	0.4%	1.14	
Bad Debt	\$1,377,864	1.1%	1.1%	1.06	1.5%	0.75	1.5%	0.76	2.3%	0.48	
All Other	\$1,731,237	1.4%	1.9%	0.74	1.5%	0.92	1.9%	0.73	1.1%	1.27	
Total Deductions	\$71,258,564	58.0%	62.4%	0.93	57.6%	1.01	54.9%	1.06	62.0%	0.94	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.3%	6.3%	0.04	1.9%	0.15	6.2%	0.04	0.5%	0.60	
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	10.2%	N/A	20.5%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$20,109,324	51.2%	44.7%	1.14	44.4%	1.15	50.7%	1.01	52.5%	0.97	
Supplies & Services	\$14,021,299	35.7%	47.9%	0.75	43.1%	0.83	40.1%	0.89	37.5%	0.95	
Capital Component	\$5,153,882	13.1%	7.4%	1.78	12.5%	1.05	9.2%	1.42	10.0%	1.32	
Fiscal Statistics											
Operating Margin (%)		23.9%	8.9%	2.68	10.0%	2.40	4.7%	5.13	8.3%	2.89	
Total Hospital Net Income (%)		23.3%	10.1%	2.30	11.0%	2.12	5.8%	4.01	7.3%	3.20	
Return on Equity (%)		33.8%	7.6%	4.45	10.2%	3.31	5.1%	6.64	8.2%	4.13	
Current Ratio		12.6	5.6	2.23	5.8	2.17	4.9	2.57	5.2	2.41	
Days in Net Patient Accounts Receivable		69.1	51.4	1.34	55.7	1.24	51.9	1.33	51.7	1.34	
Average Payment Period		8.3	41.5	0.20	25.7	0.32	33.7	0.25	13.5	0.62	
Equity Financing (%)		97.7%	73.6%	1.33	72.7%	1.34	70.2%	1.39	82.8%	1.18	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.2	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned		64.8	14.1	4.60	11.0	5.88	4.7	13.74	23.9	2.72	
Total Asset Turnover		1.5	0.7	1.97	0.9	1.59	0.9	1.69	1.1	1.29	
Average Age of Plant (Years)		11.4	9.3	1.23	5.9	1.92	7.5	1.52	11.7	0.98	
Increase (Decrease) Total Net Patient Revenue		8.4%	3.6%	2.32	1.9%	4.55	2.8%	2.97	-29.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)		76.3%	60.9%	1.25	67.5%	1.13	75.7%	1.01	76.9%	0.99	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$11,267	\$15,675	0.72	\$12,173	0.93	\$12,189	0.92	\$11,105	1.01	
Inpatient Net Revenue per Day		\$3,583	\$3,540	1.01	\$3,180	1.13	\$3,423	1.05	\$3,335	1.07	
Outpatient Net Revenue per Visit		\$770	\$654	1.18	\$551	1.40	\$558	1.38	\$817	0.94	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$122,754,520		Cash & Cash Equivalents		\$68,906	Current Liabilities		\$805,648			
Less Deductions	\$71,258,564		Net Patient Receivables		\$9,745,347	Long-Term Debt		\$0			
Net Patient Revenue	\$51,495,956		Other Receivables		\$0	Other Liabilities		\$0			
Plus Other Revenue	\$143,833					Subtotal		\$805,648			
Total Revenue	\$51,639,789		Land, Buildings & Equipment (Net)		\$25,104,214						
Less Expenses	\$39,284,505		Other Assets		\$343,333	Unrestricted Fund Balance		\$34,456,151			
Non-Operating Gains/Losses	-\$430,203					Restricted Fund Balance		\$0			
Net Income	\$11,925,081		Total Assets		\$35,261,800	Total Liabilities & Fund Balance		\$35,261,799			