

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 2017	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
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
Average Census (Patients)									
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
Average Length of Stay (Days)									
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
Surgical Operations									
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
Outpatient Visits									
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
Full-Time Equivalents (FTEs)									
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
FTEs per 100 Patient Census (Adjusted)									
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:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	1,115	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	110
Inpatient Days	3,789			Inpatient Days	0	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)
General Medical-Surgical							
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	118	254	23.2%	0.7	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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				
				Total	202	178	300.9

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Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		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	Unrestricted Fund Balance	\$34,456,151
Less Expenses	\$39,284,505	Other Assets	\$343,333	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$430,203			Total Liabilities & Fund Balance	\$35,261,799
Net Income	\$11,925,081	Total Assets	\$35,261,800		