

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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.9%	55.7%	0.70	44.0%	0.88	38.3%	1.02	50.3%	0.77
Obstetrics	22.8%	41.5%	0.55	31.5%	0.02	24.8%	0.92	23.2%	0.98
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	39.6%	57.5%	0.69	46.2%	0.86	37.2%	1.06	41.5%	0.95
Average Census (Patients)									
Adult Medical-Surgical	6.6	26.4	0.25	20.6	0.32	6.5	1.02	8.5	0.77
Obstetrics	0.7	5.6	0.12	4.4	0.15	1.0	0.69	0.7	0.98
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.9	49.4	0.20	35.5	0.28	8.5	1.16	10.4	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.76	3.5	0.87	2.9	1.02	3.0	1.01
Obstetrics	2.2	2.5	0.87	2.4	0.92	2.2	1.00	2.2	1.03
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.70	3.8	0.81	3.1	1.00	3.4	0.91
Surgical Operations									
Inpatient	540	1,396	0.39	1,243	0.43	273	1.98	533	1.01
Outpatient	3,563	4,206	0.85	6,046	0.59	1,279	2.79	3,207	1.11
Inpatient as % of All Surgeries	13.2%	24.9%	0.53	17.1%	0.77	17.6%	0.75	14.3%	0.92
Outpatient Visits									
Non-Emergency Visits	47,984	136,074	0.35	126,761	0.38	57,910	0.83	44,559	1.08
Emergency Visits	7,852	18,688	0.42	15,547	0.51	8,090	0.97	7,796	1.01
Full-Time Equivalents (FTEs)									
Administrators	12.0	19.3	0.62	17.4	0.69	9.4	1.28	14.0	0.86
Nurses, Licensed	81.7	239.2	0.34	179.4	0.46	79.9	1.02	81.1	1.01
Ancillary Nursing Personnel	8.4	40.0	0.21	31.1	0.27	13.5	0.63	26.6	0.32
All Other Personnel	141.3	480.4	0.29	293.7	0.48	187.1	0.76	179.2	0.79
Total FTEs	243.4	779.0	0.31	521.5	0.47	289.8	0.84	300.9	0.81
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.0	14.9	1.75	14.8	1.76	24.3	1.07	34.5	0.75
Nurses, Licensed	176.9	183.7	0.96	152.4	1.16	207.6	0.85	200.0	0.88
Ancillary Nursing Personnel	18.2	30.8	0.59	26.4	0.69	35.0	0.52	65.6	0.28
All Other Personnel	305.8	369.0	0.83	249.4	1.23	486.3	0.63	441.7	0.69
Total FTEs	526.8	598.3	0.88	443.0	1.19	753.3	0.70	741.8	0.71

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 1,170
 Inpatient Days 3,614

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:

Bassinet 6
 Total Births 111
 Newborn Days 215

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	804	2,414	38.9%	6.6	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	113	250	22.8%	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	252	950	52.1%	2.6	3.8
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	12	0	12.0	Surgical Personnel	5	4	7.9
Physicians & Dentists	6	1	6.6	Radiological Services Personnel	8	5	12.6
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	1	6.9
Registered Nurses	25	73	71.0	Occupational Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	1	5.2
Ancillary Nursing Personnel	2	16	8.4	Physical Therapy Assistants/Aides	9	2	10.4
Medical Assistants	2	8	7.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	3	6.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	4	9.9
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	31	33	49.6
Pharmacy Personnel	7	0	7.0				
Clinical Laboratory Personnel	6	6	10.2				
				Total	148	158	243.4

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$67,243,138	57.1%	45.7%	1.25	47.1%	1.21	46.1%	1.24	52.3%	1.09
Medical Assistance	\$12,185,962	10.4%	14.0%	0.74	10.7%	0.97	13.3%	0.78	10.6%	0.98
Commercial	\$36,126,059	30.7%	35.8%	0.86	39.9%	0.77	36.0%	0.85	34.9%	0.88
All Other	\$2,133,592	1.8%	4.5%	0.40	2.3%	0.80	4.6%	0.39	2.2%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$45,119,117	38.3%	34.1%	1.12	33.7%	1.14	29.3%	1.31	34.6%	1.11
Medical Assistance	\$8,697,224	7.4%	10.6%	0.70	7.8%	0.95	9.2%	0.80	7.3%	1.01
Commercial	\$12,070,072	10.3%	14.7%	0.70	13.1%	0.78	11.9%	0.86	13.1%	0.78
Charity Care	\$451,722	0.4%	1.0%	0.39	0.6%	0.61	1.0%	0.38	0.5%	0.76
Bad Debt	\$2,996,817	2.5%	1.1%	2.38	1.3%	1.93	1.7%	1.47	1.1%	2.27
All Other	\$1,270,898	1.1%	2.0%	0.55	1.4%	0.78	1.9%	0.57	1.4%	0.77
Total Deductions	\$70,605,850	60.0%	63.3%	0.95	57.9%	1.04	55.1%	1.09	58.0%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.3%	5.5%	0.05	1.7%	0.17	5.9%	0.05	0.3%	1.06
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	3.3%	N/A	14.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,553,626	49.5%	44.1%	1.12	41.1%	1.20	51.5%	0.96	51.2%	0.97
Supplies & Services	\$15,870,938	40.2%	49.0%	0.82	51.9%	0.78	40.5%	0.99	35.7%	1.13
Capital Component	\$4,049,635	10.3%	6.9%	1.49	7.0%	1.46	8.0%	1.29	13.1%	0.78
Fiscal Statistics										
Operating Margin (%)		16.4%	8.4%	1.96	11.1%	1.47	5.3%	3.10	23.9%	0.69
Total Hospital Net Income (%)		15.8%	8.6%	1.84	11.5%	1.38	6.1%	2.57	23.3%	0.68
Return on Equity (%)		19.0%	6.3%	3.00	10.9%	1.74	5.1%	3.75	33.8%	0.56
Current Ratio		7.2	5.9	1.22	6.8	1.05	5.4	1.34	12.6	0.57
Days in Net Patient Accounts Receivable		49.0	51.6	0.95	56.0	0.87	51.7	0.95	69.1	0.71
Average Payment Period		9.5	38.5	0.25	21.7	0.44	34.1	0.28	8.3	1.15
Equity Financing (%)		97.6%	75.1%	1.30	78.3%	1.25	79.8%	1.22	97.7%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	32.7	N/A	8.4	N/A	64.8	N/A
Total Asset Turnover		1.2	0.7	1.64	1.0	1.27	0.8	1.48	1.5	0.83
Average Age of Plant (Years)		13.4	9.9	1.36	10.8	1.24	9.3	1.45	11.4	1.18
Increase (Decrease) Total Net Patient Revenue		-8.6%	5.4%	N/A	6.7%	N/A	4.5%	N/A	8.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.5%	61.9%	1.27	69.3%	1.13	78.1%	1.01	76.3%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,167		\$15,830	0.64	\$12,540	0.81	\$12,599	0.81	\$11,267	0.90
Inpatient Net Revenue per Day	\$3,286		\$3,538	0.93	\$3,195	1.03	\$3,643	0.90	\$3,583	0.92
Outpatient Net Revenue per Visit	\$684		\$686	1.00	\$574	1.19	\$598	1.14	\$770	0.89

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$117,688,751	Cash & Cash Equivalents	\$0	Current Liabilities	\$945,339
Less Deductions	\$70,605,850	Net Patient Receivables	\$6,315,030	Long-Term Debt	\$0
Net Patient Revenue	\$47,082,901	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$140,016			Subtotal	\$945,339
Total Revenue	\$47,222,917	Land, Buildings & Equipment (Net)	\$32,172,711	Unrestricted Fund Balance	\$38,035,785
Less Expenses	\$39,474,199	Other Assets	\$493,383	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$350,139			Total Liabilities & Fund Balance	\$38,981,124
Net Income	\$7,398,579	Total Assets	\$38,981,124		