

**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 2020	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	35.0%	52.4%	0.67	46.3%	0.76	32.9%	1.07	37.3%	0.94
Obstetrics	21.2%	36.2%	0.59	29.1%	0.02	19.7%	1.08	18.7%	1.13
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.2%	53.9%	0.69	45.8%	0.81	33.0%	1.13	38.3%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.9	25.5	0.23	21.6	0.27	6.4	0.92	6.3	0.94
Obstetrics	0.6	4.7	0.14	4.5	0.14	0.9	0.70	0.6	1.13
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.3	47.4	0.20	35.1	0.26	8.6	1.08	9.6	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	4.3	0.87	3.8	0.97	3.0	1.26	3.1	1.20
Obstetrics	2.0	2.4	0.85	2.3	0.90	2.0	1.04	2.4	0.85
Pediatrics	0.0	3.5	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.79	4.1	0.89	3.2	1.15	3.3	1.12
<b>Surgical Operations</b>									
Inpatient	397	1,280	0.31	1,093	0.36	247	1.61	502	0.79
Outpatient	2,926	4,115	0.71	4,901	0.60	1,277	2.29	3,389	0.86
Inpatient as % of All Surgeries	11.9%	23.7%	0.50	18.2%	0.66	16.2%	0.74	12.9%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	28,467	127,898	0.22	75,740	0.38	57,441	0.50	55,196	0.52
Emergency Visits	7,153	15,799	0.45	13,956	0.51	8,355	0.86	7,746	0.92
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.0	20.3	0.59	15.8	0.76	11.6	1.04	12.0	1.00
Nurses, Licensed	74.8	255.1	0.29	188.9	0.40	84.6	0.88	74.8	1.00
Ancillary Nursing Personnel	5.7	42.6	0.13	18.4	0.31	14.7	0.39	5.7	1.00
All Other Personnel	168.5	501.2	0.34	307.4	0.55	194.6	0.87	168.5	1.00
Total FTEs	261.0	819.2	0.32	530.5	0.49	305.5	0.85	261.0	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.9	15.7	1.72	14.2	1.89	28.7	0.94	27.3	0.99
Nurses, Licensed	167.7	197.1	0.85	169.9	0.99	210.0	0.80	170.2	0.99
Ancillary Nursing Personnel	12.8	33.0	0.39	16.5	0.77	36.4	0.35	13.0	0.99
All Other Personnel	377.6	387.2	0.98	276.5	1.37	483.0	0.78	383.2	0.99
Total FTEs	584.9	633.0	0.92	477.2	1.23	758.1	0.77	593.6	0.99

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 926  
 Inpatient Days 3,403

**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 111  
 Newborn Days 198

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	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	582	2,177	35.0%	5.9	3.7
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	114	233	21.2%	0.6	2.0
<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	230	993	54.3%	2.7	4.3
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	12	0	12.0	Surgical Personnel	6	3	8.4
Physicians & Dentists	12	0	12.0	Radiological Services Personnel	9	6	11.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	2	1.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	8.7
Registered Nurses	30	61	64.4	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	3	4.3
Ancillary Nursing Personnel	0	11	5.7	Physical Therapy Assistants/Aides	9	4	11.9
Medical Assistants	3	5	5.8	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	4.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	2	0.7	All Other Health Professionals	5	1	5.1
Health Info Mgmt-Administrators/Technicians	8	3	10.2	All Other Personnel	42	41	65.0
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	5	12	12.5				
				<b>Total</b>	<b>171</b>	<b>160</b>	<b>261.0</b>

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$67,735,505	52.0%	46.6%	1.11	49.0%	1.06	47.5%	1.09	51.5%	1.01
Medical Assistance	\$14,043,253	10.8%	13.8%	0.78	10.8%	1.00	12.8%	0.84	9.5%	1.14
Commercial	\$46,075,890	35.3%	34.5%	1.03	37.1%	0.95	35.0%	1.01	37.2%	0.95
All Other	\$2,511,333	1.9%	5.1%	0.38	3.1%	0.63	4.8%	0.40	1.8%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$48,228,805	37.0%	35.0%	1.06	34.7%	1.07	30.4%	1.22	34.7%	1.07
Medical Assistance	\$10,709,088	8.2%	10.4%	0.79	8.0%	1.03	8.9%	0.92	6.5%	1.26
Commercial	\$18,565,306	14.2%	14.5%	0.98	14.1%	1.01	12.0%	1.18	15.9%	0.90
Charity Care	\$633,670	0.5%	1.0%	0.51	0.7%	0.72	0.9%	0.51	0.5%	1.03
Bad Debt	\$2,116,565	1.6%	1.2%	1.38	1.5%	1.07	2.0%	0.82	1.5%	1.11
All Other	\$1,011,888	0.8%	2.6%	0.30	2.0%	0.39	2.3%	0.34	1.3%	0.62
Total Deductions	\$81,265,322	62.3%	64.6%	0.96	60.9%	1.02	56.5%	1.10	60.3%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.9%	8.4%	1.30	5.8%	1.87	10.2%	1.07	0.4%	25.36	
Net Gains/Losses as % of Net Income	0.1%	13.8%	0.01	15.0%	0.01	22.7%	0.00	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$20,877,917	44.9%	43.5%	1.03	40.0%	1.12	51.7%	0.87	46.8%	0.96
Supplies & Services	\$22,232,086	47.8%	49.9%	0.96	52.8%	0.91	40.6%	1.18	45.0%	1.06
Capital Component	\$3,407,881	7.3%	6.6%	1.11	7.2%	1.02	7.7%	0.95	8.2%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)	15.6%	7.5%	2.07	11.9%	1.31	7.4%	2.13	26.1%	0.60	
Total Hospital Net Income (%)	15.6%	8.6%	1.81	13.7%	1.14	9.3%	1.68	26.0%	0.60	
Return on Equity (%)	16.3%	4.1%	3.96	11.6%	1.40	7.6%	2.14	26.5%	0.62	
Current Ratio	11.0	3.9	2.84	5.7	1.93	4.8	2.31	17.6	0.62	
Days in Net Patient Accounts Receivable	49.9	71.5	0.70	57.0	0.88	49.1	1.02	53.3	0.94	
Average Payment Period	11.1	90.1	0.12	36.6	0.30	46.4	0.24	13.5	0.82	
Equity Financing (%)	97.5%	63.6%	1.53	86.7%	1.13	79.0%	1.24	97.4%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	28.5	N/A	13.2	N/A	0.0	N/A	
Total Asset Turnover	1.0	0.5	2.21	0.8	1.26	0.8	1.30	1.0	1.03	
Average Age of Plant (Years)	8.4	14.1	0.60	6.8	1.24	8.8	0.96	12.8	0.66	
Increase (Decrease) Total Net Patient Revenue	-9.7%	-2.2%	4.38	-4.6%	2.10	-1.2%	8.36	15.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	79.2%	63.0%	1.26	68.8%	1.15	78.9%	1.00	78.2%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,424	\$17,652	0.59	\$12,208	0.85	\$14,147	0.74	\$12,854	0.81	
Inpatient Net Revenue per Day	\$2,836	\$3,704	0.77	\$2,930	0.97	\$4,080	0.70	\$3,914	0.72	
Outpatient Net Revenue per Visit	\$1,167	\$780	1.50	\$917	1.27	\$677	1.72	\$678	1.72	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$130,365,979	Cash & Cash Equivalents	\$5,721,543	Current Liabilities	\$1,310,069
Less Deductions	\$81,265,322	Net Patient Receivables	\$6,698,987	Long-Term Debt	\$0
Net Patient Revenue	\$49,100,657	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$6,032,043			Subtotal	\$1,310,069
Total Revenue	\$55,132,701	Land, Buildings & Equipment (Net)	\$38,361,509	Unrestricted Fund Balance	\$51,482,703
Less Expenses	\$46,517,884	Other Assets	\$2,010,732	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,686			Total Liabilities & Fund Balance	\$52,792,772
Net Income	\$8,621,503	Total Assets	\$52,792,771		