013 ThedaCare Medical Center - Be 225 Memorial Drive Berlin, WI 54923	rlin, Inc.		Fiscal Type:	G	l/01 to 12/31 MS ritical Access Ho	ospital	County: Analysis A Volume G	vrea: Lak	en Lake e Winnebago	(3)
920-361-1313			Contro	ol: Ot	ther Not-For-Pro	ofit				
			All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020	
Selected Utilization Statistics	FY	2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)										
Adult Medical-Surgical	33	2.8%	57.9%	0.57	50.0%	0.66	36.8%	0.89	35.0%	0.94
Obstetrics	1	7.9%	36.8%	0.49	28.9%	0.02	23.3%	0.77	21.2%	0.84
Pediatrics	(0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38	8.1%	58.7%	0.65	50.4%	0.76	42.9%	0.89	37.2%	1.02
Average Census (Patients)										
Adult Medical-Surgical		5.6	26.8	0.21	23.2	0.24	7.2	0.77	5.9	0.94
Obstetrics		0.5	4.8	0.11	4.6	0.12	0.9	0.58	0.6	0.84
Pediatrics		0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital		9.5	49.8	0.19	37.4	0.25	10.9	0.87	9.3	1.02
Average Length of Stay (Days)										
Adult Medical-Surgical		4.2	4.6	0.93	4.2	1.02	3.5	1.22	3.7	1.13
Obstetrics		1.9	2.4	0.79	2.3	0.85	2.1	0.94	2.0	0.95
Pediatrics		0.0	3.8	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Total Hospital		4.0	4.9	0.83	4.4	0.93	3.8	1.08	3.7	1.10
Surgical Operations										
Inpatient		373	1,037	0.36	1,060	0.35	234	1.60	397	0.94
Outpatient		3,469	3,865	0.90	5,859	0.59	1,718	2.02	2,926	1.19
Inpatient as % of All Surgeries	<u>}</u>	9.7%	21.2%	0.46	15.3%	0.63	12.0%	0.81	11.9%	0.81
Outpatient Visits						0.40				
Non-Emergency Visits		2,832	145,246	0.29	100,098	0.43	77,301	0.55	28,467	1.50
Emergency Visits		3,336	16,058	0.52	15,000	0.56	9,586	0.87	7,153	1.17
Full-Time Equivalents (FTEs)						0.40	44.0			
Administrators		7.0	19.0	0.37	14.2	0.49	11.2	0.62	12.0	0.58
Nurses, Licensed		62.2	247.5	0.25	181.5	0.34	81.2	0.77	74.8	0.83
Ancillary Nursing Personnel		4.3	40.3	0.11	13.1	0.33	13.2	0.32	5.7	0.75
All Other Personnel		51.7	496.2	0.31	298.4	0.51	206.7	0.73	168.5	0.90
Total FTEs		225.2	803.0	0.28	507.2	0.44	312.3	0.72	261.0	0.86
FTEs per 100 Patient Census (Ad	justed)	104	40.0	4.04	44.0	4 4 7	00 F	0.04	00.0	0.40
Administrators		13.1	13.0	1.01	11.3	1.17	20.5	0.64	26.9	0.49
Nurses, Licensed	1	116.6	168.4	0.69	144.6	0.81	148.3	0.79	167.7	0.70
Ancillary Nursing Personnel		8.1	27.4	0.29	10.4	0.77	24.2	0.33	12.8	0.63
All Other Personnel		284.7	337.6	0.84	237.6	1.20	377.6	0.75 0.74	377.6	0.75
Total FTEs		22.6	546.4	0.77	403.9	1.05	570.6		584.9	0.72
Total Hospital:		Contract with:			care-certified S		0	Newborn Nursery:		0
Beds Set Up & Staffed	25 Health Maint		Yes		Average Beds Used		0	Bassinets		6 05
	470	Organization (HMO)			scharges		0	Total Births		95
Inpatient Days 3,	476 Preferred Pre	ovider	Vee	In	patient Days		0	Newbo	orn Days	158
	Organizatio	on (PPO)) Yes							

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

	Level of	Beds Set Up & Staffed	Discharges &	Patient Days	Occupancy	Average Census	Average Length of Stay	
Inpatient Service Area	Service*	12/31/2021	Transfers**	of Care	Rate (%)	(Patients)	(Days)	
General Medical-Surgical								
Adult Medical-Surgical, Acute	1	17	480	2,036	32.8%	5.6	4.2	
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	19	48	0.0%	0.1	2.5	
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	101	196	17.9%	0.5	1.9	
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	269	1,196	65.5%	3.3	4.4	
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

	Number	Number	Number			Number	Number	Numbe
Occupation	Full-Time	Part-Time	FTE	Occupation		Full-Time	Part-Time	FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel		8	1	8.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel		15	2	16.2
Medical & Dental Residents	0	0	0.0	Sonographers		0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists		5	3	5.8
Registered Nurses	49	35	62.2	Occupational Therapists		2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides		0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists		4	3	4.6
Ancillary Nursing Personnel	3	4	4.3	Physical Therapy Assistants/Aides		7	0	7.0
Medical Assistants	1	1	1.5	Recreational Therapists		0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists		0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists		0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers		0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals		14	3	15.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel		66	28	76.8
Pharmacy Personnel	4	1	4.5		Total	195	81	225.2
Clinical Laboratory Personnel	10	0	10.0					

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, W1 54923 All GMS Hospitals Analysis Area Volume Group FY 2021 Vs. 2020 Selected Financial Statistics FY 2021 Value Ratio 1 Ratio FY 2020 Ratio Gross Revolues as % of Total Gross Patient Revenue 517,981,574,238 94,1% 46,6% 1.16 48,5% 1.17 1.0% 0.91 10.8% 0.91 0.95 10.9% 0.97 10.9% 0.97 10.9% 0.97 10.9% 0.96 10.8%	013 ThedaCare Medical Center	- Berlin, Inc.										
Selected Francial Statistics FY 2021 Value Ratio Value Ratio Value Ratio FY 2020 Ratio Medicare as % of Total Assistance \$\$17.941.557 11.9% 1.64 48.5% 1.12 47.0% 1.15 52.0% 1.04 Medicar Lassistance \$\$17.941.557 11.9% 1.44 0.83 37.0% 0.87 36.1% 0.89 3.2% 0.94 3.7.0% 0.87 36.1% 0.89 3.2% 0.91 3.4.4% 0.87 3.4.4% 0.88 3.2% 1.01 3.4.4% 1.09 3.2.5% 1.02 3.4.4% 1.09 3.2.5% 1.02 3.4.4% 1.08 3.2.5% 1.02 3.4.4% 1.08 2.5.5% 1.02 3.4.4% 1.08 3.2.5% 1.02 3.4.4% 1.09 3.2.5% 1.02 3.4.4% 1.08 0.2.5% 1.02 3.4.4% 1.08 0.75% 0.81 1.02 3.6.0 0.75% 0.81 1.02 3.6.0 0.75% 0.11 1.05%	Berlin, WI 54923	Berlin, WI 54923		All GMS Hospitals			Analysis Area		Volume Group		FY 2021 vs. 2020	
Gross Revenue as % of Total Gross Patient Revenue Medical Assistance S81.734.236 54.1% 46.6% 1.16 42.5% 1.12 47.0% 0.11 52.0% 1.04 Medical Assistance \$81.73.4236 54.1% 46.6% 1.16 43.0% 0.11 13.0% 0.91 10.8% 1.16 70% 0.87 36.1% 0.99 1.30% 0.91 10.8% 1.16 70% 0.87 0.91 10.8% 0.11 0.85 5.3% 0.91 10.8% 1.16 70% 0.84 0.89 0.88 0.8% 0.58 3.8% 0.52 1.9% 1.08 0.66 8.5% 1.13 9.9% 0.97 6.44 0.68 0.85% 0.14 1.16 70% 0.84 0.63% 0.25% 1.16 70% 0.84 0.63% 0.94 0.7% 0.94 0.7% 0.94 0.7% 0.94 0.7% 0.94 0.7% 0.94 0.7% 0.94 0.7% 0.94 0.7% 0.96 0.96 96.96<						-		-				
Medical assistance \$17,34,28E 64,1% 46,6% 1.16 44,0% 1.12 47,0% 1.16 52,0% 1.04 Medical Assistance \$17,981,167 11,9% 1.0,3% 0.17 13,0% 0.98 35,3% 0.91 All Other \$2,992,927 2,0% 5,1% 0.39 36,1% 0.98 35,3% 0.91 Medical Assistance \$18,470,012 2,5% 1.07 34,4% 1.09 32,5% 1.16 37,0% 1.02 Medical Assistance \$18,470,022 0.6% 0.7% 0.84 0.6% 9.44 1.3% 0.87 1.4% 0.78 0.28 1.14 0.84 1.4% 0.78 0.28 1.14 0.84 0.6% 0.7% 0.91 0.5% 1.17 1.5% 1.49% 0.84 0.6% 0.7% 0.28 1.11 0.84 0.84 0.6% 0.7% 0.28 1.41 0.84 0.84 0.7% 0.28 1.41 0.84 0.84 0.7%			FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Medical Assistance \$17, 981,667; 11.9% 14.4% 0.83 11.1% 1.07 13.0% 0.91 10.8% 1.1 All Other \$28,998,297; 2.0% 5.1% 0.39 3.4% 0.58 3.8% 0.52 1.9% 1.03 Deductions as % of Total Goss Patient Revenue \$13.80,010; 9.5% 11.1% 0.68 5.5% 1.13 9.9% 0.97 3.2% 1.16 37.0% 0.87 1.41% 0.88 1.42% 0.88 Commercial \$18.870,012; 12.5% 14.9% 0.84 14.3% 0.67 1.41% 0.88 1.42% 0.88 Charity Care \$5905,022; 0.6% 0.7% 0.84 0.6% 0.94 0.7% 0.84 0.8% 0.81 1.13 9.9% 0.84 0.85 0.86 0.86 0.75 0.11 0.5% 0.12 2.9% 0.28 7.5% 0.11 0.5% 0.5% 0.12 2.9% 0.28 7.5% 0.11 10.9%			= 4 4 6 4	40.00/		10 50/		47.00/		50.00/		
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Medical Assistance \$14,380,100; 9.5% 11.1% 0.86 8.5% 1.13 9.9% 0.97 8.2% 1.16 Commercial \$18,870.012; 12.5% 14.49% 0.84 10.3% 0.87 0.87 0.9% 0.97 0.82% 1.28 0.88 1.41% 0.88 14.2% 0.88 1.23 0.6% 0.94 0.7% 0.91 0.5% 1.23 0.80 0.12 0.2% 0.31 1.8% 0.44 0.8% 1.00 Total Deductions \$\$96,769,787.76 63.4% 65.5% 0.12 2.9% 0.28 7.5% 0.11 10.0% 0.07 Not Calms/Losses as % of Net Income 13.2% 29.4% 0.45 25.3% 0.51 42.4% 0.31 0.1% 169.72 Expenses as % of Total Expenses \$24.396,900; 47.9% 42.4% 1.13 30.7% 1.21 50.4% 0.97 44.9% 1.07 Supplies & Services \$24.396,900; 8.0% 6.2% 1.28 <t< td=""><td></td><td></td><td></td><td></td><td></td><td>• • • • • •</td><td></td><td></td><td></td><td></td><td></td></t<>						• • • • • •						
Commercial \$18,870,812 12,5% 14,9% 0.84 0.67 14,1% 0.88 14,2% 0.87 Bad Debt \$3,606,052 2,4% 1.0% 2.35 0.37 1.5% 1.5% 1.5% 1.23 Bad Debt \$3,606,052 2.4% 1.0% 2.35 0.31 1.8% 0.44 0.5% 1.23 All Other \$11,79,965 0.8% 2.5% 0.31 1.8% 0.44 0.5% 1.02 Other Revenue as % of Total Expenses \$52,769,787 63.4% 0.56 0.12 2.9% 0.28 7.5% 0.11 10.9% 0.07 Net Gains/Losses as % of Total Expenses \$24,396,900 47.9% 42.4% 1.13 39.7% 1.21 50.4% 0.95 44.9% 1.07 Supplies Services \$24,396,900 47.9% 42.4% 1.13 39.7% 1.21 50.4% 0.66 1.6.% 0.57 1.28 7.5% 1.07 7.3% 1.09 7.5% 0.67 1.56												
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Total Deductions \$95,769,787: 63.4% 65.8% 0.96 61.6% 1.03 60.4% 1.05 62.3% 1.02 Other Revenue & M G fotal Revenue 0.8% 655% 0.12 2.9% 0.28 7.5% 0.11 10.9% 0.07 Net Gains/Losses as % of Net Income 13.2% 2.9.4% 0.41 30.7% 1.21 50.4% 0.95 44.9% 0.07 Supples & Services \$\$24,487,769 42.4% 1.13 30.7% 1.21 50.4% 0.95 44.9% 0.07 Piscal Statistics \$\$24,070,880 8.0% 6.2% 1.28 6.5% 0.22 7.5% 1.07 7.3% 1.09 Operating Margin (%) 8.6% 10.4% 0.82 14.3% 0.60 8.9% 0.96 15.6% 0.55 Total Hospital Net Income (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Current Ratio 3.0 4.1 5.0 62.2 0.83												
Other Revenue & Ket Gains or Losses Other Revenue as % of Total Revenue 0.8% (29,4%) 6.5% (29,4%) 0.12 (25,8%) 0.28 (25,8%) 7.5% (25,4%) 0.11 (24,4%) 10.9% (24,4%) 0.07 (25,8%) Expenses as % of Total Expenses Salary/Finge Benefits \$24,396,900; 47,9% (41,1%) 42,4% (1,13) 39,7% 1.21 50,4% 0.95 44,9% 1.07 Supplies & Services \$22,462,769; 44,1% 51,3% 0.86 53,8% 0.82 42,2% 1.05 47,8% 0.92 Capital Component \$4,070,880; 8.0% 0.4% 0.82 14,3% 0.60 8.9% 0.96 15,6% 0.52 Operating Margin (%) 9.7% 14,1% 0.69 18,3% 0.53 14,5% 0.67 15,6% 0.52 Return on Equity (%) 9.7% 6,3% 1.53 17,0% 0.57 11,3% 0.86 0.53 11,17 49.9 1.15 Average Payment Period 2.6.8 8.99 0.30 32.2 0.81 49.1 1.17 49.9 1.15 <td></td>												
Other Revenue as % of Total Revenue 0.8% 6.5% 0.12 2.9% 0.28 7.5% 0.11 10.9% 0.07 Expanses as % of Net Income 13.2% 29.4% 0.45 25.8% 0.51 42.4% 0.31 0.1% 169.72 Salary/Fringe Benefits \$24,396,900 47.9% 42.4% 1.13 39.7% 1.21 50.4% 0.95 44.9% 1.07 Supplies & Services \$22,462,769 44.1% 51.3% 0.86 6.2% 1.28 6.5% 1.22 7.5% 1.07 7.3% 1.09 Fiscal Statistics 0 8.6% 10.4% 0.62 14.3% 0.60 8.9% 0.56 15.6% 0.52 14.1% 0.67 15.6% 0.62 Current Ratio 3.0 4.1 0.73 8.1 0.36 53.2 1.08 49.1 1.11 2.42 5.5% 1.0 0.27 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08			63.4%	65.8%	0.96	61.6%	1.03	60.4%	1.05	62.3%	1.02	
Net Gains/Losses as % of Net Income 13.2% 29.4% 0.45 25.8% 0.51 42.4% 0.31 0.1% 169.72 Expenses as % of Total Expenses S24.396,900 47.9% 42.4% 1.13 39.7% 1.21 50.4% 0.95 44.9% 1.07 Supplies & Services S22.462,769 44.1% 51.3% 0.86 58.8% 0.62 42.2% 1.05 47.8% 0.92 Capital Component \$4,070,880 8.0% 10.4% 0.82 14.3% 0.60 8.9% 0.66 53.8% 0.62 42.2% 1.07 7.3% 1.09 Operating Margin (%) 8.0% 10.4% 0.82 14.3% 0.60 8.9% 0.65 15.6% 0.55 Total Hospital Net Income (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0 0.22 0.68 78.8%												
Expenses as % of Total Expenses Salary/Fringe Benefits \$\$24,396,900 47.9% 42.4% 1.13 39.7% 1.21 50.4% 0.95 44.9% 1.07 Supplies & Services \$\$22,462,769 44.1% 51.3% 0.86 6.2% 1.28 6.5% 1.22 7.5% 1.07 7.3% 1.09 Piscal Statistics 0 6.2% 1.28 6.5% 1.22 7.5% 1.07 7.3% 1.09 Capital Component \$4,070,880 8.6% 10.4% 0.82 14.3% 0.60 8.9% 0.96 15.6% 0.62 Total Hospital Net Income (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0 0.27 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Inancing (%) 93.9%												
Salary/Fringe Benefits \$24,396,900 47,9% 42,4% 1.13 39,7% 1.21 50.4% 0.95 44,9% 1.07 Supplies & Services \$22,462,769 44,1% 51.3% 0.86 53.8% 0.82 42.2% 1.05 47.8% 0.92 Capital Component \$4,070,880 8.0% 6.2% 1.28 6.5% 1.22 7.5% 1.07 7.3% 1.09 Operating Margin (%) 8.6% 10.4% 0.82 14.3% 0.60 8.9% 0.96 15.6% 0.52 Total Hospital Net Income (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.10 0.27 1.08 A45.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 97.5% 0.96	Net Gains/Losses as % of N	let Income	13.2%	29.4%	0.45	25.8%	0.51	42.4%	0.31	0.1%	169.72	
Supplies & Services \$22,462,769 44.1% 51.3% 0.86 53.8% 0.82 42.2% 1.05 47.8% 0.92 Capital Component \$4,070,880 8.0% 6.2% 1.28 6.5% 1.22 7.5% 1.07 7.3% 1.09 Fiscal Statistics Operating Margin (%) 8.6% 10.4% 0.82 14.3% 0.60 8.9% 0.96 15.6% 0.55 Total Hospital Net Income (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0 0.27 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.11 2.42 Average Payment Period 26.8 89.9 0.30 3.2.2 0.83 43.7 0.61 11.1 2.42 Leguity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86	Expenses as % of Total Expe											
Capital Component \$4,070,880! 8.0% 6.2% 1.28 6.5% 1.22 7.5% 1.07 7.3% 1.09 Fiscal Statistics Operating Margin (%) 8.6% 10.4% 0.82 14.3% 0.60 8.9% 0.96 15.6% 0.55 Total Hospital Net Income (%) 9.7% 6.3% 1.53 17.0% 0.53 14.5% 0.67 15.6% 0.62 Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0 0.27 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.09 Long-Term Debt to Equity Ratio 0.0 2.10 N/A 2.2 0.9	Salary/Fringe Benefits	\$24,396,900	47.9%	42.4%	1.13	39.7%	1.21	50.4%	0.95	44.9%	1.07	
Fiscal Statistics 8.6% 10.4% 0.82 14.3% 0.60 8.9% 0.96 15.6% 0.55 Total Hospital Net Income (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.52 Return on Equity (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.96 Long-Term Debt to Equity Ratio 0.0 0.1 N/A 0.0 N/A 0.0 N/A Total Asset Turnover 1.0 0.4 2.29 0.9 1.11 0.7 3.4 0.0 N/A	Supplies & Services	\$22,462,769	44.1%	51.3%	0.86	53.8%	0.82	42.2%	1.05	47.8%	0.92	
Operating Margin (%) 8.6% 10.4% 0.82 14.3% 0.60 8.9% 0.96 15.6% 0.52 Total Hospital Net Income (%) 9.7% 14.1% 0.69 18.3% 0.53 14.5% 0.67 15.6% 0.52 Return on Equity (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.96 Long-Term Debt to Equity Ratio 0.0 21.0 N/A 1.44 19.8 N/A 0.0 N/A Times Interest Earned 0.0 21.0 N/A 32.4 N/A 19.8 N/A 0.0 <td< td=""><td>Capital Component</td><td>\$4,070,880</td><td>8.0%</td><td>6.2%</td><td>1.28</td><td>6.5%</td><td>1.22</td><td>7.5%</td><td>1.07</td><td>7.3%</td><td>1.09</td></td<>	Capital Component	\$4,070,880	8.0%	6.2%	1.28	6.5%	1.22	7.5%	1.07	7.3%	1.09	
Total Hospital Net Income (%) 9.7% 14.1% 0.69 18.3% 0.53 14.5% 0.67 15.6% 0.62 Return on Equity (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0% 0.86 16.3% 0.59 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Leguity Financing (%) 93.9% 64.7% 1.45 100.2% 0.86 76.8% 1.22 97.5% 0.96 Long-Term Debt to Equity Ratio 0.0 21.0 N/A -0.1 N/A 0.2 N/A 10.0 N/A Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 1	Fiscal Statistics											
Return on Equity (%) 9.7% 6.3% 1.53 17.0% 0.57 11.3% 0.86 16.3% 0.59 Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0 0.27 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.96 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 21.0 N/A 32.4 N/A 19.8 N/A 0.0 N/A Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 11.8% 1.06 9.7% N	Operating Margin (%)		8.6%	10.4%	0.82	14.3%	0.60	8.9%	0.96	15.6%	0.55	
Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0 0.27 Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.96 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 21.0 N/A 32.4 N/A 1.98 N/A 0.0 N/A Increase (Decrease) Total Net Patient Revenue 1.0 0.4 2.29 0.9 1.11 0.7 1.34 1.0 0.94 Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 1.50 0.72 8.4 <td>Total Hospital Net Income (</td> <td>%)</td> <td>9.7%</td> <td>14.1%</td> <td>0.69</td> <td>18.3%</td> <td>0.53</td> <td>14.5%</td> <td>0.67</td> <td>15.6%</td> <td>0.62</td>	Total Hospital Net Income (%)	9.7%	14.1%	0.69	18.3%	0.53	14.5%	0.67	15.6%	0.62	
Current Ratio 3.0 4.1 0.73 9.1 0.33 5.3 0.57 11.0 0.27 Days in Net Patient Accounts Receivable 57.3 87.5 0.06 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.96 Long-Term Debt to Equity Ratio 0.0 0.1 N/A -0.1 N/A 0.2 N/A 0.0 N/A Times Interest Earned 0.0 21.0 N/A 32.4 N/A 1.0 0.94 Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 1.05 0.72 8.4 0.90 Increase (Decrease) Total Net Patient Revenue 12.5% 12.7% 0.98 13.9% 0.90 11.8% 1.06 -9.7% N/A	Return on Equity (%)		9.7%	6.3%	1.53	17.0%	0.57	11.3%	0.86	16.3%	0.59	
Days in Net Patient Accounts Receivable 57.3 87.5 0.66 53.2 1.08 49.1 1.17 49.9 1.15 Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.0 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 21.0 N/A 32.4 N/A 19.8 N/A 0.0 N/A Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 10.5 0.72 8.4 0.90 Increase (Decrease) Total Net Patient Revenue 12.5% 12.7% 0.98 13.9% 0.90 11.8% 1.06 -9.7% N/A Outpatient Gross Revenue (% of Total GPR) \$2.1% 64.9% 1.27 70.3% 1.17 79.2% <td></td> <td></td> <td>3.0</td> <td></td> <td></td> <td>9.1</td> <td>0.33</td> <td>5.3</td> <td>0.57</td> <td>11.0</td> <td>0.27</td>			3.0			9.1	0.33	5.3	0.57	11.0	0.27	
Average Payment Period 26.8 89.9 0.30 32.2 0.83 43.7 0.61 11.1 2.42 Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.96 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 21.0 N/A 32.4 N/A 10.0 N/A Total Asset Turnover 1.0 0.4 2.29 0.9 1.11 0.7 1.34 1.0 0.94 Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 10.5 0.72 8.4 0.90 Increase (Decrease) Total Net Patient Revenue 12.5% 12.7% 0.98 13.9% 0.90 11.8% 1.06 -9.7% N/A Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.27 70.3% 1.17 79.2% 1.04 Inpatient	Days in Net Patient Account	s Receivable					1.08					
Equity Financing (%) 93.9% 64.7% 1.45 109.2% 0.86 76.8% 1.22 97.5% 0.96 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 21.0 N/A 32.4 N/A 19.8 N/A 0.0 N/A Total Asset Turnover 1.0 0.4 2.29 0.9 1.11 0.7 1.34 1.0 0.94 Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 10.5 0.72 8.4 0.90 Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.27 70.3% 1.17 79.7% 1.03 79.2% 1.04 Net Revenue Statistics Inpatient Net Revenue per Discharge \$11,245 \$18,658 0.60 \$3,085 0.90 \$3,541 0.78 \$2,836 0.98 Inpatient Net Revenue per Visit \$962 \$781 1.23 \$815 1.18<												
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Times Interest Earned 0.0 21.0 N/A 32.4 N/A 19.8 N/A 0.0 N/A Total Asset Turnover 1.0 0.4 2.29 0.9 1.11 0.7 1.34 1.0 0.94 Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 10.5 0.72 8.4 0.90 Increase (Decrease) Total Net Patient Revenue 12.5% 12.7% 0.98 13.9% 0.90 11.8% 1.06 -9.7% N/A Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.27 70.3% 1.17 79.7% 1.03 79.2% 1.04 Net Revenue Statistics Inpatient Net Revenue per Discharge \$11.245 \$18,658 0.60 \$13.612 0.83 \$14.182 0.79 \$21.0424 1.08 Inpatient Net Revenue per Day \$2,779 \$3.656 0.76 \$3.085 0.90 \$3.541 0.78 \$2.836 0.98 Outpatient Net Revenue (GPR) \$151,032,245 Cash & Cash Equivalent		atio										
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Average Age of Plant (Years) 7.6 17.1 0.45 7.7 0.99 10.5 0.72 8.4 0.90 Increase (Decrease) Total Net Patient Revenue 12.5% 12.7% 0.98 13.9% 0.90 11.8% 1.06 -9.7% N/A Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.27 70.3% 1.17 79.7% 1.03 79.2% 1.04 Net Revenue Statistics Inpatient Net Revenue per Discharge \$11,245 \$18,658 0.60 \$13,612 0.83 \$14,182 0.79 \$10,424 1.08 Inpatient Net Revenue per Day \$2,779 \$3,656 0.76 \$3,085 0.90 \$3,541 0.78 \$2,836 0.98 Outpatient Net Revenue per Visit \$962 \$781 1.23 \$815 1.18 \$602 1.60 \$1,167 0.82 Income Statement Statement Cash & Cash & Cash Equivalents \$-\$89,494 Current Liabilities \$\$14,182 \$00 Net Patient Revenue \$55,769,787 Net Patient Receivables </td <td></td>												
Increase (Decrease) Total Net Patient Revenue 12.5% 12.7% 0.98 13.9% 0.90 11.8% 1.06 -9.7% N/A Outpatient Gross Revenue (% of Total GPR) 82.1% 64.9% 1.27 70.3% 1.17 79.7% 1.03 79.2% 1.04 Net Revenue Statistics Inpatient Net Revenue per Discharge \$11,245 \$18,658 0.60 \$13,612 0.83 \$14,182 0.79 \$10,424 1.08 Inpatient Net Revenue per Discharge \$11,245 \$18,658 0.60 \$3,085 0.90 \$3,541 0.78 \$2,836 0.98 Outpatient Net Revenue per Visit \$962 \$781 1.23 \$815 1.18 \$602 1.60 \$11,167 0.82 Income Statement Assets Seco		3)										
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Net Revenue Statistics \$11,245 \$18,658 0.60 \$13,612 0.83 \$14,182 0.79 \$10,424 1.08 Inpatient Net Revenue per Day \$2,779 \$3,656 0.76 \$3,085 0.90 \$3,541 0.78 \$2,836 0.98 Outpatient Net Revenue per Visit \$962 \$781 1.23 \$815 1.18 \$602 1.60 \$1,167 0.82 Income Statement Assets Liabilities Fund Balances \$3,452,071 Less Deductions \$95,769,787 Net Patient Receivables \$8,679,790 Long-Term Debt \$0 Net Patient Revenue \$55,262,458 Other Receivables \$0 Other Liabilities \$0 Plus Other Revenue \$446,007 Index Land, Buildings & Equipment (Net) \$46,345,946 Subtotal \$3,452,071 Less Expenses \$50,930,549 Other Assets \$0 Subtotal \$3,452,071 Less Expenses \$50,930,549 Other Assets \$11,859,263 Unrestricted Fund Balance \$53,343,435 Non-Operating G												
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Inpatient Net Revenue per Day Outpatient Net Revenue per Visit \$2,779 \$3,656 0.76 \$3,085 0.90 \$3,541 0.78 \$2,836 0.98 Outpatient Net Revenue per Visit \$962 \$781 1.23 \$815 1.18 \$602 1.60 \$1,167 0.82 Income Statement \$151,032,245 Cash & Cash Equivalents -\$89,494 Current Liabilities Fund Balances Gross Patient Revenue (GPR) \$151,032,245 Cash & Cash Equivalents -\$89,494 Current Liabilities \$3,452,071 Less Deductions \$95,769,787 Net Patient Receivables \$8,679,790 Long-Term Debt \$0 Plus Other Revenue \$55,262,458 Other Receivables \$0 Other Liabilities \$0 Intal Revenue \$55,708,463 Land, Buildings & Equipment (Net) \$46,345,946 Unrestricted Fund Balance \$53,343,435 Non-Operating Gains/Losses \$724,196 Other Assets \$1,859,263 Unrestricted Fund Balance \$53,343,435		Discharge	\$11 245	\$18 658	0.60	\$13 612	0.83	\$14 182	0.79	\$10 424	1 08	
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