

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 2022	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.1%	60.7%	0.61	54.5%	0.68	37.9%	0.98	32.8%	1.13
Obstetrics	17.5%	37.3%	0.47	24.1%	0.02	18.2%	0.96	17.9%	0.98
Pediatrics	0.0%	67.4%	N/A	27.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.4%	61.9%	0.70	49.9%	0.87	39.7%	1.09	38.1%	1.14
Average Census (Patients)									
Adult Medical-Surgical	6.3	27.3	0.23	24.1	0.26	6.8	0.93	5.6	1.13
Obstetrics	0.5	4.7	0.11	3.8	0.14	0.9	0.61	0.5	0.98
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.8	50.5	0.22	36.8	0.29	9.8	1.10	9.5	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.9	0.89	4.4	0.99	3.7	1.17	4.2	1.03
Obstetrics	2.0	2.4	0.85	2.2	0.91	2.1	0.97	1.9	1.05
Pediatrics	0.0	4.0	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	5.3	0.78	4.5	0.92	4.0	1.05	4.0	1.02
Surgical Operations									
Inpatient	329	990	0.33	983	0.33	203	1.62	373	0.88
Outpatient	3,147	4,017	0.78	5,820	0.54	1,593	1.98	3,469	0.91
Inpatient as % of All Surgeries	9.5%	19.8%	0.48	14.4%	0.66	11.3%	0.84	9.7%	0.97
Outpatient Visits									
Non-Emergency Visits	42,780	141,022	0.30	100,022	0.43	64,671	0.66	42,832	1.00
Emergency Visits	8,183	17,305	0.47	15,835	0.52	8,798	0.93	8,336	0.98
Full-Time Equivalents (FTEs)									
Administrators	8.0	18.9	0.42	12.5	0.64	12.5	0.64	7.0	1.14
Nurses, Licensed	56.4	234.4	0.24	175.4	0.32	81.9	0.69	62.2	0.91
Ancillary Nursing Personnel	3.4	38.1	0.09	8.4	0.41	11.6	0.29	4.3	0.79
All Other Personnel	127.0	466.6	0.27	288.1	0.44	180.7	0.70	151.7	0.84
Total FTEs	194.8	758.0	0.26	484.4	0.40	286.7	0.68	225.2	0.87
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.2	12.6	1.13	9.6	1.47	23.7	0.60	13.1	1.08
Nurses, Licensed	100.0	156.2	0.64	135.1	0.74	155.9	0.64	116.6	0.86
Ancillary Nursing Personnel	6.0	25.4	0.24	6.4	0.94	22.0	0.27	8.1	0.75
All Other Personnel	225.1	310.9	0.72	221.8	1.01	344.0	0.65	284.7	0.79
Total FTEs	345.3	505.0	0.68	372.9	0.93	545.6	0.63	422.6	0.82

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	0	Bassinets	6
Discharges	958	Organization (HMO)	Yes	Discharges	0	Total Births	95
Inpatient Days	3,960	Preferred Provider		Inpatient Days	0	Newborn Days	173
		Organization (PPO)	Yes				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	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	527	2,302	37.1%	6.3	4.4
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	20	49	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	94	192	17.5%	0.5	2.0
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	317	1,417	77.6%	3.9	4.5
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	8	0	8.0	Surgical Personnel	7	3	7.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	4	12.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	1	3.1
Registered Nurses	45	34	56.4	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	3	2	3.5
Ancillary Nursing Personnel	2	5	3.4	Physical Therapy Assistants/Aides	5	0	5.0
Medical Assistants	0	0	0.0	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	24	10	26.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	15	55.3
Pharmacy Personnel	5	1	5.5				
Clinical Laboratory Personnel	5	1	5.1				
				Total	170	76	194.8

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area		Volume Group		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$84,543,882	53.9%	47.3%	1.14	49.2%	1.10	48.7%	1.11	54.1%	1.00
Medical Assistance	\$18,021,174	11.5%	14.4%	0.80	11.5%	1.00	12.5%	0.92	11.9%	0.96
Commercial	\$51,876,693	33.1%	32.9%	1.00	35.7%	0.93	35.0%	0.95	32.0%	1.03
All Other	\$2,465,581	1.6%	5.4%	0.29	3.6%	0.43	3.9%	0.40	2.0%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$59,258,736	37.8%	36.1%	1.05	35.4%	1.07	31.8%	1.19	37.6%	1.00
Medical Assistance	\$13,849,853	8.8%	11.3%	0.78	9.0%	0.98	9.0%	0.99	9.5%	0.93
Commercial	\$22,139,993	14.1%	14.8%	0.95	14.6%	0.97	14.1%	1.00	12.5%	1.13
Charity Care	\$1,179,852	0.8%	0.7%	1.04	0.6%	1.17	0.7%	1.10	0.6%	1.25
Bad Debt	\$2,382,290	1.5%	0.9%	1.73	1.3%	1.18	1.2%	1.25	2.4%	0.64
All Other	\$1,052,263	0.7%	3.0%	0.22	2.4%	0.28	2.5%	0.27	0.8%	0.86
Total Deductions	\$99,862,987	63.6%	66.8%	0.95	63.4%	1.00	59.2%	1.07	63.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.2%	5.7%	0.74	2.8%	1.53	6.5%	0.65	0.8%	5.30	
Net Gains/Losses as % of Net Income	N/A	N/A	N/A	12.3%	N/A	N/A	N/A	13.2%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,600,244	45.0%	41.8%	1.08	36.0%	1.25	49.3%	0.91	47.9%	0.94
Supplies & Services	\$23,407,866	46.6%	52.2%	0.89	57.6%	0.81	43.7%	1.07	44.1%	1.06
Capital Component	\$4,201,184	8.4%	6.0%	1.39	6.4%	1.31	7.0%	1.20	8.0%	1.05
Fiscal Statistics										
Operating Margin (%)	15.7%	5.7%	2.76	13.7%	1.15	5.9%	2.68	8.6%	1.83	
Total Hospital Net Income (%)	15.7%	3.5%	4.50	15.3%	1.03	2.8%	5.71	9.7%	1.61	
Return on Equity (%)	13.9%	1.4%	9.76	10.4%	1.34	0.7%	19.31	9.7%	1.43	
Current Ratio	7.6	3.9	1.94	21.6	0.35	2.6	2.92	3.0	2.50	
Days in Net Patient Accounts Receivable	54.1	91.7	0.59	51.2	1.06	148.9	0.36	57.3	0.94	
Average Payment Period	24.6	91.7	0.27	20.4	1.21	167.7	0.15	26.8	0.92	
Equity Financing (%)	95.4%	59.1%	1.61	86.3%	1.10	55.3%	1.72	93.9%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.1	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	0.0	5.7	N/A	38.3	N/A	5.2	N/A	0.0	N/A	
Total Asset Turnover	0.9	0.4	2.12	0.7	1.33	0.3	3.27	1.0	0.90	
Average Age of Plant (Years)	8.5	18.1	0.47	8.4	1.01	22.7	0.37	7.6	1.12	
Increase (Decrease) Total Net Patient Revenue	3.2%	3.5%	0.91	0.5%	6.54	5.0%	0.64	12.5%	0.26	
Outpatient Gross Revenue (% of Total GPR)	80.9%	66.2%	1.22	71.7%	1.13	81.3%	1.00	82.1%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,957	\$19,849	0.55	\$13,523	0.81	\$15,118	0.72	\$11,245	0.97	
Inpatient Net Revenue per Day	\$2,674	\$3,697	0.72	\$2,966	0.90	\$3,557	0.75	\$2,779	0.96	
Outpatient Net Revenue per Visit	\$960	\$819	1.17	\$832	1.15	\$717	1.34	\$962	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$156,907,329	Cash & Cash Equivalents	\$12,919,405	Current Liabilities	\$3,118,655
Less Deductions	\$99,862,987	Net Patient Receivables	\$8,455,728	Long-Term Debt	\$0
Net Patient Revenue	\$57,044,342	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,527,896			Subtotal	\$3,118,655
Total Revenue	\$59,572,237	Land, Buildings & Equipment (Net)	\$43,813,364	Unrestricted Fund Balance	\$64,277,918
Less Expenses	\$50,209,294	Other Assets	\$2,208,075	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,500	Total Assets	\$67,396,572	Total Liabilities & Fund Balance	\$67,396,573
Net Income	\$9,361,443				