

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.9%	61.5%	0.37	60.2%	0.38	32.8%	0.70	37.1%	0.62
Obstetrics	22.4%	41.1%	0.54	34.1%	0.02	18.9%	1.18	17.5%	1.28
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.4%	61.6%	0.51	57.4%	0.55	35.7%	0.88	43.4%	0.72
Average Census (Patients)									
Adult Medical-Surgical	3.9	24.9	0.16	23.5	0.17	5.6	0.69	6.3	0.62
Obstetrics	0.7	5.0	0.13	4.7	0.14	0.8	0.82	0.5	1.28
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.9	44.9	0.17	34.4	0.23	8.1	0.98	10.8	0.72
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.5	0.76	4.0	0.86	3.8	0.91	4.4	0.79
Obstetrics	2.1	2.4	0.88	2.4	0.90	2.1	1.02	2.0	1.04
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.69	4.2	0.80	3.8	0.88	4.1	0.81
Surgical Operations									
Inpatient	150	989	0.15	966	0.16	135	1.11	329	0.46
Outpatient	2,923	4,208	0.69	5,983	0.49	1,616	1.81	3,147	0.93
Inpatient as % of All Surgeries	4.9%	19.0%	0.26	13.9%	0.35	7.7%	0.63	9.5%	0.52
Outpatient Visits									
Non-Emergency Visits	42,828	131,799	0.32	87,094	0.49	55,406	0.77	42,780	1.00
Emergency Visits	7,965	16,822	0.47	15,140	0.53	8,784	0.91	8,183	0.97
Full-Time Equivalents (FTEs)									
Administrators	9.0	17.5	0.51	11.2	0.80	10.8	0.83	8.0	1.13
Nurses, Licensed	52.4	232.9	0.22	165.8	0.32	65.3	0.80	56.4	0.93
Ancillary Nursing Personnel	1.7	42.6	0.04	14.8	0.12	8.4	0.20	3.4	0.50
All Other Personnel	116.9	453.0	0.26	252.7	0.46	151.7	0.77	127.0	0.92
Total FTEs	180.0	746.0	0.24	444.5	0.40	236.3	0.76	194.8	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.5	12.3	1.75	9.5	2.27	21.5	1.00	14.2	1.51
Nurses, Licensed	124.9	163.8	0.76	140.0	0.89	129.7	0.96	100.0	1.25
Ancillary Nursing Personnel	4.1	30.0	0.14	12.5	0.33	16.8	0.24	6.0	0.67
All Other Personnel	278.9	318.6	0.88	213.4	1.31	301.4	0.93	225.1	1.24
Total FTEs	429.4	524.6	0.82	375.4	1.14	469.3	0.91	345.3	1.24

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	0	Bassinets	6
Discharges	859	Organization (HMO)	Yes	Discharges	0	Total Births	108
Inpatient Days	2,868	Preferred Provider		Inpatient Days	0	Newborn Days	191
		Organization (PPO)	Yes				

013 ThedaCare Medical Center - Berlin, Inc.
Berlin, WI 54923

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	409	1,418	22.9%	3.9	3.5
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	22	73	0.0%	0.2	3.3
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	115	245	22.4%	0.7	2.1
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	311	1,132	62.0%	3.1	3.6
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	9	0	9.0	Surgical Personnel	4	3	4.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	3	12.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	3	2.8
Registered Nurses	40	32	52.4	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	4	2	4.5
Ancillary Nursing Personnel	1	2	1.7	Physical Therapy Assistants/Aides	5	0	5.0
Medical Assistants	1	0	1.0	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	26	5	28.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	41	12	45.6
Pharmacy Personnel	4	1	4.5				
Clinical Laboratory Personnel	5	2	5.8				
				Total	155	65	180.0

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$82,156,583	53.3%	48.2%	1.11	49.9%	1.07	50.4%	1.06	53.9%	0.99
Medical Assistance	\$16,454,488	10.7%	14.2%	0.75	11.2%	0.95	11.9%	0.89	11.5%	0.93
Commercial	\$53,721,454	34.8%	32.4%	1.08	35.7%	0.97	34.9%	1.00	33.1%	1.05
All Other	\$1,938,228	1.3%	5.2%	0.24	3.1%	0.40	2.7%	0.46	1.6%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$59,022,565	38.3%	37.1%	1.03	36.8%	1.04	34.8%	1.10	37.8%	1.01
Medical Assistance	\$12,875,959	8.3%	11.2%	0.75	8.8%	0.95	8.4%	0.99	8.8%	0.95
Commercial	\$21,887,156	14.2%	14.9%	0.95	16.3%	0.87	13.4%	1.06	14.1%	1.01
Charity Care	\$1,147,875	0.7%	0.7%	1.02	0.8%	0.96	0.7%	1.08	0.8%	0.99
Bad Debt	\$2,778,203	1.8%	0.8%	2.12	0.7%	2.43	1.0%	1.88	1.5%	1.19
All Other	\$789,672	0.5%	3.1%	0.16	1.8%	0.29	1.9%	0.28	0.7%	0.76
Total Deductions	\$98,501,430	63.8%	67.9%	0.94	65.2%	0.98	60.1%	1.06	63.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	6.4%	0.10	2.4%	0.26	3.7%	0.17	4.2%	0.15	
Net Gains/Losses as % of Net Income	0.3%	11.1%	0.03	16.2%	0.02	21.8%	0.02	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,656,663	43.9%	41.6%	1.06	38.2%	1.15	46.1%	0.95	45.0%	0.98
Supplies & Services	\$27,651,514	47.3%	52.7%	0.90	56.2%	0.84	46.6%	1.02	46.6%	1.02
Capital Component	\$5,095,609	8.7%	5.7%	1.52	5.6%	1.54	7.3%	1.20	8.4%	1.04
Fiscal Statistics										
Operating Margin (%)	-4.1%	6.4%	N/A	11.1%	N/A	8.5%	N/A	15.7%	N/A	
Total Hospital Net Income (%)	-4.1%	7.1%	N/A	13.0%	N/A	10.7%	N/A	15.7%	N/A	
Return on Equity (%)	-3.0%	3.1%	N/A	9.2%	N/A	2.9%	N/A	13.9%	N/A	
Current Ratio	-4,577.8	2.9	N/A	27.3	N/A	1.7	N/A	7.6	N/A	
Days in Net Patient Accounts Receivable	38.6	85.9	0.45	50.2	0.77	136.5	0.28	54.1	0.71	
Average Payment Period	0.0	125.5	N/A	13.9	N/A	286.0	N/A	24.6	N/A	
Equity Financing (%)	98.7%	57.8%	1.71	94.3%	1.05	49.5%	1.99	95.4%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.4	0.03	0.0	61.77	0.6	0.02	0.0	N/A	
Times Interest Earned	0.0	12.0	N/A	761.1	N/A	15.7	N/A	0.0	N/A	
Total Asset Turnover	0.7	0.4	1.69	0.7	1.04	0.3	2.75	0.9	0.82	
Average Age of Plant (Years)	4.9	19.6	0.25	8.8	0.55	26.1	0.19	8.5	0.57	
Increase (Decrease) Total Net Patient Revenue	-2.2%	3.9%	N/A	5.6%	N/A	9.7%	N/A	3.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	81.5%	67.6%	1.21	71.7%	1.14	84.3%	0.97	80.9%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,525	\$19,469	0.64	\$13,116	0.95	\$14,823	0.84	\$10,957	1.14	
Inpatient Net Revenue per Day	\$3,804	\$3,859	0.99	\$3,156	1.21	\$3,524	1.08	\$2,674	1.42	
Outpatient Net Revenue per Visit	\$941	\$875	1.08	\$911	1.03	\$832	1.13	\$960	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$154,270,754	Cash & Cash Equivalents	\$12,813,670	Current Liabilities	-\$4,670
Less Deductions	\$98,501,430	Net Patient Receivables	\$5,898,537	Long-Term Debt	\$1,009,782
Net Patient Revenue	\$55,769,324	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$354,531			Subtotal	\$1,005,112
Total Revenue	\$56,123,857	Land, Buildings & Equipment (Net)	\$56,151,789	Unrestricted Fund Balance	\$76,524,943
Less Expenses	\$58,403,786	Other Assets	\$2,666,057	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$7,790			Total Liabilities & Fund Balance	\$77,530,055
Net Income	-\$2,287,719	Total Assets	\$77,530,053		