

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 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.8%	57.9%	0.57	50.0%	0.66	36.8%	0.89	35.0%	0.94
Obstetrics	17.9%	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	38.1%	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	9.7%	21.2%	0.46	15.3%	0.63	12.0%	0.81	11.9%	0.81
Outpatient Visits									
Non-Emergency Visits	42,832	145,246	0.29	100,098	0.43	77,301	0.55	28,467	1.50
Emergency Visits	8,336	16,058	0.52	15,000	0.56	9,586	0.87	7,153	1.17
Full-Time Equivalents (FTEs)									
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	151.7	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 (Adjusted)									
Administrators	13.1	13.0	1.01	11.3	1.17	20.5	0.64	26.9	0.49
Nurses, Licensed	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	377.6	0.75
Total FTEs	422.6	546.4	0.77	403.9	1.05	570.6	0.74	584.9	0.72

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 859
 Inpatient Days 3,476

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 95
 Newborn Days 158

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number 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				
Clinical Laboratory Personnel	10	0	10.0				
				Total	195	81	225.2

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
FY 2021										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$81,734,238	54.1%	46.6%	1.16	48.5%	1.12	47.0%	1.15	52.0%	1.04
Medical Assistance	\$17,981,567	11.9%	14.4%	0.83	11.1%	1.07	13.0%	0.91	10.8%	1.11
Commercial	\$48,318,144	32.0%	33.9%	0.94	37.0%	0.87	36.1%	0.89	35.3%	0.91
All Other	\$2,998,297	2.0%	5.1%	0.39	3.4%	0.58	3.8%	0.52	1.9%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$56,834,005	37.6%	35.2%	1.07	34.4%	1.09	32.5%	1.16	37.0%	1.02
Medical Assistance	\$14,380,100	9.5%	11.1%	0.86	8.5%	1.13	9.9%	0.97	8.2%	1.16
Commercial	\$18,870,812	12.5%	14.9%	0.84	14.3%	0.87	14.1%	0.88	14.2%	0.88
Charity Care	\$905,822	0.6%	0.7%	0.84	0.6%	0.94	0.7%	0.91	0.5%	1.23
Bad Debt	\$3,608,052	2.4%	1.0%	2.35	1.4%	1.71	1.5%	1.59	1.6%	1.47
All Other	\$1,170,996	0.8%	2.8%	0.28	2.5%	0.31	1.8%	0.44	0.8%	1.00
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 & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.8%	6.5%	0.12	2.9%	0.28	7.5%	0.11	10.9%	0.07
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										
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
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%	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	0.27
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
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	\$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	
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
Net Patient Revenue	\$55,262,458	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$446,007			Subtotal	\$3,452,071
Total Revenue	\$55,708,463	Land, Buildings & Equipment (Net)	\$46,345,946	Unrestricted Fund Balance	\$53,343,435
Less Expenses	\$50,930,549	Other Assets	\$1,859,263	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$724,196			Total Liabilities & Fund Balance	\$56,795,506
Net Income	\$5,502,110	Total Assets	\$56,795,505		