

139 Watertown Regional Medical Center
 125 Hospital Drive
 Watertown, WI 53098
 920-261-4210

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Corporation

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.7%	55.4%	0.59	57.1%	0.57	38.8%	0.84	35.4%	0.92
Obstetrics	15.1%	38.4%	0.39	41.6%	0.04	31.2%	0.48	17.2%	0.88
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	14.1%	N/A	4.6%	0.00
Total Hospital	32.0%	56.3%	0.57	58.9%	0.54	40.5%	0.79	30.3%	1.06
Average Census (Patients)									
Adult Medical-Surgical	11.8	26.5	0.44	24.0	0.49	10.1	1.16	12.8	0.92
Obstetrics	1.5	5.0	0.30	4.7	0.32	2.1	0.71	1.7	0.88
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.1	N/A	0.3	0.00
Total Hospital	16.0	48.3	0.33	50.8	0.31	15.5	1.03	17.0	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.9	0.75	3.9	0.76	2.9	1.00	3.0	0.99
Obstetrics	2.7	2.6	1.03	2.7	0.99	2.3	1.15	2.9	0.90
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.1	N/A	6.4	0.00
Total Hospital	2.8	4.3	0.65	4.3	0.66	3.0	0.93	2.8	1.02
Surgical Operations									
Inpatient	457	1,408	0.32	2,094	0.22	502	0.91	582	0.79
Outpatient	4,798	4,098	1.17	7,088	0.68	2,146	2.24	2,985	1.61
Inpatient as % of All Surgeries	8.7%	25.6%	0.34	22.8%	0.38	19.0%	0.46	16.3%	0.53
Outpatient Visits									
Non-Emergency Visits	68,607	132,001	0.52	161,897	0.42	53,087	1.29	156,559	0.44
Emergency Visits	11,632	17,964	0.65	17,257	0.67	13,724	0.85	13,789	0.84
Full-Time Equivalents (FTEs)									
Administrators	3.0	18.9	0.16	25.5	0.12	11.1	0.27	5.0	0.60
Nurses, Licensed	114.1	244.4	0.47	290.0	0.39	104.4	1.09	128.3	0.89
Ancillary Nursing Personnel	40.5	40.0	1.01	47.6	0.85	20.7	1.96	61.4	0.66
All Other Personnel	459.5	484.8	0.95	681.8	0.67	226.8	2.03	387.0	1.19
Total FTEs	617.1	788.1	0.78	1,045.0	0.59	362.9	1.70	581.7	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.2	15.1	0.28	20.7	0.20	19.8	0.21	6.6	0.64
Nurses, Licensed	160.3	195.2	0.82	235.4	0.68	187.1	0.86	169.4	0.95
Ancillary Nursing Personnel	56.9	32.0	1.78	38.7	1.47	37.1	1.53	81.0	0.70
All Other Personnel	645.7	387.3	1.67	553.4	1.17	406.6	1.59	510.9	1.26
Total FTEs	867.1	629.5	1.38	848.1	1.02	650.6	1.33	767.9	1.13

Total Hospital:
 Beds Set Up & Staffed 50
 Discharges 2,061
 Inpatient Days 5,835

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 11
 Inpatient Days 101

Newborn Nursery:
 Bassinets 10
 Total Births 220
 Newborn Days 541

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,469	4,303	32.7%	11.8	2.9
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	4	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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	208	552	15.1%	1.5	2.7
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	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	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	4	164	980	67.1%	2.7	6.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	4	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	3	0	3.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	11	3	12.5	Radiological Services Personnel	19	0	19.0
Medical & Dental Residents	0	0	0.0	Sonographers	3	4	5.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	2	7.1
Registered Nurses	91	24	103.0	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	1	0.5	Physical Therapists	11	7	14.5
Ancillary Nursing Personnel	33	15	40.5	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	31	4	33.0	Recreational Therapists	0	0	0.0
Physician Assistants	9	1	9.5	Dietitians & Nutritionists	0	7	2.8
Nurse Practitioners	9	1	9.6	Psychologists	1	1	1.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	40	32	55.3
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	236	71	263.8
Pharmacy Personnel	6	3	7.5				
Clinical Laboratory Personnel	9	4	11.1				
				Total	536	180	617.1

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Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2016	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$106,999,289	46.5%	44.8%	1.04	41.1%	1.13	48.9%	0.95	42.5%	1.09
Medical Assistance	\$26,316,620	11.4%	14.4%	0.80	11.8%	0.97	11.7%	0.97	12.5%	0.91
Commercial	\$84,999,687	36.9%	36.6%	1.01	39.9%	0.92	35.9%	1.03	41.7%	0.89
All Other	\$11,981,637	5.2%	4.2%	1.23	7.2%	0.73	3.5%	1.51	3.3%	1.59
Deductions as % of Total Gross Patient Revenue										
Medicare	\$81,495,061	35.4%	32.9%	1.07	30.1%	1.18	35.0%	1.01	30.2%	1.17
Medical Assistance	\$18,302,396	7.9%	10.7%	0.74	8.7%	0.91	8.5%	0.94	9.9%	0.81
Commercial	\$29,845,157	13.0%	14.8%	0.88	18.1%	0.71	12.4%	1.05	17.1%	0.76
Charity Care	\$2,437,670	1.1%	1.0%	1.07	0.9%	1.20	1.4%	0.74	0.5%	2.10
Bad Debt	\$465,914	0.2%	1.1%	0.19	1.1%	0.18	1.3%	0.16	1.1%	0.18
All Other	\$7,077,356	3.1%	1.9%	1.60	3.4%	0.92	1.3%	2.32	1.4%	2.15
Total Deductions	\$139,623,554	60.6%	62.4%	0.97	62.3%	0.97	59.8%	1.01	60.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.9%	6.3%	0.78	7.1%	0.70	3.3%	1.48	4.0%	1.22
Net Gains/Losses as % of Net Income		0.0%	12.7%	N/A	48.2%	N/A	29.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$46,670,594	52.2%	44.7%	1.17	48.0%	1.09	47.5%	1.10	52.2%	1.00
Supplies & Services	\$37,760,467	42.2%	47.9%	0.88	44.6%	0.95	42.7%	0.99	42.3%	1.00
Capital Component	\$5,012,488	5.6%	7.4%	0.76	7.5%	0.75	9.8%	0.57	5.5%	1.02
Fiscal Statistics										
Operating Margin (%)		6.2%	8.9%	0.69	3.0%	2.06	4.5%	1.38	5.4%	1.15
Total Hospital Net Income (%)		6.2%	10.1%	0.61	5.7%	1.10	6.3%	0.99	5.4%	1.15
Return on Equity (%)		9.2%	7.6%	1.21	4.4%	2.08	4.0%	2.28	8.7%	1.05
Current Ratio		4.2	5.6	0.75	2.1	2.03	5.4	0.79	2.3	1.85
Days in Net Patient Accounts Receivable		42.4	51.4	0.82	49.0	0.87	50.1	0.85	41.3	1.03
Average Payment Period		28.8	41.5	0.69	54.8	0.53	41.4	0.70	44.6	0.65
Equity Financing (%)		87.3%	73.6%	1.19	60.8%	1.44	67.6%	1.29	80.4%	1.09
Long-Term Debt to Equity Ratio		0.0	0.2	0.16	0.3	0.09	0.3	0.08	0.0	1.13
Times Interest Earned		0.0	14.1	N/A	5.3	N/A	4.4	N/A	0.0	N/A
Total Asset Turnover		1.5	0.7	1.99	0.8	1.95	0.6	2.35	1.6	0.92
Average Age of Plant (Years)		2.3	9.3	0.25	10.6	0.22	9.4	0.24	1.2	1.89
Increase (Decrease) Total Net Patient Revenue		-6.6%	3.6%	N/A	3.3%	N/A	0.5%	N/A	-5.1%	1.31
Outpatient Gross Revenue (% of Total GPR)		75.7%	60.9%	1.24	59.0%	1.28	71.6%	1.06	76.2%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,549	\$15,675	0.55	\$17,327	0.49	\$10,854	0.79	\$10,051	0.85
Inpatient Net Revenue per Day		\$2,736	\$3,540	0.77	\$4,029	0.68	\$3,395	0.81	\$3,385	0.81
Outpatient Net Revenue per Visit		\$914	\$654	1.40	\$588	1.55	\$743	1.23	\$454	2.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$230,297,233	Cash & Cash Equivalents	\$932,173	Current Liabilities	\$6,736,507
Less Deductions	\$139,623,554	Net Patient Receivables	\$10,527,768	Long-Term Debt	\$1,498,717
Net Patient Revenue	\$90,673,679	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,693,919			Subtotal	\$8,235,224
Total Revenue	\$95,367,598	Land, Buildings & Equipment (Net)	\$35,250,960	Unrestricted Fund Balance	\$56,395,734
Less Expenses	\$89,443,549	Other Assets	\$17,920,057	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$64,630,958	Total Liabilities & Fund Balance	\$64,630,958
Net Income	\$5,924,049				