

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
Control: Corporation

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

		All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.5%	55.7%	0.66	57.3%	0.64	39.8%	0.92	32.7%	1.12
Obstetrics	15.9%	41.5%	0.38	43.6%	0.04	28.9%	0.55	15.1%	1.05
Pediatrics	0.0%	52.8%	N/A	54.8%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	29.0%	57.5%	0.50	60.2%	0.48	42.4%	0.68	32.0%	0.91
Average Census (Patients)									
Adult Medical-Surgical	12.8	26.4	0.48	24.4	0.52	10.7	1.20	11.8	1.08
Obstetrics	1.6	5.6	0.28	5.1	0.31	2.0	0.80	1.5	1.05
Pediatrics	0.0	1.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	18.6	49.4	0.38	51.9	0.36	16.6	1.12	16.0	1.16
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.79	3.9	0.80	3.0	1.03	2.9	1.06
Obstetrics	2.8	2.5	1.12	2.7	1.05	2.2	1.27	2.7	1.07
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.4	0.71	4.3	0.72	3.3	0.95	2.8	1.10
Surgical Operations									
Inpatient	507	1,396	0.36	2,117	0.24	484	1.05	457	1.11
Outpatient	5,585	4,206	1.33	7,457	0.75	2,045	2.73	4,798	1.16
Inpatient as % of All Surgeries	8.3%	24.9%	0.33	22.1%	0.38	19.2%	0.43	8.7%	0.96
Outpatient Visits									
Non-Emergency Visits	68,547	136,074	0.50	174,723	0.39	63,222	1.08	68,607	1.00
Emergency Visits	11,483	18,688	0.61	17,254	0.67	12,717	0.90	11,632	0.99
Full-Time Equivalents (FTEs)									
Administrators	3.0	19.3	0.16	26.0	0.12	10.6	0.28	3.0	1.00
Nurses, Licensed	127.3	239.2	0.53	251.5	0.51	104.8	1.22	114.1	1.12
Ancillary Nursing Personnel	44.3	40.0	1.11	43.3	1.03	22.9	1.94	40.5	1.09
All Other Personnel	401.6	480.4	0.84	653.1	0.61	217.2	1.85	459.5	0.87
Total FTEs	576.3	779.0	0.74	973.9	0.59	355.5	1.62	617.1	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.7	14.9	0.25	20.1	0.18	17.1	0.22	4.2	0.87
Nurses, Licensed	156.5	183.7	0.85	194.3	0.81	169.2	0.92	160.3	0.98
Ancillary Nursing Personnel	54.5	30.8	1.77	33.4	1.63	37.0	1.47	56.9	0.96
All Other Personnel	493.5	369.0	1.34	504.4	0.98	350.8	1.41	645.7	0.76
Total FTEs	708.2	598.3	1.18	752.2	0.94	574.1	1.23	867.1	0.82

Total Hospital:

Beds Set Up & Staffed 64
Discharges 2,171
Inpatient Days 6,775

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 6
Inpatient Days 36

Newborn Nursery:

Bassinets 10
Total Births 222
Newborn Days 516

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,499	4,667	36.5%	12.8	3.1
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	204	581	15.9%	1.6	2.8
Psychiatric	1	15	46	834	15.2%	2.3	18.1
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	152	693	47.5%	1.9	4.6
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	5	2	7.0
Physicians & Dentists	19	2	19.6	Radiological Services Personnel	22	17	27.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	5	3.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	4	6.9
Registered Nurses	95	39	113.9	Occupational Therapists	2	6	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	2	6.5	Physical Therapists	7	11	12.7
Ancillary Nursing Personnel	37	7	44.3	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	8	0	8.0	Recreational Therapists	1	0	1.0
Physician Assistants	5	4	9.0	Dietitians & Nutritionists	0	6	2.1
Nurse Practitioners	5	3	7.0	Psychologists	1	1	1.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	143	57	157.0
Health Info Mgmt-Administrators/Technicians	2	1	2.2	All Other Personnel	85	68	122.8
Pharmacy Personnel	7	5	9.0				
Clinical Laboratory Personnel	6	5	8.8				
				Total	467	245	576.3

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Watertown, WI 53098			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$116,400,849	46.7%	45.7%	1.02	41.6%	1.12	49.2%	0.95	46.5%	1.00	
Medical Assistance	\$28,595,355	11.5%	14.0%	0.82	11.5%	0.99	11.3%	1.02	11.4%	1.00	
Commercial	\$92,516,916	37.1%	35.8%	1.03	39.3%	0.94	36.3%	1.02	36.9%	1.00	
All Other	\$11,994,754	4.8%	4.5%	1.07	7.5%	0.64	3.2%	1.52	5.2%	0.92	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$86,527,244	34.7%	34.1%	1.02	30.8%	1.13	35.5%	0.98	35.4%	0.98	
Medical Assistance	\$23,748,455	9.5%	10.6%	0.90	8.7%	1.10	8.4%	1.14	7.9%	1.20	
Commercial	\$32,726,486	13.1%	14.7%	0.89	18.2%	0.72	13.1%	1.00	13.0%	1.01	
Charity Care	\$1,308,052	0.5%	1.0%	0.54	0.9%	0.61	1.3%	0.42	1.1%	0.50	
Bad Debt	\$2,312,177	0.9%	1.1%	0.87	1.1%	0.87	1.4%	0.67	0.2%	4.58	
All Other	\$6,484,898	2.6%	2.0%	1.33	3.4%	0.77	1.1%	2.46	3.1%	0.85	
Total Deductions	\$153,107,312	61.4%	63.3%	0.97	62.8%	0.98	60.7%	1.01	60.6%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		7.7%	5.5%	1.40	6.4%	1.20	3.5%	2.20	4.9%	1.56	
Net Gains/Losses as % of Net Income		0.0%	2.6%	N/A	1.9%	N/A	18.6%	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$48,677,484	53.7%	44.1%	1.22	47.5%	1.13	44.5%	1.21	52.2%	1.03	
Supplies & Services	\$37,827,235	41.8%	49.0%	0.85	45.0%	0.93	46.9%	0.89	42.2%	0.99	
Capital Component	\$4,099,370	4.5%	6.9%	0.66	7.5%	0.60	8.5%	0.53	5.6%	0.81	
Fiscal Statistics											
Operating Margin (%)		13.2%	8.4%	1.58	5.0%	2.67	4.8%	2.76	6.2%	2.13	
Total Hospital Net Income (%)		13.2%	8.6%	1.55	5.0%	2.63	5.8%	2.27	6.2%	2.13	
Return on Equity (%)		18.5%	6.3%	2.93	3.8%	4.90	3.7%	5.01	9.2%	2.02	
Current Ratio		5.3	5.9	0.89	2.3	2.33	5.5	0.95	4.2	1.25	
Days in Net Patient Accounts Receivable		47.4	51.6	0.92	47.8	0.99	49.4	0.96	42.4	1.12	
Average Payment Period		30.0	38.5	0.78	55.0	0.55	40.4	0.74	28.8	1.04	
Equity Financing (%)		87.5%	75.1%	1.16	59.3%	1.48	75.7%	1.16	87.3%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	0.21	0.3	0.11	0.2	0.18	0.0	1.23	
Times Interest Earned		0.0	13.4	N/A	5.0	N/A	6.3	N/A	0.0	N/A	
Total Asset Turnover		1.4	0.7	1.90	0.7	1.87	0.6	2.23	1.5	0.95	
Average Age of Plant (Years)		3.8	9.9	0.38	10.5	0.36	9.1	0.42	2.3	1.66	
Increase (Decrease) Total Net Patient Revenue		6.3%	5.4%	1.16	6.7%	0.95	7.2%	0.88	-6.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)		76.4%	61.9%	1.23	59.8%	1.28	72.7%	1.05	75.7%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$8,784		\$15,830	0.55	\$17,803	0.49	\$11,444	0.77	\$8,549	1.03	
Inpatient Net Revenue per Day	\$2,710		\$3,538	0.77	\$4,047	0.67	\$3,344	0.81	\$2,736	0.99	
Outpatient Net Revenue per Visit	\$994		\$686	1.45	\$595	1.67	\$740	1.34	\$914	1.09	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$249,507,874		Cash & Cash Equivalents	\$845,650		Current Liabilities	\$7,167,986	
Less Deductions	\$153,107,312		Net Patient Receivables	\$12,507,890		Long-Term Debt	\$2,139,533	
Net Patient Revenue	\$96,400,562		Other Receivables	\$0		Other Liabilities	\$0	
Plus Other Revenue	\$8,021,818					Subtotal	\$9,307,519	
Total Revenue	\$104,422,380		Land, Buildings & Equipment (Net)	\$35,570,824		Unrestricted Fund Balance	\$65,214,032	
Less Expenses	\$90,604,089		Other Assets	\$25,597,187		Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0					Total Liabilities & Fund Balance	\$74,521,551	
Net Income	\$13,818,291		Total Assets	\$74,521,551				