

121 Ripon Medical Center
 845 Parkside Street
 Ripon, WI 54971
 920-748-3101

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.2%	55.2%	0.60	46.6%	0.71	11.3%	2.93	37.8%	0.88
Obstetrics	0.0%	38.0%	N/A	30.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	28.0%	57.4%	0.49	47.3%	0.59	16.5%	1.69	31.5%	0.89
Average Census (Patients)									
Adult Medical-Surgical	4.3	26.0	0.17	22.2	0.19	1.8	2.44	4.9	0.88
Obstetrics	0.0	4.9	N/A	4.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.5	49.0	0.09	36.8	0.12	2.7	1.66	5.0	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.84	3.5	0.97	2.9	1.17	3.3	1.03
Obstetrics	0.0	2.6	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.0	N/A	0.0	N/A
Total Hospital	4.8	4.5	1.08	4.2	1.16	4.2	1.16	3.3	1.46
Surgical Operations									
Inpatient	195	1,426	0.14	1,211	0.16	127	1.54	226	0.86
Outpatient	755	4,581	0.16	6,106	0.12	1,225	0.62	853	0.89
Inpatient as % of All Surgeries	20.5%	23.7%	0.86	16.6%	1.24	9.4%	2.19	20.9%	0.98
Outpatient Visits									
Non-Emergency Visits	21,065	144,376	0.15	97,819	0.22	22,925	0.92	21,999	0.96
Emergency Visits	9,092	17,768	0.51	15,674	0.58	2,741	3.32	9,116	1.00
Full-Time Equivalents (FTEs)									
Administrators	2.0	23.0	0.09	19.5	0.10	3.1	0.65	2.0	1.00
Nurses, Licensed	50.3	251.3	0.20	188.9	0.27	36.6	1.38	42.7	1.18
Ancillary Nursing Personnel	3.7	39.7	0.09	19.4	0.19	7.5	0.50	3.2	1.17
All Other Personnel	81.6	509.3	0.16	317.9	0.26	77.2	1.06	75.8	1.08
Total FTEs	137.7	823.3	0.17	545.6	0.25	124.4	1.11	123.7	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.8	17.0	0.52	16.9	0.52	23.8	0.37	10.0	0.89
Nurses, Licensed	221.9	185.7	1.20	164.2	1.35	281.2	0.79	212.6	1.04
Ancillary Nursing Personnel	16.4	29.3	0.56	16.8	0.97	57.4	0.29	15.8	1.04
All Other Personnel	359.8	376.3	0.96	276.3	1.30	592.9	0.61	377.4	0.95
Total FTEs	606.9	608.3	1.00	474.3	1.28	955.3	0.64	615.7	0.99

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 338
 Inpatient Days 1,636

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 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	459	1,574	33.2%	4.3	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	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	3	0	0	0	0.0%	0.0	0.0
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	3	9	62	5.7%	0.2	6.9
Step-Down (Special Care)	3	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	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

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	2	0	2.0	Surgical Personnel	1	2	2.8
Physicians & Dentists	5	2	6.9	Radiological Services Personnel	5	11	14.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	3.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	2	1.5
Registered Nurses	11	36	42.2	Occupational Therapists	0	2	0.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	3.9	Physical Therapists	2	2	4.0
Ancillary Nursing Personnel	0	6	3.7	Physical Therapy Assistants/Aides	0	0	0.0
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	1	2	2.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	5	10.1
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	16	25	33.6
Pharmacy Personnel	0	3	2.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	54	105	137.7

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$30,465,419	48.3%	46.3%	1.04	47.7%	1.01	45.9%	1.05	47.3%	1.02
Medical Assistance	\$5,086,118	8.1%	13.6%	0.59	10.5%	0.77	11.5%	0.70	9.4%	0.86
Commercial	\$26,210,811	41.6%	35.3%	1.18	39.1%	1.06	39.4%	1.06	41.0%	1.01
All Other	\$1,292,600	2.0%	4.8%	0.43	2.7%	0.76	3.3%	0.63	2.3%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,086,090	30.3%	34.9%	0.87	33.3%	0.91	23.7%	1.28	29.4%	1.03
Medical Assistance	\$3,895,316	6.2%	10.4%	0.60	7.8%	0.79	7.7%	0.80	6.6%	0.93
Commercial	\$9,259,288	14.7%	14.7%	1.00	13.9%	1.05	10.4%	1.41	13.5%	1.09
Charity Care	\$43,590	0.1%	1.0%	0.07	0.6%	0.11	0.8%	0.09	0.4%	0.17
Bad Debt	\$1,751,693	2.8%	1.1%	2.62	1.4%	1.92	1.5%	1.89	2.5%	1.12
All Other	\$349,563	0.6%	2.2%	0.26	2.0%	0.28	1.4%	0.40	0.7%	0.83
Total Deductions	\$34,385,540	54.5%	64.2%	0.85	59.1%	0.92	45.5%	1.20	53.1%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	5.5%	0.82	1.9%	2.38	3.1%	1.45	4.7%	0.97
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	11.5%	N/A	1.4%	N/A	11.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,423,708	52.5%	44.0%	1.19	41.9%	1.25	51.0%	1.03	48.9%	1.07
Supplies & Services	\$9,428,936	32.1%	49.2%	0.65	50.8%	0.63	41.5%	0.77	34.7%	0.93
Capital Component	\$4,505,522	15.3%	6.8%	2.26	7.3%	2.09	7.5%	2.05	16.4%	0.93
Fiscal Statistics										
Operating Margin (%)		2.3%	9.1%	0.25	16.8%	0.13	9.5%	0.24	6.3%	0.36
Total Hospital Net Income (%)		2.3%	10.3%	0.22	18.6%	0.12	9.7%	0.23	7.0%	0.32
Return on Equity (%)		1.3%	6.0%	0.21	15.9%	0.08	13.7%	0.09	4.3%	0.30
Current Ratio		6.7	4.7	1.42	7.1	0.94	3.6	1.86	5.7	1.18
Days in Net Patient Accounts Receivable		56.5	64.0	0.88	58.8	0.96	55.7	1.01	58.7	0.96
Average Payment Period		46.1	56.5	0.82	30.8	1.50	35.7	1.29	43.1	1.07
Equity Financing (%)		31.4%	69.2%	0.45	86.8%	0.36	50.2%	0.63	25.0%	1.26
Long-Term Debt to Equity Ratio		2.0	0.3	7.77	0.1	21.66	0.6	3.29	2.8	0.72
Times Interest Earned		1.5	13.4	0.11	37.1	0.04	10.9	0.14	2.7	0.56
Total Asset Turnover		0.6	0.6	0.99	0.8	0.68	1.4	0.40	0.6	0.93
Average Age of Plant (Years)		2.0	12.6	0.16	8.9	0.23	9.3	0.21	3.6	0.55
Increase (Decrease) Total Net Patient Revenue		-3.5%	7.3%	N/A	0.5%	N/A	1.0%	N/A	6.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.3%	63.3%	1.24	67.6%	1.16	79.1%	0.99	74.6%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,310		\$16,906	1.26	\$13,409	1.59	\$20,479	1.04	\$16,669	1.28
Inpatient Net Revenue per Day	\$3,797		\$3,675	1.03	\$3,142	1.21	\$3,042	1.25	\$4,917	0.77
Outpatient Net Revenue per Visit	\$763		\$703	1.09	\$724	1.05	\$730	1.04	\$706	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,054,949	Cash & Cash Equivalents	\$16,439,583	Current Liabilities	\$3,351,551
Less Deductions	\$34,385,540	Net Patient Receivables	\$4,441,438	Long-Term Debt	\$33,302,062
Net Patient Revenue	\$28,669,409	Other Receivables	\$844,979	Other Liabilities	-\$195,502
Plus Other Revenue	\$1,371,053			Subtotal	\$36,458,111
Total Revenue	\$30,040,461	Land, Buildings & Equipment (Net)	\$29,251,839	Unrestricted Fund Balance	\$16,714,454
Less Expenses	\$29,358,167	Other Assets	\$2,194,726	Restricted Fund Balance	\$1,520,223
Non-Operating Gains/Losses	-\$4,691	Total Assets	\$53,172,565	Total Liabilities & Fund Balance	\$53,172,565
Net Income	\$677,604				