

143 Waupun Memorial Hospital
 620 W Brown Street
 Waupun, WI 53963
 920-324-5581

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

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.9%	55.2%	0.69	59.0%	0.64	35.3%	1.07	30.2%	1.26
Obstetrics	24.0%	38.0%	0.63	44.3%	0.02	22.7%	1.06	26.0%	0.92
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.1%	57.4%	0.56	61.2%	0.52	35.5%	0.91	27.5%	1.17
Average Census (Patients)									
Adult Medical-Surgical	6.8	26.0	0.26	24.6	0.28	6.5	1.05	5.4	1.26
Obstetrics	1.0	4.9	0.19	4.8	0.20	0.9	1.08	1.0	0.92
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.0	49.0	0.16	52.3	0.15	8.7	0.93	6.9	1.17
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.74	4.0	0.75	3.0	1.02	3.0	1.00
Obstetrics	2.4	2.6	0.93	2.7	0.89	2.2	1.10	2.3	1.05
Pediatrics	0.0	3.3	N/A	3.5	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.4	4.5	0.77	4.4	0.78	3.2	1.09	2.4	1.43
Surgical Operations									
Inpatient	381	1,426	0.27	2,131	0.18	302	1.26	219	1.74
Outpatient	1,309	4,581	0.29	7,954	0.16	1,419	0.92	1,189	1.10
Inpatient as % of All Surgeries	22.5%	23.7%	0.95	21.1%	1.07	17.6%	1.28	15.6%	1.45
Outpatient Visits									
Non-Emergency Visits	58,894	144,376	0.41	179,501	0.33	63,228	0.93	50,657	1.16
Emergency Visits	9,478	17,768	0.53	17,324	0.55	8,308	1.14	8,964	1.06
Full-Time Equivalents (FTEs)									
Administrators	3.8	23.0	0.16	23.4	0.16	11.1	0.34	3.0	1.26
Nurses, Licensed	79.1	251.3	0.31	255.4	0.31	78.4	1.01	64.3	1.23
Ancillary Nursing Personnel	8.7	39.7	0.22	45.5	0.19	13.7	0.64	5.9	1.47
All Other Personnel	125.9	509.3	0.25	652.5	0.19	191.7	0.66	113.7	1.11
Total FTEs	217.4	823.3	0.26	976.8	0.22	294.9	0.74	186.9	1.16
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.2	17.0	0.60	17.6	0.58	28.7	0.35	7.5	1.36
Nurses, Licensed	212.5	185.7	1.14	191.8	1.11	202.2	1.05	160.6	1.32
Ancillary Nursing Personnel	23.3	29.3	0.80	34.1	0.68	35.2	0.66	14.7	1.58
All Other Personnel	338.3	376.3	0.90	490.1	0.69	494.1	0.68	284.0	1.19
Total FTEs	584.2	608.3	0.96	733.6	0.80	760.1	0.77	466.9	1.25

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	5
Discharges	851	Preferred Provider Organization (PPO)	Yes	Discharges	2	Total Births	158
Inpatient Days	2,931			Inpatient Days	53	Newborn Days	343

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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	18	825	2,487	37.9%	6.8	3.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	147	350	24.0%	1.0	2.4
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	1	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	5	3	20	94	8.6%	0.3	4.7
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.

* 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	3	1	3.8	Surgical Personnel	1	3	3.7
Physicians & Dentists	4	2	7.1	Radiological Services Personnel	8	10	14.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	5	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	2.3
Registered Nurses	22	59	74.8	Occupational Therapists	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	1.1	Physical Therapists	4	1	4.9
Ancillary Nursing Personnel	1	10	8.7	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	2.2
Nurse Practitioners	1	0	1.0	Psychologists	1	3	3.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	3	2.9
Clinical Nurse Specialists	0	1	1.2	All Other Health Professionals	10	25	27.6
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	19	41	45.1
Pharmacy Personnel	2	2	4.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	82	173	217.4

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,029,849	42.5%	46.3%	0.92	42.2%	1.01	45.9%	0.92	43.3%	0.98
Medical Assistance	\$13,347,879	11.6%	13.6%	0.85	11.5%	1.01	12.4%	0.93	11.9%	0.97
Commercial	\$51,316,944	44.4%	35.3%	1.26	38.6%	1.15	36.6%	1.22	43.4%	1.02
All Other	\$1,767,965	1.5%	4.8%	0.32	7.8%	0.20	5.1%	0.30	1.3%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$32,914,654	28.5%	34.9%	0.82	31.6%	0.90	28.9%	0.98	29.6%	0.96
Medical Assistance	\$9,153,142	7.9%	10.4%	0.77	8.7%	0.91	8.3%	0.95	8.4%	0.95
Commercial	\$22,465,549	19.5%	14.7%	1.32	18.2%	1.07	13.0%	1.50	18.2%	1.07
Charity Care	\$238,065	0.2%	1.0%	0.21	0.8%	0.26	1.1%	0.19	0.2%	1.06
Bad Debt	\$2,526,154	2.2%	1.1%	2.06	1.1%	2.00	1.9%	1.14	1.4%	1.58
All Other	\$298,983	0.3%	2.2%	0.12	3.5%	0.07	2.5%	0.11	0.3%	0.79
Total Deductions	\$67,596,547	58.5%	64.2%	0.91	63.9%	0.92	55.7%	1.05	58.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.8%	5.5%	0.33	6.4%	0.29	6.0%	0.30	2.0%	0.93
Net Gains/Losses as % of Net Income		0.0%	13.2%	0.00	39.0%	0.00	15.2%	0.00	0.0%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,968,930	52.0%	44.0%	1.18	47.0%	1.11	51.6%	1.01	49.5%	1.05
Supplies & Services	\$14,871,261	36.9%	49.2%	0.75	45.7%	0.81	40.7%	0.90	42.2%	0.87
Capital Component	\$4,505,522	11.2%	6.8%	1.64	7.3%	1.54	7.7%	1.45	8.3%	1.35
Fiscal Statistics										
Operating Margin (%)		17.3%	9.1%	1.90	6.3%	2.72	7.0%	2.45	7.3%	2.36
Total Hospital Net Income (%)		17.3%	10.3%	1.67	10.0%	1.73	8.2%	2.10	7.3%	2.36
Return on Equity (%)		14.1%	6.0%	2.35	7.5%	1.89	2.2%	6.55	6.9%	2.04
Current Ratio		4.7	4.7	1.01	2.4	2.01	3.1	1.54	1.8	2.60
Days in Net Patient Accounts Receivable		59.5	64.0	0.93	50.8	1.17	140.0	0.42	54.3	1.10
Average Payment Period		41.6	56.5	0.74	52.7	0.79	146.6	0.28	42.0	0.99
Equity Financing (%)		92.9%	69.2%	1.34	59.1%	1.57	56.4%	1.65	90.6%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		6.9	13.4	0.52	9.5	0.73	9.0	0.77	0.0	N/A
Total Asset Turnover		0.8	0.6	1.43	0.7	1.13	0.3	3.16	0.9	0.86
Average Age of Plant (Years)		2.2	12.6	0.17	10.8	0.20	23.9	0.09	11.4	0.19
Increase (Decrease) Total Net Patient Revenue		20.1%	7.3%	2.76	5.8%	3.47	7.2%	2.77	-0.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.7%	63.3%	1.20	60.4%	1.25	77.9%	0.97	80.0%	0.95
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,514		\$16,906	0.92	\$18,736	0.83	\$13,622	1.14	\$8,429	1.84
Inpatient Net Revenue per Day	\$3,925		\$3,675	1.07	\$4,176	0.94	\$4,079	0.96	\$2,942	1.33
Outpatient Net Revenue per Visit	\$542		\$703	0.77	\$623	0.87	\$592	0.91	\$541	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$115,462,637	Cash & Cash Equivalents	\$11,807,595	Current Liabilities	\$4,278,619
Less Deductions	\$67,596,547	Net Patient Receivables	\$7,801,450	Long-Term Debt	\$0
Net Patient Revenue	\$47,866,090	Other Receivables	\$24,711	Other Liabilities	-\$25,836
Plus Other Revenue	\$891,642			Subtotal	\$4,252,783
Total Revenue	\$48,757,731	Land, Buildings & Equipment (Net)	\$38,927,480	Unrestricted Fund Balance	\$55,372,424
Less Expenses	\$40,345,713	Other Assets	\$1,063,970	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$19	Total Assets	\$59,625,206	Total Liabilities & Fund Balance	\$59,625,206
Net Income	\$8,412,037				