

**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 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	38.5%	52.4%	0.73	55.7%	0.69	40.5%	0.95	36.7%	1.05
Obstetrics	11.8%	36.2%	0.33	41.0%	0.03	24.6%	0.48	13.7%	0.86
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.9%	53.9%	0.70	56.6%	0.67	42.0%	0.90	38.0%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	13.5	25.5	0.53	23.1	0.58	10.2	1.32	12.8	1.05
Obstetrics	1.2	4.7	0.25	4.5	0.26	1.7	0.69	1.4	0.86
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.3	47.4	0.51	49.2	0.49	17.9	1.35	24.3	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	4.3	0.70	4.1	0.72	3.3	0.91	2.8	1.08
Obstetrics	3.1	2.4	1.28	2.6	1.18	2.2	1.41	2.9	1.04
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.78	4.6	0.80	3.5	1.05	3.6	1.02
<b>Surgical Operations</b>									
Inpatient	410	1,280	0.32	1,943	0.21	482	0.85	541	0.76
Outpatient	2,851	4,115	0.69	7,094	0.40	1,905	1.50	4,285	0.67
Inpatient as % of All Surgeries	12.6%	23.7%	0.53	21.5%	0.58	20.2%	0.62	11.2%	1.12
<b>Outpatient Visits</b>									
Non-Emergency Visits	64,223	127,898	0.50	157,467	0.41	69,880	0.92	67,102	0.96
Emergency Visits	10,115	15,799	0.64	15,287	0.66	11,349	0.89	12,299	0.82
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	46.0	20.3	2.27	20.1	2.28	14.9	3.08	52.9	0.87
Nurses, Licensed	130.0	255.1	0.51	268.4	0.48	112.6	1.15	107.4	1.21
Ancillary Nursing Personnel	43.0	42.6	1.01	43.3	0.99	19.7	2.18	37.5	1.15
All Other Personnel	307.4	501.2	0.61	633.6	0.49	239.6	1.28	297.2	1.03
Total FTEs	526.4	819.2	0.64	965.4	0.55	386.8	1.36	495.0	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	48.2	15.7	3.08	16.1	2.99	21.9	2.20	50.5	0.95
Nurses, Licensed	136.3	197.1	0.69	214.6	0.63	165.1	0.83	102.6	1.33
Ancillary Nursing Personnel	45.1	33.0	1.37	34.6	1.30	28.9	1.56	35.8	1.26
All Other Personnel	322.2	387.2	0.83	506.6	0.64	351.3	0.92	283.8	1.14
Total FTEs	551.8	633.0	0.87	771.8	0.71	567.2	0.97	472.8	1.17

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,438	Preferred Provider Organization (PPO)	Yes	Discharges	66	Total Births	172
Inpatient Days	8,883			Inpatient Days	460	Newborn Days	368

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	35	1,647	4,927	38.5%	13.5	3.0
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	10	141	431	11.8%	1.2	3.1
<b>Psychiatric</b>	1	15	244	2,836	51.7%	7.7	11.6
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	158	689	47.1%	1.9	4.4
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
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	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	46	0	46.0	Surgical Personnel	5	1	5.0
Physicians & Dentists	16	4	17.7	Radiological Services Personnel	17	14	22.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	6	2.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	5	6.9
Registered Nurses	100	40	114.1	Occupational Therapists	2	5	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	4	8.2	Physical Therapists	8	6	9.7
Ancillary Nursing Personnel	38	15	43.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	21	13	28.7	Recreational Therapists	1	0	1.0
Physician Assistants	5	4	6.6	Dietitians & Nutritionists	0	6	2.6
Nurse Practitioners	6	3	7.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	36	18	42.7
Health Info Mgmt-Administrators/Technicians	3	1	3.0	All Other Personnel	98	92	140.2
Pharmacy Personnel	4	4	6.6				
Clinical Laboratory Personnel	5	6	6.6				
				<b>Total</b>	<b>426</b>	<b>248</b>	<b>526.4</b>

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2019	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$119,175,326	47.9%	46.6%	1.03	41.8%	1.14	49.5%	0.97	48.6%	0.98
Medical Assistance	\$28,326,894	11.4%	13.8%	0.83	11.5%	0.99	11.6%	0.98	10.8%	1.05
Commercial	\$90,405,109	36.3%	34.5%	1.05	38.1%	0.95	34.7%	1.05	36.2%	1.00
All Other	\$11,081,518	4.5%	5.1%	0.87	8.5%	0.52	4.2%	1.06	4.3%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$89,546,369	36.0%	35.0%	1.03	31.1%	1.16	36.2%	0.99	36.4%	0.99
Medical Assistance	\$22,725,903	9.1%	10.4%	0.88	8.7%	1.05	8.8%	1.03	8.8%	1.04
Commercial	\$32,898,994	13.2%	14.5%	0.91	18.1%	0.73	13.9%	0.95	13.3%	0.99
Charity Care	\$269,122	0.1%	1.0%	0.11	0.7%	0.16	0.9%	0.12	0.4%	0.27
Bad Debt	\$1,761,427	0.7%	1.2%	0.60	1.3%	0.54	1.5%	0.48	0.7%	1.06
All Other	\$6,815,677	2.7%	2.6%	1.07	4.4%	0.63	2.2%	1.24	2.3%	1.19
Total Deductions	\$154,017,492	61.9%	64.6%	0.96	64.3%	0.96	63.5%	0.97	61.9%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.9%	8.4%	0.46	7.9%	0.49	7.3%	0.53	3.9%	0.99
Net Gains/Losses as % of Net Income		47.9%	13.8%	3.46	48.7%	0.98	12.9%	3.71	1.9%	25.02
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$48,149,686	52.9%	43.5%	1.21	46.6%	1.14	45.1%	1.17	52.1%	1.02
Supplies & Services	\$37,252,684	40.9%	49.9%	0.82	46.2%	0.89	46.8%	0.87	41.1%	1.00
Capital Component	\$5,656,509	6.2%	6.6%	0.95	7.3%	0.86	8.1%	0.77	6.8%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.8%	7.5%	1.04	5.4%	1.46	3.1%	2.55	8.2%	0.96
Total Hospital Net Income (%)		14.0%	8.6%	1.62	9.9%	1.41	3.5%	4.00	8.3%	1.69
Return on Equity (%)		11.7%	4.1%	2.84	6.1%	1.91	2.0%	5.94	8.3%	1.41
Current Ratio		4.1	3.9	1.07	3.1	1.32	4.6	0.91	6.8	0.60
Days in Net Patient Accounts Receivable		57.4	71.5	0.80	48.3	1.19	47.2	1.22	62.6	0.92
Average Payment Period		73.1	90.1	0.81	71.6	1.02	73.5	1.00	27.2	2.69
Equity Financing (%)		83.6%	63.6%	1.31	54.8%	1.53	66.1%	1.26	90.9%	0.92
Long-Term Debt to Equity Ratio		0.0	0.3	0.11	0.3	0.12	0.2	0.17	0.0	1.16
Times Interest Earned		0.0	12.2	N/A	10.5	N/A	4.2	N/A	0.0	N/A
Total Asset Turnover		0.8	0.5	1.65	0.6	1.33	0.6	1.39	1.0	0.78
Average Age of Plant (Years)		2.2	14.1	0.16	11.5	0.19	10.5	0.21	1.0	2.22
Increase (Decrease) Total Net Patient Revenue		-6.3%	-2.2%	2.85	-1.0%	6.10	-6.0%	1.05	5.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.5%	63.0%	1.15	60.3%	1.20	72.9%	0.99	74.8%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,645	\$17,652	0.49	\$20,439	0.42	\$11,149	0.78	\$8,735	0.99	
Inpatient Net Revenue per Day	\$2,152	\$3,704	0.58	\$4,396	0.49	\$3,062	0.70	\$2,233	0.96	
Outpatient Net Revenue per Visit	\$1,010	\$780	1.29	\$707	1.43	\$705	1.43	\$1,023	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$248,988,847	Cash & Cash Equivalents	\$568,453	Current Liabilities	\$17,243,664
Less Deductions	\$154,017,492	Net Patient Receivables	\$14,902,526	Long-Term Debt	\$3,572,854
Net Patient Revenue	\$94,971,355	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,828,459			Subtotal	\$20,816,518
Total Revenue	\$98,799,813	Land, Buildings & Equipment (Net)	\$54,043,725	Unrestricted Fund Balance	\$105,809,556
Less Expenses	\$91,058,879	Other Assets	\$57,111,370	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,124,602			Total Liabilities & Fund Balance	\$126,626,074
Net Income	\$14,865,536	Total Assets	\$126,626,074		