

141 ProHealth Waukesha Memorial Hospital
 725 American Avenue
 Waukesha, WI 53188
 262-928-1000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 7

| Selected Utilization Statistics | FY 2020 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 7 | | FY 2020 vs. 2019 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2019 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 60.0% | 52.4% | 1.14 | 54.8% | 1.09 | 64.6% | 0.93 | 86.0% | 0.70 |
| Obstetrics | 24.4% | 36.2% | 0.67 | 30.8% | 0.24 | 49.9% | 0.49 | 25.5% | 0.96 |
| Pediatrics | 0.0% | 53.2% | N/A | 0.0% | N/A | 38.2% | N/A | 0.0% | N/A |
| Total Hospital | 53.8% | 53.9% | 1.00 | 53.0% | 1.02 | 63.5% | 0.85 | 57.2% | 0.94 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 66.6 | 25.5 | 2.61 | 31.6 | 2.11 | 106.5 | 0.63 | 67.1 | 0.99 |
| Obstetrics | 7.3 | 4.7 | 1.56 | 4.9 | 1.51 | 14.6 | 0.50 | 8.4 | 0.87 |
| Pediatrics | 0.0 | 1.1 | N/A | 0.0 | N/A | 3.2 | N/A | 0.0 | N/A |
| Total Hospital | 141.6 | 47.4 | 2.99 | 61.1 | 2.32 | 204.5 | 0.69 | 139.5 | 1.02 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.8 | 4.3 | 0.88 | 4.0 | 0.95 | 4.8 | 0.80 | 3.9 | 0.98 |
| Obstetrics | 1.5 | 2.4 | 0.64 | 2.2 | 0.70 | 2.6 | 0.58 | 1.8 | 0.85 |
| Pediatrics | 0.0 | 3.5 | N/A | 2.3 | N/A | 3.4 | N/A | 0.0 | N/A |
| Total Hospital | 4.0 | 4.7 | 0.86 | 4.2 | 0.96 | 5.2 | 0.77 | 3.9 | 1.02 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,458 | 1,280 | 1.92 | 1,268 | 1.94 | 5,196 | 0.47 | 2,829 | 0.87 |
| Outpatient | 4,899 | 4,115 | 1.19 | 3,637 | 1.35 | 15,397 | 0.32 | 5,212 | 0.94 |
| Inpatient as % of All Surgeries | 33.4% | 23.7% | 1.41 | 25.9% | 1.29 | 25.2% | 1.32 | 35.2% | 0.95 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 271,835 | 127,898 | 2.13 | 151,601 | 1.79 | 396,336 | 0.69 | 311,393 | 0.87 |
| Emergency Visits | 43,730 | 15,799 | 2.77 | 22,748 | 1.92 | 41,684 | 1.05 | 49,281 | 0.89 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 16.5 | 20.3 | 0.81 | 22.1 | 0.75 | 64.4 | 0.26 | 15.5 | 1.06 |
| Nurses, Licensed | 561.0 | 255.1 | 2.20 | 293.4 | 1.91 | 945.5 | 0.59 | 532.1 | 1.05 |
| Ancillary Nursing Personnel | 110.9 | 42.6 | 2.60 | 53.2 | 2.08 | 159.2 | 0.70 | 103.3 | 1.07 |
| All Other Personnel | 943.7 | 501.2 | 1.88 | 528.6 | 1.79 | 1,851.4 | 0.51 | 1,019.4 | 0.93 |
| Total FTEs | 1,632.1 | 819.2 | 1.99 | 897.3 | 1.82 | 3,020.5 | 0.54 | 1,670.2 | 0.98 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 4.0 | 15.7 | 0.25 | 12.5 | 0.32 | 13.4 | 0.30 | 3.6 | 1.12 |
| Nurses, Licensed | 135.3 | 197.1 | 0.69 | 166.3 | 0.81 | 197.1 | 0.69 | 122.0 | 1.11 |
| Ancillary Nursing Personnel | 26.7 | 33.0 | 0.81 | 30.2 | 0.89 | 33.2 | 0.81 | 23.7 | 1.13 |
| All Other Personnel | 227.6 | 387.2 | 0.59 | 299.6 | 0.76 | 386.0 | 0.59 | 233.7 | 0.97 |
| Total FTEs | 393.5 | 633.0 | 0.62 | 508.6 | 0.77 | 629.7 | 0.62 | 382.9 | 1.03 |

Total Hospital:
 Beds Set Up & Staffed 263
 Discharges 12,962
 Inpatient Days 51,834

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 22
 Total Births 1,651
 Newborn Days 2,684

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2020 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 111 | 6,413 | 24,364 | 60.0% | 66.6 | 3.8 |
| Orthopedic | 2 | 31 | 1,792 | 6,205 | 54.7% | 17.0 | 3.5 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 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 | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 2 | 30 | 1,750 | 2,684 | 24.4% | 7.3 | 1.5 |
| Psychiatric | 2 | 11 | 421 | 2,806 | 69.7% | 7.7 | 6.7 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 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 | 2 | 24 | 330 | 5,523 | 62.9% | 15.1 | 16.7 |
| Step-Down (Special Care) | 5 | 37 | 2,052 | 7,432 | 54.9% | 20.3 | 3.6 |
| Neonatal Intensive/Intermediate Care | 2 | 19 | 173 | 2,820 | 40.6% | 7.7 | 16.3 |
| 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 | 16 | 1 | 16.5 | Surgical Personnel | 24 | 13 | 30.5 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 59 | 48 | 79.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Sonographers | 7 | 8 | 9.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 23 | 15 | 28.9 |
| Registered Nurses | 423 | 255 | 538.2 | Occupational Therapists | 11 | 11 | 14.3 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Occupational Therapy Assistants/Aides | 1 | 1 | 1.6 |
| Licensed Practical Nurses | 16 | 8 | 17.9 | Physical Therapists | 35 | 28 | 49.1 |
| Ancillary Nursing Personnel | 69 | 94 | 110.9 | Physical Therapy Assistants/Aides | 2 | 1 | 2.8 |
| Medical Assistants | 11 | 0 | 11.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 7 | 9 | 9.9 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 2 | 1 | 2.0 |
| Clinical Nurse Specialists | 5 | 0 | 5.0 | All Other Health Professionals | 218 | 131 | 269.9 |
| Health Info Mgmt-Administrators/Technicians | 3 | 0 | 3.0 | All Other Personnel | 245 | 185 | 319.9 |
| Pharmacy Personnel | 55 | 32 | 67.3 | Total | 1,266 | 864 | 1,632.1 |
| Clinical Laboratory Personnel | 34 | 23 | 44.9 | | | | |

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

| Selected Financial Statistics | FY 2020 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2020 vs. 2019 | | |
|--|-----------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2019 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$890,918,773 | 53.1% | 46.6% | 1.14 | 51.7% | 1.03 | 46.9% | 1.13 | 52.6% | 1.01 |
| Medical Assistance | \$128,836,142 | 7.7% | 13.8% | 0.56 | 10.4% | 0.74 | 12.7% | 0.60 | 7.2% | 1.06 |
| Commercial | \$645,028,502 | 38.5% | 34.5% | 1.12 | 35.0% | 1.10 | 34.7% | 1.11 | 39.2% | 0.98 |
| All Other | \$12,176,825 | 0.7% | 5.1% | 0.14 | 2.9% | 0.25 | 5.7% | 0.13 | 0.9% | 0.79 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$739,862,984 | 44.1% | 35.0% | 1.26 | 41.3% | 1.07 | 36.0% | 1.23 | 43.2% | 1.02 |
| Medical Assistance | \$105,961,295 | 6.3% | 10.4% | 0.61 | 8.2% | 0.77 | 9.8% | 0.64 | 6.0% | 1.05 |
| Commercial | \$305,224,290 | 18.2% | 14.5% | 1.25 | 15.9% | 1.15 | 15.7% | 1.16 | 18.0% | 1.01 |
| Charity Care | \$15,282,856 | 0.9% | 1.0% | 0.95 | 1.1% | 0.81 | 1.0% | 0.94 | 0.9% | 0.98 |
| Bad Debt | \$14,195,727 | 0.8% | 1.2% | 0.72 | 1.0% | 0.84 | 1.0% | 0.83 | 0.8% | 1.02 |
| All Other | \$277,644 | 0.0% | 2.6% | 0.01 | 1.4% | 0.01 | 2.7% | 0.01 | 0.0% | 0.82 |
| Total Deductions | \$1,180,804,796 | 70.4% | 64.6% | 1.09 | 69.0% | 1.02 | 66.2% | 1.06 | 69.0% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 5.7% | 8.4% | 0.68 | 8.1% | 0.71 | 8.0% | 0.71 | 3.8% | 1.51 |
| Net Gains/Losses as % of Net Income | | N/A | 13.8% | N/A | N/A | N/A | 13.7% | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$162,208,094 | 34.1% | 43.5% | 0.78 | 38.6% | 0.88 | 42.2% | 0.81 | 34.4% | 0.99 |
| Supplies & Services | \$261,700,909 | 55.0% | 49.9% | 1.10 | 52.7% | 1.04 | 52.0% | 1.06 | 53.8% | 1.02 |
| Capital Component | \$51,749,917 | 10.9% | 6.6% | 1.66 | 8.6% | 1.26 | 5.8% | 1.86 | 11.8% | 0.92 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 9.6% | 7.5% | 1.28 | 10.4% | 0.93 | 8.5% | 1.13 | 13.2% | 0.73 |
| Total Hospital Net Income (%) | | 1.2% | 8.6% | 0.14 | 7.5% | 0.16 | 9.7% | 0.13 | 12.2% | 0.10 |
| Return on Equity (%) | | 1.0% | 4.1% | 0.24 | 4.7% | 0.22 | 6.1% | 0.16 | 12.2% | 0.08 |
| Current Ratio | | 1.6 | 3.9 | 0.40 | 6.8 | 0.23 | 4.7 | 0.33 | 1.7 | 0.90 |
| Days in Net Patient Accounts Receivable | | 47.1 | 71.5 | 0.66 | 46.9 | 1.00 | 56.5 | 0.83 | 52.2 | 0.90 |
| Average Payment Period | | 73.5 | 90.1 | 0.82 | 50.2 | 1.46 | 66.2 | 1.11 | 53.0 | 1.39 |
| Equity Financing (%) | | 20.8% | 63.6% | 0.33 | 78.6% | 0.26 | 67.7% | 0.31 | 30.8% | 0.67 |
| Long-Term Debt to Equity Ratio | | 2.2 | 0.3 | 7.37 | 0.1 | 21.93 | 0.2 | 11.37 | 1.7 | 1.30 |
| Times Interest Earned | | 1.7 | 12.2 | 0.14 | 7.0 | 0.24 | 16.4 | 0.10 | 7.3 | 0.24 |
| Total Asset Turnover | | 0.9 | 0.5 | 1.89 | 0.6 | 1.40 | 0.6 | 1.44 | 1.0 | 0.88 |
| Average Age of Plant (Years) | | 12.7 | 14.1 | 0.90 | 10.1 | 1.26 | 12.4 | 1.02 | 11.7 | 1.09 |
| Increase (Decrease) Total Net Patient Revenue | | -3.3% | -2.2% | 1.50 | -4.2% | 0.79 | -0.7% | 5.02 | 4.5% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 62.2% | 63.0% | 0.99 | 63.8% | 0.97 | 57.1% | 1.09 | 64.0% | 0.97 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$6,274 | | \$17,652 | 0.36 | \$12,198 | 0.51 | \$20,210 | 0.31 | \$14,660 | 0.43 |
| Inpatient Net Revenue per Day | \$1,417 | | \$3,704 | 0.38 | \$2,790 | 0.51 | \$3,871 | 0.37 | \$3,316 | 0.43 |
| Outpatient Net Revenue per Visit | \$1,360 | | \$780 | 1.74 | \$754 | 1.80 | \$898 | 1.51 | \$934 | 1.46 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,676,960,242 | Cash & Cash Equivalents | \$34,703,729 | Current Liabilities | \$87,285,495 |
| Less Deductions | \$1,180,804,796 | Net Patient Receivables | \$63,893,975 | Long-Term Debt | \$268,535,661 |
| Net Patient Revenue | \$496,155,446 | Other Receivables | \$652,214 | Other Liabilities | \$111,042,010 |
| Plus Other Revenue | \$30,252,290 | | | Subtotal | \$466,863,166 |
| Total Revenue | \$526,407,736 | Land, Buildings & Equipment (Net) | \$431,871,252 | Unrestricted Fund Balance | \$122,377,918 |
| Less Expenses | \$475,658,920 | Other Assets | \$58,119,914 | Restricted Fund Balance | \$1,486,935 |
| Non-Operating Gains/Losses | -\$44,842,731 | | | Total Liabilities & Fund Balance | \$589,241,084 |
| Net Income | \$5,906,085 | Total Assets | \$589,241,084 | | |