

**143 SSM Health 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 2020	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	28.3%	52.4%	0.54	55.7%	0.51	32.9%	0.86	37.9%	0.75
Obstetrics	28.0%	36.2%	0.77	41.0%	0.03	19.7%	1.42	24.0%	1.17
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	26.1%	53.9%	0.49	56.6%	0.46	33.0%	0.79	32.1%	0.81
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.7	25.5	0.22	23.1	0.25	6.4	0.88	6.8	0.83
Obstetrics	1.1	4.7	0.24	4.5	0.25	0.9	1.24	1.0	1.17
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	47.4	0.15	49.2	0.14	8.6	0.82	8.0	0.88
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	4.3	0.84	4.1	0.88	3.0	1.23	3.0	1.20
Obstetrics	2.0	2.4	0.85	2.6	0.79	2.0	1.03	2.4	0.85
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.70	4.6	0.71	3.2	1.01	3.4	0.94
<b>Surgical Operations</b>									
Inpatient	169	1,280	0.13	1,943	0.09	247	0.68	381	0.44
Outpatient	1,275	4,115	0.31	7,094	0.18	1,277	1.00	1,309	0.97
Inpatient as % of All Surgeries	11.7%	23.7%	0.49	21.5%	0.54	16.2%	0.72	22.5%	0.52
<b>Outpatient Visits</b>									
Non-Emergency Visits	45,873	127,898	0.36	157,467	0.29	57,441	0.80	58,894	0.78
Emergency Visits	8,074	15,799	0.51	15,287	0.53	8,355	0.97	9,478	0.85
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	20.3	N/A	20.1	N/A	11.6	N/A	3.8	0.00
Nurses, Licensed	77.3	255.1	0.30	268.4	0.29	84.6	0.91	79.1	0.98
Ancillary Nursing Personnel	8.4	42.6	0.20	43.3	0.19	14.7	0.58	8.7	0.97
All Other Personnel	109.9	501.2	0.22	633.6	0.17	194.6	0.56	125.9	0.87
Total FTEs	195.6	819.2	0.24	965.4	0.20	305.5	0.64	217.4	0.90
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.7	N/A	16.1	N/A	28.7	N/A	10.2	0.00
Nurses, Licensed	190.0	197.1	0.96	214.6	0.89	210.0	0.90	212.5	0.89
Ancillary Nursing Personnel	20.8	33.0	0.63	34.6	0.60	36.4	0.57	23.3	0.89
All Other Personnel	270.4	387.2	0.70	506.6	0.53	483.0	0.56	338.3	0.80
Total FTEs	481.1	633.0	0.76	771.8	0.62	758.1	0.63	584.2	0.82

**Total Hospital:**  
 Beds Set Up & Staffed 27  
 Discharges 799  
 Inpatient Days 2,584

**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 4  
 Total Births 145  
 Newborn Days 163

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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	20	572	2,073	28.3%	5.7	3.6
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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	202	410	28.0%	1.1	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	1	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	5	3	25	101	9.2%	0.3	4.0
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
<b>Subacute care</b>	5	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	0	0	0.0	Surgical Personnel	2	4	4.4
Physicians & Dentists	4	5	7.1	Radiological Services Personnel	7	7	11.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	5	0.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	2.0
Registered Nurses	26	70	72.5	Occupational Therapists	0	2	2.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.8	Physical Therapists	4	1	5.9
Ancillary Nursing Personnel	1	22	8.4	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	1.0
Nurse Practitioners	1	0	1.0	Psychologists	4	6	9.1
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	3	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	50	40.8
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	9	9	14.6
Pharmacy Personnel	2	2	3.5				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>82</b>	<b>191</b>	<b>195.6</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>3</sup>	Ratio	FY 2019	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$47,785,351	46.1%	46.6%	0.99	41.8%	1.10	47.5%	0.97	42.5%	1.08
Medical Assistance	\$12,834,909	12.4%	13.8%	0.90	11.5%	1.07	12.8%	0.97	11.6%	1.07
Commercial	\$41,525,938	40.0%	34.5%	1.16	38.1%	1.05	35.0%	1.15	44.4%	0.90
All Other	\$1,575,805	1.5%	5.1%	0.30	8.5%	0.18	4.8%	0.32	1.5%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$31,135,409	30.0%	35.0%	0.86	31.1%	0.96	30.4%	0.99	28.5%	1.05
Medical Assistance	\$9,670,000	9.3%	10.4%	0.90	8.7%	1.07	8.9%	1.05	7.9%	1.18
Commercial	\$18,038,542	17.4%	14.5%	1.20	18.1%	0.96	12.0%	1.45	19.5%	0.89
Charity Care	\$250,929	0.2%	1.0%	0.25	0.7%	0.36	0.9%	0.26	0.2%	1.17
Bad Debt	\$2,367,042	2.3%	1.2%	1.94	1.3%	1.75	2.0%	1.15	2.2%	1.04
All Other	\$1,116,590	1.1%	2.6%	0.42	4.4%	0.25	2.3%	0.47	0.3%	4.16
Total Deductions	\$62,578,512	60.3%	64.6%	0.93	64.3%	0.94	56.5%	1.07	58.5%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		11.7%	8.4%	1.39	7.9%	1.49	10.2%	1.14	1.8%	6.38
Net Gains/Losses as % of Net Income		1.5%	13.8%	0.11	48.7%	0.03	22.7%	0.07	0.0%	6,791.60
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$20,684,478	49.8%	43.5%	1.14	46.6%	1.07	51.7%	0.96	52.0%	0.96
Supplies & Services	\$17,084,517	41.1%	49.9%	0.82	46.2%	0.89	40.6%	1.01	36.9%	1.12
Capital Component	\$3,792,547	9.1%	6.6%	1.39	7.3%	1.26	7.7%	1.18	11.2%	0.82
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.8%	7.5%	1.43	5.4%	2.01	7.4%	1.47	17.3%	0.62
Total Hospital Net Income (%)		10.9%	8.6%	1.27	9.9%	1.10	9.3%	1.17	17.3%	0.63
Return on Equity (%)		9.0%	4.1%	2.17	6.1%	1.46	7.6%	1.18	14.1%	0.64
Current Ratio		1.6	3.9	0.40	3.1	0.50	4.8	0.33	4.7	0.33
Days in Net Patient Accounts Receivable		102.4	71.5	1.43	48.3	2.12	49.1	2.08	59.5	1.72
Average Payment Period		126.1	90.1	1.40	71.6	1.76	46.4	2.72	41.6	3.03
Equity Financing (%)		59.9%	63.6%	0.94	54.8%	1.09	79.0%	0.76	92.9%	0.65
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	10.5	N/A	13.2	N/A	6.9	N/A
Total Asset Turnover		0.8	0.5	1.74	0.6	1.39	0.8	1.02	0.8	1.00
Average Age of Plant (Years)		2.9	14.1	0.20	11.5	0.25	8.8	0.33	2.2	1.31
Increase (Decrease) Total Net Patient Revenue		-14.0%	-2.2%	6.32	-1.0%	13.54	-1.2%	12.07	20.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.6%	63.0%	1.31	60.3%	1.37	78.9%	1.05	75.7%	1.09
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,818		\$17,652	0.73	\$20,439	0.63	\$14,147	0.91	\$15,514	0.83
Inpatient Net Revenue per Day	\$3,948		\$3,704	1.07	\$4,396	0.90	\$4,080	0.97	\$3,925	1.01
Outpatient Net Revenue per Visit	\$614		\$780	0.79	\$707	0.87	\$677	0.91	\$542	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$103,722,002	Cash & Cash Equivalents	\$7,816,797	Current Liabilities	\$13,158,606
Less Deductions	\$62,578,512	Net Patient Receivables	\$11,512,627	Long-Term Debt	\$0
Net Patient Revenue	\$41,143,490	Other Receivables	\$450,045	Other Liabilities	\$9,640,798
Plus Other Revenue	\$5,438,929			Subtotal	\$22,799,404
Total Revenue	\$46,582,420	Land, Buildings & Equipment (Net)	\$36,157,770	Unrestricted Fund Balance	\$34,075,519
Less Expenses	\$41,561,542	Other Assets	\$937,684	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$78,220			Total Liabilities & Fund Balance	\$56,874,923
Net Income	\$5,099,098	Total Assets	\$56,874,923		