

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
 Control: Corporation

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.2%	57.9%	0.76	58.2%	0.76	42.2%	1.05	38.5%	1.15
Obstetrics	12.6%	36.8%	0.34	41.0%	0.03	19.9%	0.63	11.8%	1.07
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.2%	58.7%	0.75	62.3%	0.71	42.0%	1.05	37.9%	1.17
Average Census (Patients)									
Adult Medical-Surgical	15.5	26.8	0.58	25.0	0.62	12.3	1.26	13.5	1.15
Obstetrics	1.3	4.8	0.26	4.5	0.28	1.4	0.90	1.2	1.07
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	28.3	49.8	0.57	53.8	0.53	19.1	1.48	24.3	1.17
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.5	0.73	3.8	0.87	3.0	1.10
Obstetrics	2.6	2.4	1.05	2.5	1.01	2.1	1.25	3.1	0.84
Pediatrics	0.0	3.8	N/A	4.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	4.2	4.9	0.86	4.5	0.93	4.0	1.04	3.6	1.15
Surgical Operations									
Inpatient	477	1,037	0.46	947	0.50	334	1.43	410	1.16
Outpatient	3,529	3,865	0.91	3,798	0.93	2,451	1.44	2,851	1.24
Inpatient as % of All Surgeries	11.9%	21.2%	0.56	20.0%	0.60	12.0%	0.99	12.6%	0.95
Outpatient Visits									
Non-Emergency Visits	66,068	145,246	0.45	172,458	0.38	76,359	0.87	64,223	1.03
Emergency Visits	12,058	16,058	0.75	16,037	0.75	11,733	1.03	10,115	1.19
Full-Time Equivalents (FTEs)									
Administrators	38.0	19.0	1.99	20.3	1.87	12.6	3.03	46.0	0.83
Nurses, Licensed	117.4	247.5	0.47	270.6	0.43	121.7	0.96	130.0	0.90
Ancillary Nursing Personnel	43.0	40.3	1.07	38.3	1.12	21.5	2.00	43.0	1.00
All Other Personnel	272.3	496.2	0.55	620.2	0.44	244.0	1.12	307.4	0.89
Total FTEs	470.8	803.0	0.59	949.5	0.50	399.8	1.18	526.4	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.4	13.0	2.73	12.6	2.81	14.8	2.39	48.2	0.73
Nurses, Licensed	109.5	168.4	0.65	168.2	0.65	143.7	0.76	136.3	0.80
Ancillary Nursing Personnel	40.1	27.4	1.46	23.8	1.68	25.4	1.58	45.1	0.89
All Other Personnel	254.0	337.6	0.75	385.4	0.66	288.0	0.88	322.2	0.79
Total FTEs	439.1	546.4	0.80	590.0	0.74	471.8	0.93	551.8	0.80

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 2,457
 Inpatient Days 10,325

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 31
 Inpatient Days 158

Newborn Nursery:
 Bassinets 10
 Total Births 166
 Newborn Days 351

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,710	5,644	44.2%	15.5	3.3
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	6	8	0.0%	0.0	1.3
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	1	10	179	460	12.6%	1.3	2.6
Psychiatric	1	15	256	3,437	62.8%	9.4	13.4
Alcoholism/chemical dependency	5	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	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	109	776	53.2%	2.1	7.1
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
Subacute care	4	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	35	4	38.0	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	66	53	101.6	Occupational Therapists	1	2	2.3
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	4	12.1
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	2	0.8
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	88	24	104.4
Pharmacy Personnel	4	4	6.6				
Clinical Laboratory Personnel	5	6	6.6				
				Total	370	188	470.8

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$149,671,981	49.1%	46.6%	1.05	42.1%	1.17	49.5%	0.99	47.9%	1.02
Medical Assistance	\$35,806,905	11.7%	14.4%	0.81	12.0%	0.98	13.2%	0.89	11.4%	1.03
Commercial	\$107,276,607	35.2%	33.9%	1.04	37.4%	0.94	33.6%	1.05	36.3%	0.97
All Other	\$12,340,419	4.0%	5.1%	0.80	8.4%	0.48	3.7%	1.08	4.5%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$114,794,309	37.6%	35.2%	1.07	31.8%	1.18	35.9%	1.05	36.0%	1.05
Medical Assistance	\$30,043,657	9.8%	11.1%	0.89	9.3%	1.06	10.4%	0.95	9.1%	1.08
Commercial	\$40,311,013	13.2%	14.9%	0.88	19.0%	0.70	13.9%	0.95	13.2%	1.00
Charity Care	\$554,942	0.2%	0.7%	0.25	0.5%	0.34	0.8%	0.24	0.1%	1.68
Bad Debt	\$3,232,147	1.1%	1.0%	1.04	1.0%	1.03	1.3%	0.82	0.7%	1.50
All Other	\$8,758,981	2.9%	2.8%	1.03	4.5%	0.63	2.3%	1.25	2.7%	1.05
Total Deductions	\$197,695,049	64.8%	65.8%	0.99	66.2%	0.98	64.5%	1.00	61.9%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.1%	6.5%	0.48	6.8%	0.46	7.3%	0.43	3.9%	0.80
Net Gains/Losses as % of Net Income		0.5%	29.4%	0.02	49.6%	0.01	21.5%	0.02	47.9%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,895,779	51.8%	42.4%	1.22	44.5%	1.16	44.5%	1.16	52.9%	0.98
Supplies & Services	\$42,033,252	42.7%	51.3%	0.83	48.9%	0.87	48.6%	0.88	40.9%	1.04
Capital Component	\$5,411,811	5.5%	6.2%	0.88	6.6%	0.83	6.9%	0.80	6.2%	0.89
Fiscal Statistics										
Operating Margin (%)		11.3%	10.4%	1.08	8.0%	1.40	13.9%	0.81	7.8%	1.44
Total Hospital Net Income (%)		11.3%	14.1%	0.80	14.8%	0.76	17.0%	0.67	14.0%	0.81
Return on Equity (%)		15.0%	6.3%	2.37	10.2%	1.47	13.1%	1.14	11.7%	1.28
Current Ratio		3.4	4.1	0.84	2.7	1.29	4.4	0.77	4.1	0.83
Days in Net Patient Accounts Receivable		63.5	87.5	0.73	50.7	1.25	43.9	1.45	57.4	1.11
Average Payment Period		31.7	89.9	0.35	78.2	0.41	61.1	0.52	73.1	0.43
Equity Financing (%)		85.7%	64.7%	1.32	59.6%	1.44	78.9%	1.09	83.6%	1.03
Long-Term Debt to Equity Ratio		0.1	0.3	0.16	0.3	0.21	0.1	0.42	0.0	1.59
Times Interest Earned		0.0	21.0	N/A	18.0	N/A	25.9	N/A	0.0	N/A
Total Asset Turnover		1.3	0.4	3.08	0.6	2.08	0.7	1.78	0.8	1.69
Average Age of Plant (Years)		3.4	17.1	0.20	12.6	0.27	10.3	0.33	2.2	1.53
Increase (Decrease) Total Net Patient Revenue		13.1%	12.7%	1.03	11.3%	1.16	14.2%	0.92	-6.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.4%	64.9%	1.12	61.9%	1.17	76.7%	0.94	72.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,142	\$18,658	0.54	\$18,949	0.54	\$12,297	0.82	\$8,645	1.17
Inpatient Net Revenue per Day		\$2,301	\$3,656	0.63	\$3,664	0.63	\$2,830	0.81	\$2,152	1.07
Outpatient Net Revenue per Visit		\$1,093	\$781	1.40	\$753	1.45	\$806	1.36	\$1,010	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$305,095,912	Cash & Cash Equivalents	\$470,422	Current Liabilities	\$8,166,276
Less Deductions	\$197,695,049	Net Patient Receivables	\$18,695,218	Long-Term Debt	\$3,864,202
Net Patient Revenue	\$107,400,863	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,437,675			Subtotal	\$12,030,478
Total Revenue	\$110,838,538	Land, Buildings & Equipment (Net)	\$54,108,447	Unrestricted Fund Balance	\$71,901,847
Less Expenses	\$98,340,842	Other Assets	\$10,658,238	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$65,913			Total Liabilities & Fund Balance	\$83,932,325
Net Income	\$12,563,609	Total Assets	\$83,932,325		