

**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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	68.2%	57.9%	1.18	61.6%	1.11	72.0%	0.95	60.0%	1.14
Obstetrics	62.5%	36.8%	1.70	32.8%	0.57	46.8%	1.33	24.4%	2.56
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	63.4%	58.7%	1.08	56.8%	1.12	68.8%	0.92	53.8%	1.18
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	63.4	26.8	2.36	34.1	1.86	108.1	0.59	66.6	0.95
Obstetrics	18.7	4.8	3.87	5.4	3.44	14.4	1.31	7.3	2.56
Pediatrics	0.0	1.5	N/A	0.0	N/A	5.0	N/A	0.0	N/A
Total Hospital	166.7	49.8	3.35	64.9	2.57	209.1	0.80	141.6	1.18
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.3	4.6	0.94	4.3	1.01	5.0	0.86	3.8	1.14
Obstetrics	2.2	2.4	0.89	2.3	0.94	2.6	0.84	1.5	1.42
Pediatrics	0.0	3.8	N/A	0.0	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.8	4.9	0.99	4.5	1.06	5.3	0.91	4.0	1.20
<b>Surgical Operations</b>									
Inpatient	2,175	1,037	2.10	1,167	1.86	3,842	0.57	2,458	0.88
Outpatient	4,935	3,865	1.28	4,137	1.19	11,153	0.44	4,899	1.01
Inpatient as % of All Surgeries	30.6%	21.2%	1.45	22.0%	1.39	25.6%	1.19	33.4%	0.92
<b>Outpatient Visits</b>									
Non-Emergency Visits	294,265	145,246	2.03	170,630	1.72	450,554	0.65	271,835	1.08
Emergency Visits	44,480	16,058	2.77	21,970	2.02	40,709	1.09	43,730	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	16.5	19.0	0.87	22.0	0.75	63.3	0.26	16.5	1.00
Nurses, Licensed	548.7	247.5	2.22	286.1	1.92	921.1	0.60	561.0	0.98
Ancillary Nursing Personnel	107.0	40.3	2.66	52.9	2.02	153.6	0.70	110.9	0.97
All Other Personnel	919.5	496.2	1.85	515.7	1.78	1,865.1	0.49	943.7	0.97
Total FTEs	1,591.8	803.0	1.98	876.8	1.82	3,003.0	0.53	1,632.1	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.5	13.0	0.27	11.5	0.31	11.7	0.30	4.0	0.88
Nurses, Licensed	116.6	168.4	0.69	148.8	0.78	170.7	0.68	135.3	0.86
Ancillary Nursing Personnel	22.7	27.4	0.83	27.5	0.83	28.5	0.80	26.7	0.85
All Other Personnel	195.3	337.6	0.58	268.3	0.73	345.6	0.57	227.6	0.86
Total FTEs	338.1	546.4	0.62	456.1	0.74	556.5	0.61	393.5	0.86

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	263	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	12,645	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,613
Inpatient Days	60,851			Inpatient Days	0	Newborn Days	2,491

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	2	93	5,350	23,159	68.2%	63.4	4.3
Orthopedic	2	31	1,800	7,499	66.3%	20.5	4.2
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	2	30	3,151	6,841	62.5%	18.7	2.2
<b>Psychiatric</b>	2	11	379	2,185	54.4%	6.0	5.8
<b>Alcoholism/chemical dependency</b>	2	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	2	24	426	6,095	69.6%	16.7	14.3
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	19	164	2,906	41.9%	8.0	17.7
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	55	2,848	12,166	60.6%	33.3	4.3

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	25	9	29.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	65	47	89.1
Medical & Dental Residents	0	0	0.0	Sonographers	7	7	9.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	18	24.8
Registered Nurses	411	235	524.2	Occupational Therapists	10	12	14.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	1.9
Licensed Practical Nurses	18	3	19.5	Physical Therapists	38	31	52.2
Ancillary Nursing Personnel	66	97	107.0	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	11	0	11.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	9	6	10.4
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	215	138	271.2
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	220	163	289.4
Pharmacy Personnel	58	28	70.0				
Clinical Laboratory Personnel	27	27	38.9	<b>Total</b>	<b>1,226</b>	<b>826</b>	<b>1,591.8</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$974,490,089	54.3%	46.6%	1.16	51.5%	1.05	46.9%	1.16	53.1%	1.02
Medical Assistance	\$141,911,149	7.9%	14.4%	0.55	11.3%	0.70	13.3%	0.60	7.7%	1.03
Commercial	\$666,170,327	37.1%	33.9%	1.10	34.7%	1.07	34.1%	1.09	38.5%	0.97
All Other	\$11,728,949	0.7%	5.1%	0.13	2.5%	0.27	5.7%	0.11	0.7%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$806,888,896	45.0%	35.2%	1.28	41.5%	1.08	36.2%	1.24	44.1%	1.02
Medical Assistance	\$114,217,086	6.4%	11.1%	0.57	9.1%	0.70	10.3%	0.62	6.3%	1.01
Commercial	\$318,623,204	17.8%	14.9%	1.19	16.0%	1.11	16.2%	1.09	18.2%	0.98
Charity Care	\$14,030,057	0.8%	0.7%	1.10	0.9%	0.88	0.7%	1.12	0.9%	0.86
Bad Debt	\$12,128,636	0.7%	1.0%	0.66	1.0%	0.66	0.8%	0.82	0.8%	0.80
All Other	\$416,184	0.0%	2.8%	0.01	1.2%	0.02	3.0%	0.01	0.0%	1.40
Total Deductions	\$1,266,304,063	70.6%	65.8%	1.07	69.8%	1.01	67.3%	1.05	70.4%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		7.0%	6.5%	1.09	5.3%	1.32	6.7%	1.05	5.7%	1.22
Net Gains/Losses as % of Net Income		2.2%	29.4%	0.07	13.2%	0.16	30.5%	0.07	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$161,508,169	34.3%	42.4%	0.81	38.6%	0.89	41.3%	0.83	34.1%	1.00
Supplies & Services	\$260,362,325	55.2%	51.3%	1.08	53.1%	1.04	53.3%	1.04	55.0%	1.00
Capital Component	\$49,539,234	10.5%	6.2%	1.69	8.4%	1.26	5.4%	1.93	10.9%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		17.0%	10.4%	1.63	13.6%	1.25	9.3%	1.83	9.6%	1.76
Total Hospital Net Income (%)		17.3%	14.1%	1.23	15.4%	1.13	12.9%	1.35	1.2%	14.12
Return on Equity (%)		16.1%	6.3%	2.56	9.8%	1.65	8.9%	1.82	1.0%	16.10
Current Ratio		2.2	4.1	0.54	7.4	0.30	4.8	0.47	1.6	1.42
Days in Net Patient Accounts Receivable		55.4	87.5	0.63	51.6	1.07	61.8	0.90	47.1	1.18
Average Payment Period		63.4	89.9	0.71	51.5	1.23	62.8	1.01	73.5	0.86
Equity Financing (%)		20.0%	64.7%	0.31	80.1%	0.25	69.5%	0.29	20.8%	0.96
Long-Term Debt to Equity Ratio		2.3	0.3	6.94	0.1	24.26	0.2	12.25	2.2	1.04
Times Interest Earned		16.4	21.0	0.78	14.8	1.11	24.3	0.68	1.7	9.63
Total Asset Turnover		0.9	0.4	2.17	0.6	1.49	0.7	1.40	0.9	1.04
Average Age of Plant (Years)		13.3	17.1	0.78	11.1	1.20	13.3	1.00	12.7	1.05
Increase (Decrease) Total Net Patient Revenue		6.4%	12.7%	0.50	7.7%	0.83	11.2%	0.57	-3.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.3%	64.9%	0.97	65.6%	0.96	59.3%	1.07	62.2%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$16,611	\$18,658	0.89	\$14,982	1.11	\$21,058	0.79	\$6,274	2.65
Inpatient Net Revenue per Day		\$3,327	\$3,656	0.91	\$3,228	1.03	\$3,785	0.88	\$1,417	2.35
Outpatient Net Revenue per Visit		\$974	\$781	1.25	\$697	1.40	\$881	1.11	\$1,360	0.72

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,794,300,514	Cash & Cash Equivalents	\$50,972,033	Current Liabilities	\$74,876,613
Less Deductions	\$1,266,304,063	Net Patient Receivables	\$80,145,302	Long-Term Debt	\$279,131,808
Net Patient Revenue	\$527,996,451	Other Receivables	\$370,078	Other Liabilities	\$135,203,528
Plus Other Revenue	\$39,971,152			Subtotal	\$489,211,949
Total Revenue	\$567,967,603	Land, Buildings & Equipment (Net)	\$422,812,506	Unrestricted Fund Balance	\$122,385,239
Less Expenses	\$471,409,728	Other Assets	\$57,297,269	Restricted Fund Balance	\$1,494,256
Non-Operating Gains/Losses	\$2,143,131			Total Liabilities & Fund Balance	\$611,597,188
Net Income	\$98,701,006	Total Assets	\$611,597,188		