

**143 Waupun Memorial Hospital**  
 620 W Brown Street  
 Waupun, WI 53963  
 920-324-5581

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Dodge  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	47.0%	56.1%	0.84	58.4%	0.81	41.6%	1.13	51.0%	0.92
Obstetrics	19.7%	39.1%	0.50	39.2%	0.03	23.9%	0.82	17.0%	1.15
Pediatrics	0.0%	48.6%	N/A	46.9%	N/A	71.7%	N/A	0.0%	N/A
Total Hospital	36.2%	55.8%	0.65	58.2%	0.62	40.7%	0.89	38.5%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.1	28.4	0.25	24.9	0.28	8.1	0.87	7.6	0.92
Obstetrics	1.0	5.1	0.19	4.9	0.20	1.0	0.96	0.9	1.15
Pediatrics	0.0	2.1	N/A	2.1	N/A	0.2	N/A	0.0	N/A
Total Hospital	9.1	51.6	0.18	53.4	0.17	10.7	0.85	9.6	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.8	0.94	3.7	0.95	3.1	1.13	3.4	1.02
Obstetrics	2.2	2.4	0.92	2.0	1.12	2.3	0.96	2.2	1.00
Pediatrics	0.0	2.0	N/A	3.3	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	4.3	0.75	3.2	0.99	3.2	1.01
<b>Surgical Operations</b>									
Inpatient	224	1,814	0.12	1,934	0.12	392	0.57	232	0.97
Outpatient	1,013	4,285	0.24	5,295	0.19	1,613	0.63	1,002	1.01
Inpatient as % of All Surgeries	18.1%	29.7%	0.61	26.8%	0.68	19.5%	0.93	18.8%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	40,670	99,026	0.41	151,770	0.27	39,154	1.04	36,002	1.13
Emergency Visits	9,394	16,365	0.57	17,348	0.54	8,094	1.16	9,423	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.5	18.3	0.57	20.1	0.52	7.1	1.48	7.3	1.43
Nurses, Licensed	60.6	199.5	0.30	238.2	0.25	60.7	1.00	68.3	0.89
Ancillary Nursing Personnel	2.7	37.1	0.07	40.0	0.07	13.1	0.21	0.1	47.56
All Other Personnel	91.0	439.3	0.21	622.2	0.15	163.9	0.56	100.4	0.91
Total FTEs	164.7	694.4	0.24	920.4	0.18	244.7	0.67	176.0	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	33.4	16.6	2.01	14.7	2.28	20.4	1.64	24.0	1.39
Nurses, Licensed	193.0	181.2	1.06	174.1	1.11	174.0	1.11	223.0	0.87
Ancillary Nursing Personnel	8.7	33.7	0.26	29.2	0.30	37.5	0.23	0.2	46.39
All Other Personnel	289.9	399.0	0.73	454.6	0.64	470.2	0.62	327.9	0.88
Total FTEs	524.9	630.6	0.83	672.6	0.78	702.0	0.75	575.1	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,024  
 Inpatient Days 3,305

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 1  
 Discharges 33  
 Inpatient Days 166

**Newborn Nursery:**  
 Bassinets 3  
 Total Births 154  
 Newborn Days 311

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2010	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	15	733	2,575	47.0%	7.1	3.5
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	5	160	359	19.7%	1.0	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	5	131	371	20.3%	1.0	2.8
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	0	0	0	0.0%	0.0	0.0
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  
 4 = Contracted, 5 = Service Not Provided

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	2	10.5	Surgical Personnel	2	1	2.8
Physicians & Dentists	1	1	1.8	Radiological Services Personnel	7	14	15.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.0
Registered Nurses	31	41	52.6	Occupational Therapists	0	2	1.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	5	3.1	Physical Therapists	2	1	2.8
Ancillary Nursing Personnel	1	5	2.7	Physical Therapy Assistants/Aides	1	3	2.1
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.8	Dietitians & Nutritionists	1	2	2.4
Certified Registered Nurse Anesthetists	3	0	3.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	0	2.0
Medical Records Personnel	1	3	2.6	All Other Health Professionals	6	23	18.1
Pharmacy Personnel	2	3	3.5	All Other Personnel	16	30	34.0
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>88</b>	<b>139</b>	<b>164.7</b>

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Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$24,828,044	42.0%	41.7%	1.01	39.2%	1.07	42.1%	1.00	42.6%	0.99
Medical Assistance	\$5,446,743	9.2%	14.0%	0.66	11.4%	0.81	13.2%	0.69	7.0%	1.32
Commercial	\$27,507,800	46.5%	38.1%	1.22	42.7%	1.09	39.8%	1.17	47.9%	0.97
All Other	\$1,373,797	2.3%	6.2%	0.37	6.7%	0.35	4.9%	0.48	2.5%	0.92
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,735,124	24.9%	27.4%	0.91	25.3%	0.98	22.9%	1.09	21.4%	1.17
Medical Assistance	\$3,756,455	6.4%	9.6%	0.66	7.6%	0.84	8.4%	0.76	4.7%	1.34
Commercial	\$8,057,327	13.6%	11.6%	1.18	13.8%	0.99	10.2%	1.33	14.7%	0.93
Charity Care	\$373,304	0.6%	1.5%	0.43	2.4%	0.27	1.1%	0.59	0.7%	0.86
All Other	-\$37,992	-0.1%	2.1%	N/A	2.1%	N/A	1.5%	N/A	0.2%	N/A
Total Deductions	\$26,884,218	45.4%	52.1%	0.87	51.2%	0.89	44.0%	1.03	41.7%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.5%	3.7%	0.66	7.7%	0.32	3.0%	0.83	2.8%	0.89
Net Gains/Losses as % of Net Income		0.4%	10.6%	0.03	27.4%	0.01	14.3%	0.02	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,465,516	46.4%	45.3%	1.02	49.9%	0.93	49.3%	0.94	46.4%	1.00
Supplies & Services	\$12,221,024	42.1%	42.1%	1.00	39.1%	1.08	36.2%	1.16	40.4%	1.04
Capital Component	\$2,215,050	7.6%	8.5%	0.90	8.5%	0.90	10.2%	0.75	8.3%	0.92
Bad Debt	\$1,137,679	3.9%	4.0%	0.97	2.6%	1.52	4.3%	0.92	4.9%	0.79
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.2%	7.7%	1.59	5.4%	2.29	7.2%	1.69	11.5%	1.07
Total Hospital Net Income (%)		12.3%	8.5%	1.44	7.2%	1.70	8.3%	1.47	7.8%	1.57
Return on Equity (%)		18.3%	6.6%	2.77	6.3%	2.93	6.7%	2.73	5.2%	3.52
Current Ratio		2.9	3.4	0.84	2.2	1.31	1.9	1.49	4.9	0.59
Days in Net Patient Accounts Receivable		45.8	46.5	0.98	46.5	0.98	50.0	0.92	39.0	1.17
Average Payment Period		38.0	53.3	0.71	48.0	0.79	102.3	0.37	32.6	1.16
Equity Financing (%)		87.2%	60.7%	1.44	53.7%	1.62	59.2%	1.47	82.3%	1.06
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.4	N/A	0.2	N/A
Times Interest Earned		26.7	7.4	3.63	6.6	4.05	4.6	5.81	8.6	3.11
Total Asset Turnover		1.5	0.8	1.94	0.8	1.76	0.8	1.88	0.7	2.14
Average Age of Plant (Years)		10.4	10.2	1.02	9.4	1.11	7.9	1.32	9.8	1.07
Increase (Decrease) Total Net Patient Revenue		4.2%	9.4%	0.45	54.9%	0.04	2.3%	1.79	2.4%	1.72
Outpatient Gross Revenue (% of Total GPR)		71.1%	53.2%	1.34	52.5%	1.36	69.4%	1.03	68.5%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,892	\$12,710	0.78	\$13,814	0.72	\$9,239	1.07	\$8,717	1.13
Inpatient Net Revenue per Day		\$3,012	\$2,917	1.03	\$3,205	0.94	\$2,581	1.17	\$2,666	1.13
Outpatient Net Revenue per Visit		\$436	\$555	0.79	\$410	1.06	\$551	0.79	\$462	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$59,156,384	Cash & Cash Equivalents	\$523,533	Current Liabilities	\$2,847,245
Less Deductions	\$26,884,218	Net Patient Receivables	\$4,049,845	Long-Term Debt	\$0
Net Patient Revenue	\$32,272,166	Other Receivables	\$3,379,947	Other Liabilities	\$0
Plus Other Revenue	\$817,513			Subtotal	\$2,847,245
Total Revenue	\$33,089,679	Land, Buildings & Equipment (Net)	\$14,034,347	Unrestricted Fund Balance	\$19,327,469
Less Expenses	\$29,039,269	Other Assets	\$187,042	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$14,374			Total Liabilities & Fund Balance	\$22,174,714
Net Income	\$4,064,784	Total Assets	\$22,174,714		