

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

		All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.5%	55.7%	1.27	55.0%	1.28	69.4%	1.02	67.4%	1.05
Obstetrics	28.5%	41.5%	0.69	34.6%	0.27	52.7%	0.54	27.1%	1.05
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	53.7%	57.5%	0.93	51.4%	1.04	67.8%	0.79	51.3%	1.05
Average Census (Patients)									
Adult Medical-Surgical	67.7	26.4	2.57	31.4	2.16	101.2	0.67	64.7	1.05
Obstetrics	9.4	5.6	1.67	6.3	1.50	15.7	0.60	9.0	1.05
Pediatrics	0.0	1.4	N/A	0.1	N/A	3.8	N/A	0.0	N/A
Total Hospital	140.8	49.4	2.85	58.3	2.41	195.9	0.72	135.4	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	3.9	1.01	3.6	1.09	4.4	0.91	3.8	1.03
Obstetrics	1.8	2.5	0.73	2.3	0.80	2.6	0.70	1.8	1.01
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.0	4.4	0.90	4.0	0.99	4.8	0.82	3.9	1.03
Surgical Operations									
Inpatient	2,710	1,396	1.94	1,424	1.90	5,208	0.52	2,948	0.92
Outpatient	5,001	4,206	1.19	3,674	1.36	14,763	0.34	5,025	1.00
Inpatient as % of All Surgeries	35.1%	24.9%	1.41	27.9%	1.26	26.1%	1.35	37.0%	0.95
Outpatient Visits									
Non-Emergency Visits	297,676	136,074	2.19	147,557	2.02	473,499	0.63	287,402	1.04
Emergency Visits	148,750	18,688	7.96	29,988	4.96	53,629	2.77	49,128	3.03
Full-Time Equivalents (FTEs)									
Administrators	17.5	19.3	0.90	17.6	1.00	64.0	0.27	16.5	1.06
Nurses, Licensed	542.9	239.2	2.27	262.0	2.07	866.8	0.63	554.5	0.98
Ancillary Nursing Personnel	102.2	40.0	2.55	44.8	2.28	141.9	0.72	108.1	0.95
All Other Personnel	1,003.7	480.4	2.09	509.5	1.97	1,693.5	0.59	1,093.1	0.92
Total FTEs	1,666.3	779.0	2.14	833.9	2.00	2,766.3	0.60	1,772.2	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.1	14.9	0.28	10.7	0.38	13.7	0.30	4.1	1.00
Nurses, Licensed	126.9	183.7	0.69	159.4	0.80	186.0	0.68	137.8	0.92
Ancillary Nursing Personnel	23.9	30.8	0.78	27.2	0.88	30.4	0.78	26.9	0.89
All Other Personnel	234.7	369.0	0.64	310.0	0.76	363.3	0.65	271.7	0.86
Total FTEs	389.6	598.3	0.65	507.3	0.77	593.5	0.66	440.5	0.88

Total Hospital:

Beds Set Up & Staffed 262
 Discharges 12,966
 Inpatient Days 51,377

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:

Bassinet 33
 Total Births 1,792
 Newborn Days 3,433

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	96	6,242	24,717	70.5%	67.7	4.0
Orthopedic	2	31	2,010	5,862	51.8%	16.1	2.9
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	33	1,859	3,433	28.5%	9.4	1.8
Psychiatric	2	22	450	2,674	33.3%	7.3	5.9
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	301	5,110	58.3%	14.0	17.0
Step-Down (Special Care)	5	37	1,932	7,055	52.2%	19.3	3.7
Neonatal Intensive/Intermediate Care	2	19	170	2,526	36.4%	6.9	14.9
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.

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

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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	17	1	17.5	Surgical Personnel	24	13	30.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	58	55	84.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	20	16	25.9
Registered Nurses	387	275	513.8	Occupational Therapists	12	12	15.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.6
Licensed Practical Nurses	18	9	21.7	Physical Therapists	34	26	47.2
Ancillary Nursing Personnel	58	97	102.2	Physical Therapy Assistants/Aides	2	4	4.4
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	11	9.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.0
Clinical Nurse Specialists	6	2	7.3	All Other Health Professionals	241	139	298.6
Health Info Mgmt-Administrators/Technicians	22	1	22.7	All Other Personnel	295	173	366.0
Pharmacy Personnel	39	21	46.2				
Clinical Laboratory Personnel	39	34	51.1				
				Total	1,279	891	1,666.3

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$811,454,896	52.5%	45.7%	1.15	50.5%	1.04	46.0%	1.14	47.9%	1.10
Medical Assistance	\$111,135,155	7.2%	14.0%	0.51	10.1%	0.71	12.8%	0.56	8.1%	0.89
Commercial	\$608,871,987	39.4%	35.8%	1.10	36.8%	1.07	36.0%	1.09	43.1%	0.91
All Other	\$14,331,936	0.9%	4.5%	0.21	2.7%	0.35	5.3%	0.18	1.0%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$657,796,822	42.6%	34.1%	1.25	39.8%	1.07	35.3%	1.21	40.8%	1.04
Medical Assistance	\$92,094,803	6.0%	10.6%	0.56	7.8%	0.76	10.0%	0.60	6.6%	0.91
Commercial	\$278,181,066	18.0%	14.7%	1.22	16.3%	1.10	16.0%	1.12	18.0%	1.00
Charity Care	\$13,384,860	0.9%	1.0%	0.89	1.0%	0.91	1.0%	0.90	1.0%	0.89
Bad Debt	\$11,916,602	0.8%	1.1%	0.72	1.1%	0.68	0.9%	0.82	0.7%	1.04
All Other	\$1,067,137	0.1%	2.0%	0.04	1.1%	0.06	2.2%	0.03	0.0%	1.65
Total Deductions	\$1,054,441,290	68.2%	63.3%	1.08	67.1%	1.02	65.5%	1.04	67.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.8%	5.5%	0.68	4.8%	0.78	6.8%	0.56	3.0%	1.27
Net Gains/Losses as % of Net Income		10.6%	2.6%	4.14	N/A	N/A	1.9%	5.60	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$151,811,177	33.5%	44.1%	0.76	39.0%	0.86	43.1%	0.78	32.5%	1.03
Supplies & Services	\$246,823,456	54.5%	49.0%	1.11	52.6%	1.04	50.4%	1.08	54.6%	1.00
Capital Component	\$54,501,246	12.0%	6.9%	1.75	8.4%	1.44	6.4%	1.87	12.9%	0.93
Fiscal Statistics										
Operating Margin (%)		11.2%	8.4%	1.34	11.9%	0.95	8.5%	1.32	10.4%	1.08
Total Hospital Net Income (%)		12.4%	8.6%	1.45	10.9%	1.14	8.7%	1.43	10.1%	1.23
Return on Equity (%)		12.8%	6.3%	2.02	7.6%	1.69	6.7%	1.91	9.9%	1.29
Current Ratio		2.0	5.9	0.34	9.7	0.20	6.2	0.32	1.9	1.04
Days in Net Patient Accounts Receivable		46.9	51.6	0.91	48.3	0.97	50.7	0.93	43.9	1.07
Average Payment Period		44.7	38.5	1.16	30.8	1.45	38.6	1.16	43.6	1.03
Equity Financing (%)		28.7%	75.1%	0.38	80.8%	0.36	76.2%	0.38	23.6%	1.21
Long-Term Debt to Equity Ratio		1.9	0.2	12.09	0.1	17.00	0.1	16.75	2.4	0.80
Times Interest Earned		7.2	13.4	0.54	15.9	0.46	13.7	0.53	5.8	1.25
Total Asset Turnover		1.0	0.7	1.38	0.7	1.45	0.8	1.32	1.0	1.03
Average Age of Plant (Years)		11.6	9.9	1.17	9.0	1.29	10.8	1.07	12.9	0.90
Increase (Decrease) Total Net Patient Revenue		4.5%	5.4%	0.82	4.2%	1.07	6.1%	0.74	2.7%	1.66
Outpatient Gross Revenue (% of Total GPR)		63.5%	61.9%	1.03	63.4%	1.00	58.0%	1.09	62.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,573		\$15,830	0.92	\$12,178	1.20	\$17,621	0.83	\$14,338	1.02
Inpatient Net Revenue per Day	\$3,315		\$3,538	0.94	\$2,958	1.12	\$3,654	0.91	\$3,368	0.98
Outpatient Net Revenue per Visit	\$704		\$686	1.03	\$680	1.03	\$698	1.01	\$883	0.80

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,545,793,974	Cash & Cash Equivalents	\$1,028,104	Current Liabilities	\$50,227,383
Less Deductions	\$1,054,441,290	Net Patient Receivables	\$63,197,822	Long-Term Debt	\$278,374,369
Net Patient Revenue	\$491,352,684	Other Receivables	\$341,198	Other Liabilities	\$30,023,682
Plus Other Revenue	\$19,187,043			Subtotal	\$358,625,434
Total Revenue	\$510,539,727	Land, Buildings & Equipment (Net)	\$380,084,568	Unrestricted Fund Balance	\$144,454,485
Less Expenses	\$453,135,879	Other Assets	\$58,428,227	Restricted Fund Balance	\$1,256,573
Non-Operating Gains/Losses	\$6,794,978			Total Liabilities & Fund Balance	\$503,079,919
Net Income	\$64,198,826	Total Assets	\$503,079,919		