

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
 Corporation
 Control:

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.7%	55.2%	0.66	59.0%	0.62	43.3%	0.85	36.5%	1.00
Obstetrics	13.7%	38.0%	0.36	44.3%	0.03	23.8%	0.58	15.9%	0.86
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.0%	57.4%	0.66	61.2%	0.62	44.0%	0.86	29.0%	1.31
Average Census (Patients)									
Adult Medical-Surgical	12.8	26.0	0.49	24.6	0.52	15.3	0.84	12.8	1.00
Obstetrics	1.4	4.9	0.28	4.8	0.29	2.1	0.65	1.6	0.86
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.3	49.0	0.50	52.3	0.47	27.3	0.89	18.6	1.31
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.68	4.0	0.69	3.4	0.80	3.1	0.89
Obstetrics	2.9	2.6	1.16	2.7	1.10	2.3	1.27	2.8	1.03
Pediatrics	0.0	3.3	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.80	4.4	0.81	3.7	0.98	3.1	1.15
Surgical Operations									
Inpatient	541	1,426	0.38	2,131	0.25	657	0.82	507	1.07
Outpatient	4,285	4,581	0.94	7,954	0.54	2,872	1.49	5,585	0.77
Inpatient as % of All Surgeries	11.2%	23.7%	0.47	21.1%	0.53	18.6%	0.60	8.3%	1.35
Outpatient Visits									
Non-Emergency Visits	67,102	144,376	0.46	179,501	0.37	115,084	0.58	68,547	0.98
Emergency Visits	12,299	17,768	0.69	17,324	0.71	13,821	0.89	11,483	1.07
Full-Time Equivalents (FTEs)									
Administrators	52.9	23.0	2.30	23.4	2.26	18.2	2.91	3.0	17.63
Nurses, Licensed	107.4	251.3	0.43	255.4	0.42	150.6	0.71	127.3	0.84
Ancillary Nursing Personnel	37.5	39.7	0.95	45.5	0.83	19.7	1.90	44.3	0.85
All Other Personnel	297.2	509.3	0.58	652.5	0.46	320.3	0.93	401.6	0.74
Total FTEs	495.0	823.3	0.60	976.8	0.51	508.8	0.97	576.3	0.86
FTEs per 100 Patient Census (Adjusted)									
Administrators	50.5	17.0	2.97	17.6	2.87	18.2	2.77	3.7	13.71
Nurses, Licensed	102.6	185.7	0.55	191.8	0.53	151.1	0.68	156.5	0.66
Ancillary Nursing Personnel	35.8	29.3	1.22	34.1	1.05	19.8	1.81	54.5	0.66
All Other Personnel	283.8	376.3	0.75	490.1	0.58	321.5	0.88	493.5	0.58
Total FTEs	472.8	608.3	0.78	733.6	0.64	510.6	0.93	708.2	0.67

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 2,477
 Inpatient Days 8,887

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 34
 Inpatient Days 180

Newborn Nursery:
 Bassinets 10
 Total Births 187
 Newborn Days 420

139 Watertown Regional Medical Center
 Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	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	1,698	4,688	36.7%	12.8	2.8
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	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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	170	501	13.7%	1.4	2.9
Psychiatric	1	15	224	3,066	56.0%	8.4	13.7
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	156	632	43.3%	1.7	4.1
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.
 ** 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	49	5	52.9	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	8	22.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	1	6.8
Registered Nurses	84	13	94.5	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	4	4	6.3	Physical Therapists	7	5	10.7
Ancillary Nursing Personnel	31	10	37.5	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	23	11	32.3	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	6.7	Dietitians & Nutritionists	0	3	2.5
Nurse Practitioners	5	2	6.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	29	7	34.7
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	119	35	147.4
Pharmacy Personnel	6	3	8.5				
Clinical Laboratory Personnel	6	3	8.3				
				Total	405	114	495.0

139 Watertown Regional Medical Center

Watertown, WI 53098

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁵	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$129,367,288	48.6%	46.3%	1.05	42.2%	1.15	51.1%	0.95	46.7%	1.04
Medical Assistance	\$28,873,621	10.8%	13.6%	0.80	11.5%	0.94	11.3%	0.96	11.5%	0.95
Commercial	\$96,451,682	36.2%	35.3%	1.03	38.6%	0.94	33.7%	1.07	37.1%	0.98
All Other	\$11,437,732	4.3%	4.8%	0.90	7.8%	0.55	3.9%	1.11	4.8%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$96,904,565	36.4%	34.9%	1.04	31.6%	1.15	36.8%	0.99	34.7%	1.05
Medical Assistance	\$23,419,553	8.8%	10.4%	0.85	8.7%	1.01	8.5%	1.04	9.5%	0.92
Commercial	\$35,457,782	13.3%	14.7%	0.91	18.2%	0.73	12.8%	1.04	13.1%	1.02
Charity Care	\$1,048,730	0.4%	1.0%	0.41	0.8%	0.50	0.9%	0.44	0.5%	0.75
Bad Debt	\$1,771,198	0.7%	1.1%	0.63	1.1%	0.61	1.4%	0.49	0.9%	0.72
All Other	\$6,141,488	2.3%	2.2%	1.07	3.5%	0.67	2.1%	1.10	2.6%	0.89
Total Deductions	\$164,743,316	61.9%	64.2%	0.96	63.9%	0.97	62.4%	0.99	61.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	5.5%	0.71	6.4%	0.61	3.4%	1.15	7.7%	0.51
Net Gains/Losses as % of Net Income		1.9%	13.2%	0.15	39.0%	0.05	4.5%	0.42	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,460,657	52.1%	44.0%	1.18	47.0%	1.11	46.0%	1.13	53.7%	0.97
Supplies & Services	\$39,805,076	41.1%	49.2%	0.83	45.7%	0.90	46.6%	0.88	41.8%	0.98
Capital Component	\$6,635,770	6.8%	6.8%	1.01	7.3%	0.94	7.4%	0.92	4.5%	1.51
Fiscal Statistics										
Operating Margin (%)		8.2%	9.1%	0.90	6.3%	1.29	8.2%	0.99	13.2%	0.62
Total Hospital Net Income (%)		8.3%	10.3%	0.81	10.0%	0.83	8.6%	0.97	13.2%	0.63
Return on Equity (%)		8.3%	6.0%	1.39	7.5%	1.11	5.8%	1.44	18.5%	0.45
Current Ratio		6.8	4.7	1.46	2.4	2.90	4.4	1.56	5.3	1.30
Days in Net Patient Accounts Receivable		62.6	64.0	0.98	50.8	1.23	49.0	1.28	47.4	1.32
Average Payment Period		27.2	56.5	0.48	52.7	0.52	41.1	0.66	30.0	0.91
Equity Financing (%)		90.9%	69.2%	1.31	59.1%	1.54	81.8%	1.11	87.5%	1.04
Long-Term Debt to Equity Ratio		0.0	0.3	0.11	0.3	0.09	0.1	0.30	0.0	0.89
Times Interest Earned		0.0	13.4	N/A	9.5	N/A	14.1	N/A	0.0	N/A
Total Asset Turnover		1.0	0.6	1.74	0.7	1.39	0.7	1.50	1.4	0.71
Average Age of Plant (Years)		1.0	12.6	0.08	10.8	0.09	9.6	0.10	3.8	0.26
Increase (Decrease) Total Net Patient Revenue		5.2%	7.3%	0.71	5.8%	0.89	2.8%	1.87	6.3%	0.82
Outpatient Gross Revenue (% of Total GPR)		74.8%	63.3%	1.18	60.4%	1.24	71.9%	1.04	76.4%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,735	\$16,906	0.52	\$18,736	0.47	\$12,065	0.72	\$8,784	0.99	
Inpatient Net Revenue per Day	\$2,233	\$3,675	0.61	\$4,176	0.53	\$3,161	0.71	\$2,710	0.82	
Outpatient Net Revenue per Visit	\$1,023	\$703	1.46	\$623	1.64	\$614	1.67	\$994	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$266,130,323	Cash & Cash Equivalents	\$643,451	Current Liabilities	\$6,780,654
Less Deductions	\$164,743,316	Net Patient Receivables	\$17,399,549	Long-Term Debt	\$2,803,422
Net Patient Revenue	\$101,387,007	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,126,584			Subtotal	\$9,584,076
Total Revenue	\$105,513,591	Land, Buildings & Equipment (Net)	\$57,978,583	Unrestricted Fund Balance	\$95,944,020
Less Expenses	\$96,901,503	Other Assets	\$29,506,513	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$168,158			Total Liabilities & Fund Balance	\$105,528,096
Net Income	\$8,780,246	Total Assets	\$105,528,096		