

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 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	86.0%	55.2%	1.56	58.8%	1.46	71.0%	1.21	70.5%	1.22
Obstetrics	25.5%	38.0%	0.67	30.5%	0.28	50.6%	0.50	28.5%	0.89
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	57.2%	57.4%	1.00	54.8%	1.04	69.3%	0.83	53.7%	1.06
Average Census (Patients)									
Adult Medical-Surgical	67.1	26.0	2.58	31.7	2.11	106.3	0.63	67.7	0.99
Obstetrics	8.4	4.9	1.70	5.2	1.61	14.5	0.58	9.4	0.89
Pediatrics	0.0	1.3	N/A	0.1	N/A	3.2	N/A	0.0	N/A
Total Hospital	139.5	49.0	2.85	61.6	2.26	202.8	0.69	140.8	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.1	0.95	3.7	1.04	4.6	0.84	4.0	0.98
Obstetrics	1.8	2.6	0.71	2.3	0.78	2.7	0.66	1.8	0.97
Pediatrics	0.0	3.3	N/A	2.7	N/A	3.3	N/A	0.0	N/A
Total Hospital	3.9	4.5	0.88	4.0	0.99	5.0	0.79	4.0	0.99
Surgical Operations									
Inpatient	2,829	1,426	1.98	1,468	1.93	5,403	0.52	2,710	1.04
Outpatient	5,212	4,581	1.14	4,147	1.26	16,162	0.32	5,001	1.04
Inpatient as % of All Surgeries	35.2%	23.7%	1.48	26.1%	1.35	25.1%	1.40	35.1%	1.00
Outpatient Visits									
Non-Emergency Visits	311,393	144,376	2.16	165,725	1.88	476,432	0.65	297,676	1.05
Emergency Visits	49,281	17,768	2.77	24,778	1.99	47,460	1.04	148,750	0.33
Full-Time Equivalents (FTEs)									
Administrators	15.5	23.0	0.67	24.0	0.65	71.8	0.22	17.5	0.89
Nurses, Licensed	532.1	251.3	2.12	290.2	1.83	913.4	0.58	542.9	0.98
Ancillary Nursing Personnel	103.3	39.7	2.60	45.9	2.25	148.8	0.69	102.2	1.01
All Other Personnel	1,019.4	509.3	2.00	567.1	1.80	1,805.9	0.56	1,003.7	1.02
Total FTEs	1,670.2	823.3	2.03	927.1	1.80	2,940.0	0.57	1,666.3	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.6	17.0	0.21	13.1	0.27	14.7	0.24	4.1	0.87
Nurses, Licensed	122.0	185.7	0.66	158.4	0.77	186.4	0.65	126.9	0.96
Ancillary Nursing Personnel	23.7	29.3	0.81	25.0	0.95	30.4	0.78	23.9	0.99
All Other Personnel	233.7	376.3	0.62	309.5	0.75	368.6	0.63	234.7	1.00
Total FTEs	382.9	608.3	0.63	506.1	0.76	600.1	0.64	389.6	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	244	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	33
Discharges	12,962	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,642
Inpatient Days	50,915			Inpatient Days	0	Newborn Days	3,069

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	78	6,317	24,487	86.0%	67.1	3.9
Orthopedic	2	31	1,866	5,688	50.3%	15.6	3.0
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	1,706	3,069	25.5%	8.4	1.8
Psychiatric	2	22	483	2,610	32.5%	7.2	5.4
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	341	5,145	58.7%	14.1	15.1
Step-Down (Special Care)	5	37	2,084	7,260	53.8%	19.9	3.5
Neonatal Intensive/Intermediate Care	2	19	166	2,656	38.3%	7.3	16.0
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.

* 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	15	1	15.5	Surgical Personnel	26	11	31.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	58	49	79.4
Medical & Dental Residents	0	0	0.0	Sonographers	8	9	10.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	21	13	26.9
Registered Nurses	389	266	508.5	Occupational Therapists	12	11	15.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.6
Licensed Practical Nurses	15	9	17.5	Physical Therapists	42	26	54.6
Ancillary Nursing Personnel	61	102	103.3	Physical Therapy Assistants/Aides	2	1	2.8
Medical Assistants	7	1	7.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	13	10.0
Nurse Practitioners	0	1	0.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.0
Clinical Nurse Specialists	5	1	5.6	All Other Health Professionals	226	146	284.2
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	290	190	370.2
Pharmacy Personnel	53	33	67.8				
Clinical Laboratory Personnel	38	31	50.1	Total	1,282	916	1,670.2

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$872,027,517	52.6%	46.3%	1.14	50.9%	1.03	46.7%	1.13	52.5%	1.00
Medical Assistance	\$119,827,578	7.2%	13.6%	0.53	10.1%	0.71	12.6%	0.57	7.2%	1.01
Commercial	\$649,617,913	39.2%	35.3%	1.11	36.0%	1.09	35.1%	1.12	39.4%	1.00
All Other	\$15,158,947	0.9%	4.8%	0.19	3.0%	0.31	5.6%	0.16	0.9%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$716,259,508	43.2%	34.9%	1.24	40.8%	1.06	36.2%	1.19	42.6%	1.02
Medical Assistance	\$100,067,094	6.0%	10.4%	0.58	8.0%	0.76	9.8%	0.61	6.0%	1.01
Commercial	\$297,457,121	18.0%	14.7%	1.22	15.9%	1.13	15.6%	1.15	18.0%	1.00
Charity Care	\$15,471,494	0.9%	1.0%	0.97	1.1%	0.86	0.9%	1.01	0.9%	1.08
Bad Debt	\$13,774,948	0.8%	1.1%	0.78	1.1%	0.77	0.9%	0.92	0.8%	1.08
All Other	\$336,302	0.0%	2.2%	0.01	1.4%	0.01	2.5%	0.01	0.1%	0.29
Total Deductions	\$1,143,366,467	69.0%	64.2%	1.08	68.2%	1.01	66.0%	1.05	68.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.8%	5.5%	0.69	4.9%	0.78	6.8%	0.56	3.8%	1.01	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	13.1%	N/A	10.6%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$159,237,040	34.4%	44.0%	0.78	39.6%	0.87	42.7%	0.80	33.5%	1.03
Supplies & Services	\$249,084,855	53.8%	49.2%	1.09	51.8%	1.04	51.1%	1.05	54.5%	0.99
Capital Component	\$54,862,238	11.8%	6.8%	1.74	8.7%	1.36	6.2%	1.92	12.0%	0.98
Fiscal Statistics										
Operating Margin (%)	13.2%	9.1%	1.45	14.3%	0.92	9.5%	1.39	11.2%	1.17	
Total Hospital Net Income (%)	12.2%	10.3%	1.18	12.8%	0.95	10.8%	1.13	12.4%	0.98	
Return on Equity (%)	12.2%	6.0%	2.03	8.8%	1.39	7.7%	1.58	12.8%	0.95	
Current Ratio	1.7	4.7	0.37	9.4	0.18	5.5	0.32	2.0	0.88	
Days in Net Patient Accounts Receivable	52.2	64.0	0.81	48.9	1.07	55.7	0.94	46.9	1.11	
Average Payment Period	53.0	56.5	0.94	33.2	1.60	45.6	1.16	44.7	1.19	
Equity Financing (%)	30.8%	69.2%	0.44	82.0%	0.38	72.1%	0.43	28.7%	1.07	
Long-Term Debt to Equity Ratio	1.7	0.3	6.58	0.1	15.99	0.2	9.23	1.9	0.88	
Times Interest Earned	7.3	13.4	0.54	13.0	0.56	15.5	0.47	7.2	1.00	
Total Asset Turnover	1.0	0.6	1.77	0.7	1.45	0.7	1.44	1.0	1.00	
Average Age of Plant (Years)	11.7	12.6	0.93	9.5	1.23	12.1	0.97	11.6	1.01	
Increase (Decrease) Total Net Patient Revenue	4.5%	7.3%	0.61	4.1%	1.09	8.9%	0.50	4.5%	0.99	
Outpatient Gross Revenue (% of Total GPR)	64.0%	63.3%	1.01	64.9%	0.99	58.2%	1.10	63.5%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,660	\$16,906	0.87	\$13,299	1.10	\$19,324	0.76	\$14,573	1.01	
Inpatient Net Revenue per Day	\$3,316	\$3,675	0.90	\$3,202	1.04	\$3,829	0.87	\$3,315	1.00	
Outpatient Net Revenue per Visit	\$934	\$703	1.33	\$685	1.36	\$741	1.26	\$704	1.33	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,656,631,955	Cash & Cash Equivalents	\$3,353,892	Current Liabilities	\$61,195,160
Less Deductions	\$1,143,366,467	Net Patient Receivables	\$73,369,421	Long-Term Debt	\$273,533,531
Net Patient Revenue	\$513,265,488	Other Receivables	\$818,215	Other Liabilities	\$30,155,784
Plus Other Revenue	\$20,268,878			Subtotal	\$364,884,475
Total Revenue	\$533,534,366	Land, Buildings & Equipment (Net)	\$393,996,389	Unrestricted Fund Balance	\$162,197,661
Less Expenses	\$463,184,133	Other Assets	\$55,544,219	Restricted Fund Balance	\$1,485,473
Non-Operating Gains/Losses	-\$6,186,358			Total Liabilities & Fund Balance	\$527,082,136
Net Income	\$64,163,875	Total Assets	\$527,082,136		