

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

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.7%	57.9%	0.51	58.2%	0.51	19.3%	1.54	28.3%	1.05
Obstetrics	35.1%	36.8%	0.95	41.0%	0.03	21.6%	1.63	28.0%	1.25
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.5%	58.7%	0.49	62.3%	0.46	20.9%	1.37	26.1%	1.09
Average Census (Patients)									
Adult Medical-Surgical	5.3	26.8	0.20	25.0	0.21	3.3	1.60	5.7	0.94
Obstetrics	1.4	4.8	0.29	4.5	0.31	0.9	1.55	1.1	1.25
Pediatrics	0.0	1.5	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	49.8	0.14	53.8	0.13	4.2	1.69	7.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.6	0.85	4.5	0.86	3.6	1.09	3.6	1.08
Obstetrics	2.2	2.4	0.89	2.5	0.86	2.2	1.00	2.0	1.08
Pediatrics	0.0	3.8	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.66	4.5	0.71	3.1	1.05	3.2	1.00
Surgical Operations									
Inpatient	175	1,037	0.17	947	0.18	202	0.87	169	1.04
Outpatient	2,128	3,865	0.55	3,798	0.56	1,213	1.75	1,275	1.67
Inpatient as % of All Surgeries	7.6%	21.2%	0.36	20.0%	0.38	14.3%	0.53	11.7%	0.65
Outpatient Visits									
Non-Emergency Visits	62,928	145,246	0.43	172,458	0.36	37,326	1.69	45,873	1.37
Emergency Visits	10,054	16,058	0.63	16,037	0.63	4,868	2.07	8,074	1.25
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.0	0.05	20.3	0.05	5.6	0.18	0.0	N/A
Nurses, Licensed	85.4	247.5	0.35	270.6	0.32	48.0	1.78	77.3	1.11
Ancillary Nursing Personnel	0.0	40.3	N/A	38.3	N/A	5.7	N/A	8.4	0.00
All Other Personnel	114.2	496.2	0.23	620.2	0.18	98.5	1.16	109.9	1.04
Total FTEs	200.6	803.0	0.25	949.5	0.21	157.8	1.27	195.6	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.1	13.0	0.24	12.6	0.24	26.2	0.12	0.0	N/A
Nurses, Licensed	263.6	168.4	1.57	168.2	1.57	225.1	1.17	190.0	1.39
Ancillary Nursing Personnel	0.0	27.4	N/A	23.8	N/A	26.6	N/A	20.8	0.00
All Other Personnel	352.4	337.6	1.04	385.4	0.91	461.9	0.76	270.4	1.30
Total FTEs	619.1	546.4	1.13	590.0	1.05	739.8	0.84	481.1	1.29

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 808
 Inpatient Days 2,603

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:
 Bassinets 4
 Total Births 172
 Newborn Days 347

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	500	1,952	29.7%	5.3	3.9
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	235	513	35.1%	1.4	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	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	1	3	40	138	12.6%	0.4	3.5
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
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	1	0	1.0	Surgical Personnel	1	6	4.2
Physicians & Dentists	3	5	4.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	24	72	80.6	Occupational Therapists	0	2	0.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.8	Physical Therapists	0	2	0.6
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.9
Nurse Practitioners	1	0	1.0	Psychologists	2	5	2.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	4	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	30	33.6
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	8	20	18.1
Pharmacy Personnel	2	4	4.3				
Clinical Laboratory Personnel	10	30	32.5	Total	78	186	200.6

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$64,262,983	45.6%	46.6%	0.98	42.1%	1.08	47.7%	0.96	46.1%	0.99
Medical Assistance	\$14,887,087	10.6%	14.4%	0.73	12.0%	0.88	12.6%	0.84	12.4%	0.85
Commercial	\$59,111,559	41.9%	33.9%	1.24	37.4%	1.12	35.5%	1.18	40.0%	1.05
All Other	\$2,720,108	1.9%	5.1%	0.38	8.4%	0.23	4.2%	0.46	1.5%	1.27
Deductions as % of Total Gross Patient Revenue										
Medicare	\$46,723,694	33.1%	35.2%	0.94	31.8%	1.04	27.4%	1.21	30.0%	1.10
Medical Assistance	\$11,044,068	7.8%	11.1%	0.71	9.3%	0.84	8.8%	0.89	9.3%	0.84
Commercial	\$23,940,140	17.0%	14.9%	1.14	19.0%	0.90	12.2%	1.39	17.4%	0.98
Charity Care	\$311,088	0.2%	0.7%	0.31	0.5%	0.41	0.7%	0.31	0.2%	0.91
Bad Debt	\$2,408,479	1.7%	1.0%	1.68	1.0%	1.66	1.3%	1.36	2.3%	0.75
All Other	\$1,050,324	0.7%	2.8%	0.27	4.5%	0.16	2.4%	0.31	1.1%	0.69
Total Deductions	\$85,477,793	60.6%	65.8%	0.92	66.2%	0.92	52.8%	1.15	60.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.9%	6.5%	0.46	6.8%	0.44	4.2%	0.71	11.7%	0.25	
Net Gains/Losses as % of Net Income	N/A	29.4%	N/A	49.6%	N/A	27.5%	N/A	1.5%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,907,899	47.3%	42.4%	1.12	44.5%	1.06	46.9%	1.01	49.8%	0.95
Supplies & Services	\$19,797,126	44.8%	51.3%	0.87	48.9%	0.92	45.9%	0.98	41.1%	1.09
Capital Component	\$3,474,351	7.9%	6.2%	1.26	6.6%	1.18	7.1%	1.10	9.1%	0.86
Fiscal Statistics										
Operating Margin (%)	22.7%	10.4%	2.19	8.0%	2.83	14.1%	1.62	10.8%	2.11	
Total Hospital Net Income (%)	22.7%	14.1%	1.61	14.8%	1.53	18.4%	1.23	10.9%	2.08	
Return on Equity (%)	30.4%	6.3%	4.82	10.2%	3.00	1.6%	19.08	9.0%	3.39	
Current Ratio	1.1	4.1	0.27	2.7	0.42	2.8	0.40	1.6	0.72	
Days in Net Patient Accounts Receivable	19.6	87.5	0.22	50.7	0.39	469.6	0.04	102.4	0.19	
Average Payment Period	65.0	89.9	0.72	78.2	0.83	503.0	0.13	126.1	0.52	
Equity Financing (%)	172.1%	64.7%	2.66	59.6%	2.89	50.7%	3.40	59.9%	2.87	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.3	N/A	0.7	N/A	0.0	N/A	
Times Interest Earned	0.0	21.0	N/A	18.0	N/A	28.6	N/A	0.0	N/A	
Total Asset Turnover	1.3	0.4	3.13	0.6	2.11	0.1	16.30	0.8	1.64	
Average Age of Plant (Years)	4.0	17.1	0.23	12.6	0.32	72.9	0.05	2.9	1.39	
Increase (Decrease) Total Net Patient Revenue	34.9%	12.7%	2.74	11.3%	3.10	13.5%	2.59	-14.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	76.4%	64.9%	1.18	61.9%	1.23	80.3%	0.95	82.6%	0.92	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,672	\$18,658	1.11	\$18,949	1.09	\$17,504	1.18	\$12,818	1.61	
Inpatient Net Revenue per Day	\$5,918	\$3,656	1.62	\$3,664	1.61	\$4,490	1.32	\$3,948	1.50	
Outpatient Net Revenue per Visit	\$564	\$781	0.72	\$753	0.75	\$784	0.72	\$614	0.92	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$140,981,736	Cash & Cash Equivalents	\$1,864,535	Current Liabilities	\$7,317,341
Less Deductions	\$85,477,793	Net Patient Receivables	\$2,977,405	Long-Term Debt	-\$5,629
Net Patient Revenue	\$55,503,943	Other Receivables	\$3,181,515	Other Liabilities	-\$38,061,122
Plus Other Revenue	\$1,686,008			Subtotal	-\$30,749,410
Total Revenue	\$57,189,952	Land, Buildings & Equipment (Net)	\$34,199,089	Unrestricted Fund Balance	\$73,405,795
Less Expenses	\$44,179,376	Other Assets	\$433,841	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$30,895	Total Assets	\$42,656,385	Total Liabilities & Fund Balance	\$42,656,385
Net Income	\$12,979,681				