

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
Control: Corporation

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

		All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2025 vs. 2024	
Selected Utilization Statistics	FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.7%	65.1%	0.55	60.7%	0.59	54.4%	0.66	38.9%	0.92
Obstetrics	13.8%	43.7%	0.32	42.2%	0.33	33.4%	0.41	12.2%	1.13
Pediatrics	0.0%	77.8%	N/A	69.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.2%	65.1%	0.54	61.1%	0.58	53.5%	0.66	42.6%	0.83
Average Census (Patients)									
Adult Medical-Surgical	12.5	26.0	0.48	29.5	0.42	13.7	0.91	13.6	0.92
Obstetrics	1.4	5.4	0.26	4.5	0.30	2.2	0.64	1.2	1.13
Pediatrics	0.0	3.9	N/A	5.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.4	47.2	0.56	55.8	0.47	21.3	1.24	27.3	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.2	0.62	4.5	0.59	3.6	0.73	2.8	0.92
Obstetrics	2.3	2.4	0.95	2.6	0.88	2.1	1.10	2.7	0.84
Pediatrics	0.0	4.0	N/A	4.5	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.9	4.7	0.83	4.9	0.80	3.8	1.03	4.2	0.93
Surgical Operations									
Inpatient	474	1,075	0.44	921	0.51	330	1.44	481	0.99
Outpatient	4,888	4,478	1.09	4,641	1.05	2,573	1.90	3,462	1.41
Inpatient as % of All Surgeries	8.8%	18.4%	0.48	16.0%	0.55	11.4%	0.78	12.2%	0.72
Outpatient Visits									
Non-Emergency Visits	54,414	149,200	0.36	209,304	0.26	105,875	0.51	52,515	1.04
Emergency Visits	13,594	17,658	0.77	19,147	0.71	16,199	0.84	14,112	0.96
Full-Time Equivalents (FTEs)									
Administrators	3.0	3.6	0.84	5.3	0.56	2.2	1.38	3.0	1.00
Nurses, Licensed	131.0	231.2	0.57	320.9	0.41	125.9	1.04	119.2	1.10
Ancillary Nursing Personnel	50.1	36.8	1.36	41.6	1.20	25.5	1.96	27.9	1.79
All Other Personnel	345.0	472.1	0.73	703.5	0.49	264.6	1.30	334.2	1.03
Total FTEs	529.1	743.6	0.71	1,071.4	0.49	418.2	1.27	484.3	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.7	2.4	1.10	3.2	0.84	2.2	1.22	2.8	0.94
Nurses, Licensed	115.7	155.9	0.74	191.1	0.61	126.2	0.92	111.9	1.03
Ancillary Nursing Personnel	44.3	24.8	1.78	24.8	1.78	25.6	1.73	26.2	1.69
All Other Personnel	304.7	318.4	0.96	418.9	0.73	265.4	1.15	313.7	0.97
Total FTEs	467.4	501.6	0.93	637.9	0.73	419.4	1.11	454.7	1.03

Total Hospital:

Beds Set Up & Staffed 75
Discharges 2,450
Inpatient Days 9,634

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 11
Total Births 197
Newborn Days 377

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	35	1,736	4,557	35.7%	12.5	2.6
Orthopedic	S	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	C	0	0	0	0.0%	0.0	0.0
Hospice	C	0	10	14	0.0%	0.0	1.4
Palliative Care	N	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	H	0	0	0	0.0%	0.0	0.0
Other Acute	C	0	0	0	0.0%	0.0	0.0
Pediatric, acute	C	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	H	10	220	505	13.8%	1.4	2.3
Psychiatric	H	26	373	3,999	42.1%	11.0	10.7
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	C	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	N	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	H	0	0	0	0.0%	0.0	0.0
Burn Care	C	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	H	4	140	559	38.3%	1.5	4.0
Step-Down (Special Care)	N	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	H	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.

* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	3	0	3.0	Radiological Services Personnel	29	5	30.9
Dentists	0	0	0.0	Sonographers	0	0	0.0
Medical & Dental Residents	0	0	0.0	Physician Assistants	3	1	3.3
Dental Hygienists	0	0	0.0	All Other Radiologic Personnel	0	0	0.0
Registered Nurses	105	29	121.0	Respiratory Therapists	6	3	7.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	3	4	4.4
Licensed Practical Nurses	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	43	14	50.1	Physical Therapists	11	5	13.5
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.0
Nurse Practitioners	10	0	10.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	2	2	2.1
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	Social Workers	2	1	2.8
Pharmacists	5	0	5.0	Psychiatric Technicians	2	0	2.0
Medical & Clinical Laboratory Technicians	10	5	13.6	Pharmacy Technicians	4	2	5.0
Surgical Personnel	6	3	8.1	Medical Coding Technicians	0	0	0.0
Directors/Managers	27	1	27.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	18	15	22.0	All Other Health Professionals	48	15	58.2
Environmental Services Workers	15	6	17.7	All Other Personnel	94	19	104.8
Medical & Clinical Laboratory Technologists	3	5	5.2				
				Total	461	136	529.1
Total Active Privileged Medical Staff: 105							

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			All GMS Hospitals		Analysis Area ¹		Volume Group ⁵		FY 2025 vs. 2024	
Selected Financial Statistics		FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$196,461,308	51.1%	49.8%	1.02	43.8%	1.17	52.0%	0.98	51.4%	0.99
Medical Assistance	\$40,230,546	10.5%	12.1%	0.86	10.8%	0.97	12.3%	0.85	10.6%	0.98
Commercial	\$115,758,424	30.1%	31.6%	0.95	34.8%	0.87	29.9%	1.01	7.1%	4.23
All Other	\$32,117,559	8.4%	6.4%	1.30	10.7%	0.78	5.8%	1.44	30.8%	0.27
Deductions as % of Total Gross Patient Revenue										
Medicare	\$157,860,355	41.0%	39.1%	1.05	34.4%	1.19	39.9%	1.03	40.2%	1.02
Medical Assistance	\$34,224,278	8.9%	9.5%	0.94	8.5%	1.04	9.4%	0.94	9.1%	0.97
Commercial	\$54,051,324	14.1%	15.5%	0.91	18.3%	0.77	14.7%	0.96	14.7%	0.96
Charity Care	\$564,568	0.1%	1.0%	0.15	0.7%	0.22	1.1%	0.14	0.1%	1.11
Bad Debt	\$5,774,678	1.5%	1.0%	1.55	1.2%	1.28	1.3%	1.16	1.4%	1.09
All Other	\$17,984,253	4.7%	3.7%	1.27	5.9%	0.79	3.1%	1.51	3.1%	1.50
Total Deductions	\$270,459,456	70.3%	69.8%	1.01	68.9%	1.02	69.4%	1.01	68.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	8.6%	0.22	5.1%	0.37	4.6%	0.41	1.6%	1.21
Net Gains/Losses as % of Net Income		5.3%	20.2%	0.26	68.8%	0.08	20.5%	0.26	8.1%	0.65
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,488,454	46.6%	40.7%	1.14	41.8%	1.11	43.6%	1.07	48.1%	0.97
Supplies & Services	\$52,835,879	47.8%	54.1%	0.88	52.1%	0.92	50.5%	0.95	46.1%	1.04
Capital Component	\$6,178,183	5.6%	5.2%	1.08	6.0%	0.93	6.0%	0.94	5.8%	0.97
Fiscal Statistics										
Operating Margin (%)		5.0%	7.7%	0.65	2.5%	2.03	8.5%	0.59	5.3%	0.95
Total Hospital Net Income (%)		5.3%	9.4%	0.56	7.5%	0.70	10.5%	0.50	5.7%	0.92
Current Ratio		3.4	2.3	1.44	2.0	1.69	11.9	0.28	2.8	1.20
Days in Net Patient Accounts Receivable		50.8	62.7	0.81	52.9	0.96	46.5	1.09	53.4	0.95
Equity Financing (%)		60.6%	62.3%	0.97	61.4%	0.99	85.0%	0.71	56.7%	1.07
Long-Term Debt to Equity Ratio		0.0	0.4	0.11	0.4	0.10	0.1	0.66	0.0	0.86
Times Interest Earned		0.0	16.0	N/A	8.3	N/A	15.8	N/A	0.0	N/A
Total Asset Turnover		1.0	0.2	4.86	0.4	2.98	0.7	1.60	1.0	1.02
Average Age of Plant (Years)		6.9	14.2	0.49	12.5	0.56	11.5	0.60	5.9	1.18
Increase (Decrease) Total Net Patient Revenue		3.1%	6.9%	0.44	6.0%	0.51	4.7%	0.66	5.4%	0.57
Outpatient Gross Revenue (% of Total GPR)		76.7%	67.9%	1.13	66.1%	1.16	77.9%	0.98	74.7%	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$384,567,837	Cash & Cash Equivalents	\$2,212,579	Current Liabilities	\$18,995,077
Less Deductions	\$270,459,456	Net Patient Receivables	\$15,873,861	Long-Term Debt	\$2,847,765
Net Patient Revenue	\$114,108,381	Other Receivables	\$0	Other Liabilities	\$21,853,734
Plus Other Revenue	\$2,199,897			Subtotal	\$43,696,576
Total Revenue	\$116,308,278	Land, Buildings & Equipment (Net)	\$44,318,376	Unrestricted Fund Balance	\$67,264,466.00
Less Expenses	\$110,502,516	Other Assets	\$48,556,226	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$324,323			Total Liabilities & Fund Balance	\$110,961,042
Net Income	\$6,130,085	Total Assets	\$110,961,042		