

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

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

Control:

		All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2024 vs. 2023	
Selected Utilization Statistics	FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.9%	63.0%	0.62	60.4%	0.64	52.6%	0.74	40.4%	0.96
Obstetrics	12.2%	40.9%	0.30	36.3%	0.03	34.3%	0.36	13.5%	0.90
Pediatrics	0.0%	77.7%	N/A	66.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.6%	63.6%	0.67	60.2%	0.71	55.7%	0.76	44.5%	0.96
Average Census (Patients)									
Adult Medical-Surgical	13.6	25.0	0.54	29.3	0.47	14.2	0.96	14.1	0.96
Obstetrics	1.2	5.2	0.23	4.3	0.28	2.7	0.45	1.4	0.90
Pediatrics	0.0	3.9	N/A	6.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	27.3	46.9	0.58	55.5	0.49	25.1	1.09	27.2	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.3	0.65	4.5	0.63	3.7	0.76	2.9	0.98
Obstetrics	2.7	2.4	1.13	2.6	1.06	2.2	1.25	3.0	0.92
Pediatrics	0.0	3.9	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	4.8	0.87	5.0	0.85	4.0	1.05	4.1	1.02
Surgical Operations									
Inpatient	481	1,014	0.47	905	0.53	345	1.39	454	1.06
Outpatient	3,462	4,465	0.78	4,548	0.76	2,507	1.38	3,510	0.99
Inpatient as % of All Surgeries	12.2%	18.5%	0.66	16.6%	0.73	12.1%	1.01	11.5%	1.07
Outpatient Visits									
Non-Emergency Visits	52,515	139,692	0.38	198,530	0.26	89,118	0.59	64,800	0.81
Emergency Visits	14,112	17,650	0.80	18,959	0.74	18,665	0.76	13,725	1.03
Full-Time Equivalents (FTEs)									
Administrators	3.0	4.3	0.69	10.1	0.30	1.8	1.65	24.0	0.13
Nurses, Licensed	119.2	232.9	0.51	297.9	0.40	125.7	0.95	157.5	0.76
Ancillary Nursing Personnel	27.9	38.9	0.72	39.3	0.71	26.9	1.04	64.7	0.43
All Other Personnel	334.2	451.0	0.74	689.4	0.48	225.9	1.48	281.4	1.19
Total FTEs	484.3	727.1	0.67	1,036.7	0.47	380.3	1.27	527.6	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.8	3.0	0.95	6.3	0.45	1.7	1.66	22.3	0.13
Nurses, Licensed	111.9	160.0	0.70	186.3	0.60	117.5	0.95	146.1	0.77
Ancillary Nursing Personnel	26.2	26.7	0.98	24.6	1.07	25.1	1.04	60.0	0.44
All Other Personnel	313.7	309.9	1.01	431.2	0.73	211.2	1.49	261.1	1.20
Total FTEs	454.7	499.6	0.91	648.4	0.70	355.6	1.28	489.5	0.93

Total Hospital:

Beds Set Up & Staffed 64
Discharges 2,369
Inpatient Days 9,984

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
Discharges 5
Inpatient Days 16

Newborn Nursery:

Bassinets 11
Total Births 161
Newborn Days 343

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2024	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	1,754	4,982	38.9%	13.6	2.8
Orthopedic	S	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	0	0	0	0.0%	0.0	0.0
Hospice	C	0	14	21	0.0%	0.1	1.5
Palliative Care	N	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	N	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	163	447	12.2%	1.2	2.7
Psychiatric	H	15	392	3,845	70.0%	10.5	9.8
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	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	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	H	4	103	689	47.1%	1.9	6.7
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	N	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	17	17	28.9
Dentists	0	0	0.0	Sonographers	0	0	0.0
Medical & Dental Residents	0	0	0.0	Physician Assistants	2	2	3.1
Dental Hygienists	0	0	0.0	Surgical Technicians	5	5	7.8
Registered Nurses	77	52	108.2	Respiratory Therapists	5	4	8.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	3	5	5.5
Licensed Practical Nurses	2	0	2.0	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	17	18	27.9	Physical Therapists	5	10	10.9
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Nurse Practitioners	7	3	8.9	Recreational Therapists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	0	4	1.3
Clinical Nurse Specialists	0	0	0.0	Psychologists	1	0	1.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	Social Workers	2	2	2.8
Pharmacists	5	0	5.0	Psychiatric Technicians	6	5	9.6
Medical & Clinical Laboratory Technicians	9	3	11.6	Pharmacy Technicians	3	3	3.9
Surgical Personnel	0	0	0.0	Medical Coding Technicians	3	0	3.0
Directors/Managers	33	1	33.8	All Other Contracted Staff	0	0	0.0
Food Service Workers	9	18	20.3	All Other Health Professionals	32	30	53.1
Environmental Services Workers	11	10	16.9	All Other Personnel	76	36	99.5
Medical & Clinical Laboratory Technologists	2	6	5.0				
All Other Radiologic Personnel	0	0	0.0				
				Total	338	234	484.3
Total Active Privileged Medical Staff: 105							

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2024 vs. 2023	
Selected Financial Statistics			FY 2024		1		5			
			Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$181,532,398	51.4%	49.1%	1.05	43.3%	1.19	52.1%	0.99	48.4%	1.06
Medical Assistance	\$37,588,204	10.6%	13.0%	0.82	11.3%	0.94	14.2%	0.75	11.3%	0.95
Commercial	\$25,147,644	7.1%	32.2%	0.22	35.2%	0.20	28.2%	0.25	35.6%	0.20
All Other	\$108,920,455	30.8%	5.7%	5.37	10.2%	3.03	5.5%	5.63	4.8%	6.41
Deductions as % of Total Gross Patient Revenue										
Medicare	\$142,088,680	40.2%	38.3%	1.05	34.0%	1.18	40.1%	1.00	39.6%	1.02
Medical Assistance	\$32,251,829	9.1%	10.2%	0.89	9.2%	1.00	11.1%	0.83	10.2%	0.89
Commercial	\$51,756,837	14.7%	15.3%	0.96	17.7%	0.83	13.8%	1.06	14.1%	1.04
Charity Care	\$469,215	0.1%	0.9%	0.16	0.7%	0.19	1.1%	0.12	0.3%	0.47
Bad Debt	\$4,860,586	1.4%	1.0%	1.34	1.2%	1.13	1.3%	1.02	1.3%	1.07
All Other	\$11,045,441	3.1%	3.3%	0.96	5.4%	0.58	2.3%	1.35	2.9%	1.08
Total Deductions	\$242,472,588	68.7%	68.9%	1.00	68.1%	1.01	69.7%	0.99	68.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	7.1%	0.22	4.0%	0.39	3.2%	0.49	1.8%	0.85
Net Gains/Losses as % of Net Income		8.1%	19.9%	0.41	47.0%	0.17	14.9%	0.55	16.2%	0.50
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,228,300	48.1%	41.8%	1.15	42.9%	1.12	42.3%	1.14	50.2%	0.96
Supplies & Services	\$49,172,167	46.1%	52.7%	0.88	51.0%	0.90	52.4%	0.88	44.1%	1.05
Capital Component	\$6,168,888	5.8%	5.5%	1.06	6.0%	0.96	5.3%	1.10	5.7%	1.01
Fiscal Statistics										
Operating Margin (%)		5.3%	7.9%	0.67	5.1%	1.03	8.2%	0.64	2.7%	1.97
Total Hospital Net Income (%)		5.7%	9.7%	0.59	9.2%	0.62	9.5%	0.60	3.2%	1.80
Return on Equity (%)		10.3%	8.4%	1.23	10.1%	1.03	7.9%	1.30	3.8%	2.69
Current Ratio		2.8	5.5	0.51	3.3	0.84	11.5	0.24	4.3	0.66
Days in Net Patient Accounts Receivable		53.4	78.5	0.68	62.3	0.86	51.6	1.04	50.8	1.05
Equity Financing (%)		56.7%	59.9%	0.95	57.6%	0.98	85.9%	0.66	84.9%	0.67
Long-Term Debt to Equity Ratio		0.0	0.5	0.10	0.5	0.10	0.1	0.89	0.1	0.99
Times Interest Earned		0.0	16.8	N/A	11.1	N/A	20.0	N/A	0.0	N/A
Total Asset Turnover		1.0	0.5	2.17	0.6	1.77	0.7	1.45	1.2	0.85
Average Age of Plant (Years)		5.9	20.1	0.29	16.5	0.36	13.0	0.45	5.1	1.15
Increase (Decrease) Total Net Patient Revenue		5.4%	7.2%	0.75	7.5%	0.72	5.0%	1.09	1.2%	4.55
Outpatient Gross Revenue (% of Total GPR)		74.7%	67.5%	1.11	64.9%	1.15	75.8%	0.98	74.8%	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$353,188,701	Cash & Cash Equivalents	\$566,884	Current Liabilities	\$23,138,473
Less Deductions	\$242,472,588	Net Patient Receivables	\$16,167,944	Long-Term Debt	\$3,080,575
Net Patient Revenue	\$110,716,113	Other Receivables	\$0	Other Liabilities	\$21,317,298
Plus Other Revenue	\$1,760,166			Subtotal	\$47,536,346
Total Revenue	\$112,476,279	Land, Buildings & Equipment (Net)	\$42,897,360	Unrestricted Fund Balance	\$62,289,100.00
Less Expenses	\$106,569,355	Other Assets	\$50,193,257	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$522,278			Total Liabilities & Fund Balance	\$109,825,446
Net Income	\$6,429,202	Total Assets	\$109,825,445		