

151 Froedtert West Bend Hospital
 3200 Pleasant Valley Road
 West Bend, WI 53095
 262-334-5533

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.1%	52.4%	1.26	54.8%	1.21	44.9%	1.47	64.6%	1.02
Obstetrics	29.0%	36.2%	0.80	30.8%	0.11	25.5%	1.14	34.3%	0.85
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	57.4%	53.9%	1.07	53.0%	1.08	52.8%	1.09	57.2%	1.00
Average Census (Patients)									
Adult Medical-Surgical	22.5	25.5	0.88	31.6	0.71	15.7	1.43	22.0	1.02
Obstetrics	3.5	4.7	0.74	4.9	0.72	2.3	1.53	4.1	0.85
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	40.2	47.4	0.85	61.1	0.66	36.1	1.11	40.0	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	4.0	0.82	3.7	0.89	3.3	1.01
Obstetrics	2.2	2.4	0.91	2.2	0.99	2.2	0.98	2.3	0.96
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.5	4.7	0.76	4.2	0.84	4.4	0.80	3.6	0.99
Surgical Operations									
Inpatient	738	1,280	0.58	1,268	0.58	711	1.04	790	0.93
Outpatient	1,930	4,115	0.47	3,637	0.53	2,960	0.65	2,232	0.86
Inpatient as % of All Surgeries	27.7%	23.7%	1.17	25.9%	1.07	19.4%	1.43	26.1%	1.06
Outpatient Visits									
Non-Emergency Visits	76,419	127,898	0.60	151,601	0.50	117,985	0.65	76,749	1.00
Emergency Visits	13,844	15,799	0.88	22,748	0.61	14,651	0.94	14,479	0.96
Full-Time Equivalents (FTEs)									
Administrators	26.8	20.3	1.32	22.1	1.21	17.3	1.55	29.2	0.92
Nurses, Licensed	170.2	255.1	0.67	293.4	0.58	217.2	0.78	184.9	0.92
Ancillary Nursing Personnel	18.8	42.6	0.44	53.2	0.35	30.0	0.63	23.8	0.79
All Other Personnel	271.5	501.2	0.54	528.6	0.51	363.9	0.75	293.1	0.93
Total FTEs	487.3	819.2	0.59	897.3	0.54	628.4	0.78	531.0	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.6	15.7	1.44	12.5	1.80	16.4	1.38	24.7	0.91
Nurses, Licensed	143.3	197.1	0.73	166.3	0.86	206.1	0.70	156.1	0.92
Ancillary Nursing Personnel	15.8	33.0	0.48	30.2	0.52	28.5	0.55	20.1	0.79
All Other Personnel	228.5	387.2	0.59	299.6	0.76	345.3	0.66	247.5	0.92
Total FTEs	410.2	633.0	0.65	508.6	0.81	596.3	0.69	448.4	0.91

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 4,166
 Inpatient Days 14,712

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 21
 Total Births 587
 Newborn Days 1,241

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	34	2,503	8,222	66.1%	22.5	3.3
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	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	587	1,274	29.0%	3.5	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	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	2	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	6	164	1,307	59.5%	3.6	8.0
Step-Down (Special Care)	1	18	912	3,909	59.3%	10.7	4.3
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	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	25	3	26.8	Surgical Personnel	10	4	13.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	20	31	36.8
Medical & Dental Residents	0	0	0.0	Sonographers	3	3	4.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	5	10.9
Registered Nurses	107	110	169.2	Occupational Therapists	1	7	2.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	6	2.5
Ancillary Nursing Personnel	5	30	18.8	Physical Therapy Assistants/Aides	1	2	1.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	4	2.4
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	44	49	66.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	59	85.4
Pharmacy Personnel	17	14	20.6	Total	316	336	487.3
Clinical Laboratory Personnel	16	8	20.6				

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$258,288,392	54.6%	46.6%	1.17	51.7%	1.06	41.7%	1.31	55.4%	0.99
Medical Assistance	\$34,160,608	7.2%	13.8%	0.52	10.4%	0.70	18.4%	0.39	7.1%	1.01
Commercial	\$169,270,778	35.8%	34.5%	1.04	35.0%	1.02	36.0%	1.00	34.9%	1.02
All Other	\$11,225,515	2.4%	5.1%	0.46	2.9%	0.81	4.0%	0.59	2.5%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$208,276,087	44.0%	35.0%	1.26	41.3%	1.07	30.1%	1.46	44.4%	0.99
Medical Assistance	\$28,176,916	6.0%	10.4%	0.57	8.2%	0.72	12.3%	0.48	5.8%	1.02
Commercial	\$79,451,814	16.8%	14.5%	1.16	15.9%	1.06	12.1%	1.39	14.9%	1.13
Charity Care	\$1,735,301	0.4%	1.0%	0.38	1.1%	0.33	0.8%	0.45	0.6%	0.66
Bad Debt	\$4,646,335	1.0%	1.2%	0.84	1.0%	0.97	1.1%	0.89	1.0%	1.01
All Other	\$5,541,883	1.2%	2.6%	0.46	1.4%	0.81	2.3%	0.50	1.0%	1.21
Total Deductions	\$327,828,336	69.3%	64.6%	1.07	69.0%	1.00	58.8%	1.18	67.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.9%	8.4%	0.47	8.1%	0.49	6.4%	0.61	1.9%	2.02	
Net Gains/Losses as % of Net Income	1,220.6%	13.8%	88.24	N/A	N/A	N/A	N/A	1,548.6%	0.79	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,345,102	41.3%	43.5%	0.95	38.6%	1.07	41.7%	0.99	41.9%	0.99
Supplies & Services	\$67,617,429	52.4%	49.9%	1.05	52.7%	0.99	50.0%	1.05	51.0%	1.03
Capital Component	\$8,118,647	6.3%	6.6%	0.96	8.6%	0.73	8.3%	0.76	7.1%	0.88
Fiscal Statistics										
Operating Margin (%)	14.5%	7.5%	1.93	10.4%	1.40	6.6%	2.21	17.3%	0.84	
Total Hospital Net Income (%)	-1.5%	8.6%	N/A	7.5%	N/A	6.2%	N/A	-1.5%	1.05	
Return on Equity (%)	-2.6%	4.1%	N/A	4.7%	N/A	3.0%	N/A	-2.1%	1.20	
Current Ratio	1.1	3.9	0.28	6.8	0.16	3.4	0.32	4.1	0.26	
Days in Net Patient Accounts Receivable	42.9	71.5	0.60	46.9	0.91	48.8	0.88	43.8	0.98	
Average Payment Period	53.6	90.1	0.60	50.2	1.07	63.5	0.85	15.8	3.40	
Equity Financing (%)	73.9%	63.6%	1.16	78.6%	0.94	75.1%	0.98	92.4%	0.80	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.2	12.2	0.02	7.0	0.03	7.4	0.03	0.3	0.72	
Total Asset Turnover	2.0	0.5	4.18	0.6	3.09	0.5	4.07	1.8	1.10	
Average Age of Plant (Years)	13.8	14.1	0.98	10.1	1.37	9.8	1.40	12.3	1.13	
Increase (Decrease) Total Net Patient Revenue	0.5%	-2.2%	N/A	-4.2%	N/A	-5.0%	N/A	1.9%	0.26	
Outpatient Gross Revenue (% of Total GPR)	65.8%	63.0%	1.04	63.8%	1.03	64.9%	1.01	66.1%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,614	\$17,652	0.71	\$12,198	1.03	\$18,057	0.70	\$12,487	1.01	
Inpatient Net Revenue per Day	\$3,533	\$3,704	0.95	\$2,790	1.27	\$3,961	0.89	\$3,484	1.01	
Outpatient Net Revenue per Visit	\$1,077	\$780	1.38	\$754	1.43	\$669	1.61	\$1,070	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$472,945,295	Cash & Cash Equivalents	\$28,995	Current Liabilities	\$18,107,404
Less Deductions	\$327,828,336	Net Patient Receivables	\$17,021,425	Long-Term Debt	\$0
Net Patient Revenue	\$145,116,959	Other Receivables	\$24,481	Other Liabilities	\$1,919,387
Plus Other Revenue	\$5,932,094			Subtotal	\$20,026,791
Total Revenue	\$151,049,053	Land, Buildings & Equipment (Net)	\$56,829,716	Unrestricted Fund Balance	\$56,588,840
Less Expenses	\$129,081,178	Other Assets	\$2,711,014	Restricted Fund Balance	\$173,982
Non-Operating Gains/Losses	-\$23,928,217			Total Liabilities & Fund Balance	\$76,615,631
Net Income	-\$1,960,342	Total Assets	\$76,615,631		