

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 2021	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	69.5%	57.9%	1.20	61.6%	1.13	54.3%	1.28	66.1%	1.05
Obstetrics	27.5%	36.8%	0.75	32.8%	0.10	31.5%	0.87	29.0%	0.95
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	58.9%	58.7%	1.00	56.8%	1.04	55.3%	1.06	57.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	23.6	26.8	0.88	34.1	0.69	18.1	1.31	22.5	1.05
Obstetrics	3.3	4.8	0.68	5.4	0.60	3.1	1.07	3.5	0.95
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	41.2	49.8	0.83	64.9	0.64	37.4	1.10	40.2	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.71	4.3	0.76	4.1	0.80	3.3	0.99
Obstetrics	2.1	2.4	0.87	2.3	0.92	2.3	0.93	2.2	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.5	0.77	4.4	0.80	3.5	0.99
Surgical Operations									
Inpatient	711	1,037	0.69	1,167	0.61	612	1.16	738	0.96
Outpatient	2,180	3,865	0.56	4,137	0.53	2,709	0.80	1,930	1.13
Inpatient as % of All Surgeries	24.6%	21.2%	1.16	22.0%	1.12	18.4%	1.33	27.7%	0.89
Outpatient Visits									
Non-Emergency Visits	66,443	145,246	0.46	170,630	0.39	120,713	0.55	76,419	0.87
Emergency Visits	13,820	16,058	0.86	21,970	0.63	16,865	0.82	13,844	1.00
Full-Time Equivalents (FTEs)									
Administrators	30.3	19.0	1.59	22.0	1.38	17.0	1.78	26.8	1.13
Nurses, Licensed	165.7	247.5	0.67	286.1	0.58	164.3	1.01	170.2	0.97
Ancillary Nursing Personnel	16.0	40.3	0.40	52.9	0.30	24.6	0.65	18.8	0.85
All Other Personnel	271.9	496.2	0.55	515.7	0.53	297.6	0.91	271.5	1.00
Total FTEs	483.8	803.0	0.60	876.8	0.55	503.6	0.96	487.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	30.7	13.0	2.37	11.5	2.68	14.0	2.20	22.6	1.36
Nurses, Licensed	167.9	168.4	1.00	148.8	1.13	134.7	1.25	143.3	1.17
Ancillary Nursing Personnel	16.2	27.4	0.59	27.5	0.59	20.2	0.81	15.8	1.03
All Other Personnel	275.5	337.6	0.82	268.3	1.03	244.0	1.13	228.5	1.21
Total FTEs	490.3	546.4	0.90	456.1	1.07	412.8	1.19	410.2	1.20

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	70	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	21
Discharges	4,313	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	544
Inpatient Days	15,048			Inpatient Days	0	Newborn Days	1,121

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	34	2,639	8,619	69.5%	23.6	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	567	1,203	27.5%	3.3	2.1
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	116	1,343	61.3%	3.7	11.6
Step-Down (Special Care)	1	18	994	3,883	59.1%	10.6	3.9
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	28	4	30.3	Surgical Personnel	9	4	12.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	26	38.9
Medical & Dental Residents	0	0	0.0	Sonographers	3	3	4.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	7	10.5
Registered Nurses	101	117	164.7	Occupational Therapists	1	6	2.4
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	8	3.0
Ancillary Nursing Personnel	7	22	16.0	Physical Therapy Assistants/Aides	1	2	1.4
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	2	3.2
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	40	50	64.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	51	58	85.0
Pharmacy Personnel	16	12	19.3				
Clinical Laboratory Personnel	18	6	23.8				
				Total	312	327	483.8

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$213,027,082	53.8%	46.6%	1.15	51.5%	1.05	49.9%	1.08	54.6%	0.99
Medical Assistance	\$45,967,041	11.6%	14.4%	0.81	11.3%	1.02	15.6%	0.75	7.2%	1.61
Commercial	\$127,904,879	32.3%	33.9%	0.95	34.7%	0.93	30.3%	1.07	35.8%	0.90
All Other	\$8,941,152	2.3%	5.1%	0.45	2.5%	0.92	4.2%	0.53	2.4%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$171,269,852	43.3%	35.2%	1.23	41.5%	1.04	36.9%	1.17	44.0%	0.98
Medical Assistance	\$29,723,169	7.5%	11.1%	0.68	9.1%	0.82	11.4%	0.66	6.0%	1.26
Commercial	\$63,463,446	16.0%	14.9%	1.07	16.0%	1.00	11.8%	1.36	16.8%	0.95
Charity Care	\$1,765,891	0.4%	0.7%	0.63	0.9%	0.50	0.9%	0.48	0.4%	1.22
Bad Debt	\$3,477,092	0.9%	1.0%	0.86	1.0%	0.86	1.2%	0.75	1.0%	0.89
All Other	\$5,388,170	1.4%	2.8%	0.49	1.2%	1.12	2.5%	0.55	1.2%	1.16
Total Deductions	\$275,087,620	69.5%	65.8%	1.06	69.8%	1.00	64.7%	1.07	69.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.3%	6.5%	0.98	5.3%	1.19	4.5%	1.41	3.9%	1.61	
Net Gains/Losses as % of Net Income	505.4%	29.4%	17.22	13.2%	38.20	43.7%	11.56	1,220.6%	0.41	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,619,962	48.0%	42.4%	1.13	38.6%	1.25	38.8%	1.24	41.3%	1.16
Supplies & Services	\$51,113,383	45.8%	51.3%	0.89	53.1%	0.86	54.3%	0.84	52.4%	0.87
Capital Component	\$6,914,881	6.2%	6.2%	0.99	8.4%	0.74	6.9%	0.90	6.3%	0.98
Fiscal Statistics										
Operating Margin (%)	13.4%	10.4%	1.29	13.6%	0.98	9.6%	1.39	14.5%	0.92	
Total Hospital Net Income (%)	-4.0%	14.1%	N/A	15.4%	N/A	15.9%	N/A	-1.5%	2.57	
Return on Equity (%)	-5.3%	6.3%	N/A	9.8%	N/A	11.2%	N/A	-2.6%	2.05	
Current Ratio	0.9	4.1	0.23	7.4	0.13	3.9	0.24	1.1	0.85	
Days in Net Patient Accounts Receivable	48.3	87.5	0.55	51.6	0.94	51.2	0.94	42.9	1.12	
Average Payment Period	61.8	89.9	0.69	51.5	1.20	62.2	0.99	53.6	1.15	
Equity Financing (%)	76.4%	64.7%	1.18	80.1%	0.95	78.3%	0.98	73.9%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	-0.7	21.0	N/A	14.8	N/A	21.6	N/A	0.2	N/A	
Total Asset Turnover	1.6	0.4	3.71	0.6	2.55	0.7	2.43	2.0	0.81	
Average Age of Plant (Years)	18.2	17.1	1.07	11.1	1.65	10.5	1.73	13.8	1.32	
Increase (Decrease) Total Net Patient Revenue	-16.8%	12.7%	N/A	7.7%	N/A	8.7%	N/A	0.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	58.1%	64.9%	0.89	65.6%	0.89	69.3%	0.84	65.8%	0.88	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,935	\$18,658	0.69	\$14,982	0.86	\$13,373	0.97	\$12,614	1.03	
Inpatient Net Revenue per Day	\$3,693	\$3,656	1.01	\$3,228	1.14	\$3,024	1.22	\$3,533	1.05	
Outpatient Net Revenue per Visit	\$853	\$781	1.09	\$697	1.22	\$626	1.36	\$1,077	0.79	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$395,840,154	Cash & Cash Equivalents	-\$63,217	Current Liabilities	\$18,161,324
Less Deductions	\$275,087,620	Net Patient Receivables	\$15,962,667	Long-Term Debt	\$0
Net Patient Revenue	\$120,752,534	Other Receivables	\$45,274	Other Liabilities	\$961,717
Plus Other Revenue	\$8,151,892			Subtotal	\$19,123,041
Total Revenue	\$128,904,428	Land, Buildings & Equipment (Net)	\$64,211,359	Unrestricted Fund Balance	\$61,956,959
Less Expenses	\$111,648,226	Other Assets	\$923,917	Restricted Fund Balance	\$187,426
Non-Operating Gains/Losses	-\$21,513,202	Total Assets	\$81,080,000	Total Liabilities & Fund Balance	\$81,080,000
Net Income	-\$4,257,000				