

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 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|-----------------------------------------------|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.3% | 60.7% | 1.19 | 65.2% | 1.11 | 58.7% | 1.23 | 69.5% | 1.04 |
| Obstetrics | 30.0% | 37.3% | 0.80 | 38.4% | 0.09 | 29.8% | 1.01 | 27.5% | 1.09 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 64.6% | 61.9% | 1.04 | 65.0% | 0.99 | 59.2% | 1.09 | 58.9% | 1.10 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 24.6 | 27.3 | 0.90 | 30.6 | 0.80 | 18.7 | 1.31 | 23.6 | 1.04 |
| Obstetrics | 3.6 | 4.7 | 0.76 | 5.3 | 0.68 | 2.5 | 1.43 | 3.3 | 1.09 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 45.2 | 50.5 | 0.90 | 59.7 | 0.76 | 35.1 | 1.29 | 41.2 | 1.10 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.7 | 4.9 | 0.75 | 4.7 | 0.79 | 4.5 | 0.83 | 3.3 | 1.14 |
| Obstetrics | 2.1 | 2.4 | 0.88 | 2.3 | 0.91 | 2.2 | 0.97 | 2.1 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 5.3 | 0.74 | 4.9 | 0.80 | 4.6 | 0.84 | 3.5 | 1.12 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 742 | 990 | 0.75 | 1,096 | 0.68 | 526 | 1.41 | 711 | 1.04 |
| Outpatient | 2,502 | 4,017 | 0.62 | 4,105 | 0.61 | 3,165 | 0.79 | 2,180 | 1.15 |
| Inpatient as % of All Surgeries | 22.9% | 19.8% | 1.16 | 21.1% | 1.09 | 14.3% | 1.60 | 24.6% | 0.93 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 70,563 | 141,022 | 0.50 | 148,029 | 0.48 | 102,926 | 0.69 | 66,443 | 1.06 |
| Emergency Visits | 15,910 | 17,305 | 0.92 | 21,238 | 0.75 | 18,037 | 0.88 | 13,820 | 1.15 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 30.1 | 18.9 | 1.59 | 18.9 | 1.59 | 17.9 | 1.68 | 30.3 | 0.99 |
| Nurses, Licensed | 150.6 | 234.4 | 0.64 | 224.6 | 0.67 | 148.0 | 1.02 | 165.7 | 0.91 |
| Ancillary Nursing Personnel | 21.6 | 38.1 | 0.57 | 41.2 | 0.52 | 25.5 | 0.84 | 16.0 | 1.34 |
| All Other Personnel | 284.2 | 466.6 | 0.61 | 410.1 | 0.69 | 271.6 | 1.05 | 271.9 | 1.05 |
| Total FTEs | 486.4 | 758.0 | 0.64 | 694.8 | 0.70 | 463.0 | 1.05 | 483.8 | 1.01 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 27.0 | 12.6 | 2.14 | 10.6 | 2.55 | 13.6 | 1.98 | 30.7 | 0.88 |
| Nurses, Licensed | 135.2 | 156.2 | 0.87 | 125.5 | 1.08 | 112.9 | 1.20 | 167.9 | 0.81 |
| Ancillary Nursing Personnel | 19.3 | 25.4 | 0.76 | 23.0 | 0.84 | 19.5 | 0.99 | 16.2 | 1.19 |
| All Other Personnel | 255.0 | 310.9 | 0.82 | 229.1 | 1.11 | 207.1 | 1.23 | 275.5 | 0.93 |
| Total FTEs | 436.5 | 505.0 | 0.86 | 388.2 | 1.12 | 353.1 | 1.24 | 490.3 | 0.89 |

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 4,236
 Inpatient Days 16,508

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 591
 Newborn Days 1,242

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| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | 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 | 2,414 | 8,976 | 72.3% | 24.6 | 3.7 |
| 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 | 617 | 1,315 | 30.0% | 3.6 | 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 | 147 | 1,488 | 67.9% | 4.1 | 10.1 |
| Step-Down (Special Care) | 1 | 18 | 1,058 | 4,729 | 72.0% | 13.0 | 4.5 |
| 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 | 27 | 5 | 30.1 | Surgical Personnel | 8 | 3 | 10.1 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 24 | 28 | 40.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Sonographers | 2 | 3 | 4.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 7 | 6 | 9.4 |
| Registered Nurses | 83 | 116 | 148.6 | Occupational Therapists | 1 | 4 | 3.6 |
| 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 | 3 | 2.8 |
| Ancillary Nursing Personnel | 9 | 29 | 21.6 | 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 | 2 | 2 | 3.0 |
| Nurse Practitioners | 1 | 0 | 1.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 3 | 2 | 4.0 |
| Clinical Nurse Specialists | 1 | 0 | 1.0 | All Other Health Professionals | 43 | 51 | 72.6 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 54 | 61 | 88.9 |
| Pharmacy Personnel | 19 | 13 | 22.8 | | | | |
| Clinical Laboratory Personnel | 17 | 7 | 21.0 | | | | |
| | | | | Total | 303 | 333 | 486.4 |

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| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|----------------------------------------------------------|---------------|-------------------|-------|---------------|-------|--------------|----------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$229,936,248 | 53.1% | 47.3% | 1.12 | 52.3% | 1.01 | 50.2% | 1.06 | 53.8% | 0.99 |
| Medical Assistance | \$39,035,470 | 9.0% | 14.4% | 0.63 | 11.4% | 0.79 | 14.7% | 0.61 | 11.6% | 0.78 |
| Commercial | \$153,139,119 | 35.4% | 32.9% | 1.07 | 33.6% | 1.05 | 30.7% | 1.15 | 32.3% | 1.09 |
| All Other | \$11,092,624 | 2.6% | 5.4% | 0.47 | 2.7% | 0.94 | 4.4% | 0.58 | 2.3% | 1.13 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$186,551,476 | 43.1% | 36.1% | 1.19 | 42.5% | 1.01 | 37.5% | 1.15 | 43.3% | 1.00 |
| Medical Assistance | \$32,393,781 | 7.5% | 11.3% | 0.66 | 9.4% | 0.80 | 11.2% | 0.67 | 7.5% | 1.00 |
| Commercial | \$73,678,973 | 17.0% | 14.8% | 1.15 | 15.7% | 1.08 | 12.7% | 1.34 | 16.0% | 1.06 |
| Charity Care | \$1,912,837 | 0.4% | 0.7% | 0.61 | 0.9% | 0.49 | 0.8% | 0.53 | 0.4% | 0.99 |
| Bad Debt | \$3,947,301 | 0.9% | 0.9% | 1.04 | 0.9% | 1.01 | 1.0% | 0.91 | 0.9% | 1.04 |
| All Other | \$6,834,738 | 1.6% | 3.0% | 0.52 | 1.4% | 1.14 | 2.8% | 0.56 | 1.4% | 1.16 |
| Total Deductions | \$305,319,106 | 70.5% | 66.8% | 1.05 | 70.8% | 0.99 | 66.0% | 1.07 | 69.5% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 6.9% | 5.7% | 1.20 | 4.4% | 1.57 | 3.3% | 2.08 | 6.3% | 1.09 | |
| Net Gains/Losses as % of Net Income | 276.7% | N/A | N/A | N/A | N/A | 14,078.6% | N/A | 505.4% | 0.55 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$59,258,757 | 48.4% | 41.8% | 1.16 | 38.5% | 1.26 | 41.0% | 1.18 | 48.0% | 1.01 |
| Supplies & Services | \$55,847,437 | 45.6% | 52.2% | 0.87 | 53.6% | 0.85 | 52.7% | 0.87 | 45.8% | 1.00 |
| Capital Component | \$7,245,526 | 5.9% | 6.0% | 0.99 | 7.9% | 0.75 | 6.3% | 0.94 | 6.2% | 0.96 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 10.9% | 5.7% | 1.91 | 8.7% | 1.25 | 2.9% | 3.78 | 13.4% | 0.81 | |
| Total Hospital Net Income (%) | -7.4% | 3.5% | N/A | 7.0% | N/A | 0.0% | 350.31 | -4.0% | 1.88 | |
| Return on Equity (%) | -10.5% | 1.4% | N/A | 4.4% | N/A | 0.0% | 1,151.80 | -5.3% | 1.99 | |
| Current Ratio | 1.5 | 3.9 | 0.38 | 10.2 | 0.14 | 3.2 | 0.46 | 0.9 | 1.57 | |
| Days in Net Patient Accounts Receivable | 48.6 | 91.7 | 0.53 | 51.6 | 0.94 | 88.3 | 0.55 | 48.3 | 1.01 | |
| Average Payment Period | 35.3 | 91.7 | 0.39 | 35.0 | 1.01 | 85.8 | 0.41 | 61.8 | 0.57 | |
| Equity Financing (%) | 84.8% | 59.1% | 1.43 | 80.3% | 1.06 | 60.3% | 1.40 | 76.4% | 1.11 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | -2.4 | 5.7 | N/A | 7.4 | N/A | 1.0 | N/A | -0.7 | 3.42 | |
| Total Asset Turnover | 1.7 | 0.4 | 4.06 | 0.6 | 2.67 | 0.4 | 3.85 | 1.6 | 1.07 | |
| Average Age of Plant (Years) | 19.3 | 18.1 | 1.06 | 11.7 | 1.64 | 16.0 | 1.21 | 18.2 | 1.06 | |
| Increase (Decrease) Total Net Patient Revenue | 5.9% | 3.5% | 1.67 | 1.1% | 5.25 | 3.7% | 1.58 | -16.8% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 59.5% | 66.2% | 0.90 | 66.3% | 0.90 | 73.1% | 0.81 | 58.1% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,072 | \$19,849 | 0.71 | \$15,486 | 0.91 | \$13,245 | 1.06 | \$12,935 | 1.09 | |
| Inpatient Net Revenue per Day | \$3,616 | \$3,697 | 0.98 | \$3,131 | 1.15 | \$2,825 | 1.28 | \$3,693 | 0.98 | |
| Outpatient Net Revenue per Visit | \$835 | \$819 | 1.02 | \$708 | 1.18 | \$766 | 1.09 | \$853 | 0.98 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$433,203,461 | Cash & Cash Equivalents | -\$49,216 | Current Liabilities | \$11,406,870 |
| Less Deductions | \$305,319,106 | Net Patient Receivables | \$17,030,292 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$127,884,355 | Other Receivables | \$12,595 | Other Liabilities | \$961,717 |
| Plus Other Revenue | \$9,448,984 | | | Subtotal | \$12,368,587 |
| Total Revenue | \$137,333,338 | Land, Buildings & Equipment (Net) | \$64,464,689 | Unrestricted Fund Balance | \$68,738,568 |
| Less Expenses | \$122,351,720 | Other Assets | -\$351,205 | Restricted Fund Balance | \$225,520 |
| Non-Operating Gains/Losses | -\$23,458,702 | Total Assets | \$81,107,155 | Total Liabilities & Fund Balance | \$81,107,155 |
| Net Income | -\$8,477,084 | | | | |