

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 2023	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.2%	61.5%	1.05	63.8%	1.01	54.8%	1.17	72.3%	0.89
Obstetrics	38.2%	41.1%	0.93	44.7%	0.10	34.5%	1.10	30.0%	1.27
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	61.0%	61.6%	0.99	63.4%	0.96	59.6%	1.02	64.6%	0.94
Average Census (Patients)									
Adult Medical-Surgical	21.8	24.9	0.88	22.9	0.95	15.8	1.38	24.6	0.89
Obstetrics	4.6	5.0	0.91	5.1	0.90	2.9	1.56	3.6	1.27
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	42.7	44.9	0.95	42.7	1.00	29.6	1.44	45.2	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.5	0.89	4.3	0.94	4.2	0.98	3.7	1.09
Obstetrics	2.2	2.4	0.90	2.3	0.94	2.3	0.94	2.1	1.02
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	4.9	0.80	4.5	0.86	4.4	0.88	3.9	0.99
Surgical Operations									
Inpatient	574	989	0.58	1,038	0.55	409	1.40	742	0.77
Outpatient	2,860	4,208	0.68	4,019	0.71	2,735	1.05	2,502	1.14
Inpatient as % of All Surgeries	16.7%	19.0%	0.88	20.5%	0.81	13.0%	1.28	22.9%	0.73
Outpatient Visits									
Non-Emergency Visits	79,508	131,799	0.60	117,094	0.68	92,528	0.86	70,563	1.13
Emergency Visits	17,171	16,822	1.02	18,746	0.92	17,976	0.96	15,910	1.08
Full-Time Equivalents (FTEs)									
Administrators	29.7	17.5	1.70	14.2	2.10	12.7	2.34	30.1	0.99
Nurses, Licensed	157.0	232.9	0.67	188.0	0.84	137.2	1.14	150.6	1.04
Ancillary Nursing Personnel	21.1	42.6	0.49	37.4	0.56	29.9	0.71	21.6	0.98
All Other Personnel	279.0	453.0	0.62	333.2	0.84	239.1	1.17	284.2	0.98
Total FTEs	486.8	746.0	0.65	572.8	0.85	418.9	1.16	486.4	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.5	12.3	1.99	10.1	2.42	10.9	2.25	27.0	0.91
Nurses, Licensed	129.6	163.8	0.79	134.3	0.97	117.7	1.10	135.2	0.96
Ancillary Nursing Personnel	17.4	30.0	0.58	26.7	0.65	25.6	0.68	19.3	0.90
All Other Personnel	230.3	318.6	0.72	238.0	0.97	205.0	1.12	255.0	0.90
Total FTEs	401.9	524.6	0.77	409.2	0.98	359.2	1.12	436.5	0.92

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	4,039	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	740
Inpatient Days	15,592			Inpatient Days	0	Newborn Days	1,466

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	1,967	7,973	64.2%	21.8	4.1
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	3	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	766	1,671	38.2%	4.6	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	197	1,285	58.7%	3.5	6.5
Step-Down (Special Care)	1	18	1,109	4,663	71.0%	12.8	4.2
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	3	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	3	29.7	Surgical Personnel	9	4	11.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	29	41.1
Medical & Dental Residents	0	0	0.0	Sonographers	3	6	7.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	8	8.9
Registered Nurses	83	120	155.0	Occupational Therapists	1	2	2.7
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	2	2.2
Ancillary Nursing Personnel	8	31	21.1	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	2.9
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	3.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	39	52	69.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	54	84.9
Pharmacy Personnel	18	11	21.4	Total	296	334	486.8
Clinical Laboratory Personnel	17	8	21.5				

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$264,653,493	56.1%	48.2%	1.16	53.0%	1.06	51.3%	1.09	53.1%	1.06
Medical Assistance	\$43,729,471	9.3%	14.2%	0.65	11.4%	0.82	15.3%	0.61	9.0%	1.03
Commercial	\$152,646,456	32.4%	32.4%	1.00	32.8%	0.99	29.5%	1.10	35.4%	0.92
All Other	\$10,534,948	2.2%	5.2%	0.43	2.8%	0.80	3.8%	0.59	2.6%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$218,756,419	46.4%	37.1%	1.25	43.5%	1.07	39.7%	1.17	43.1%	1.08
Medical Assistance	\$37,257,013	7.9%	11.2%	0.71	9.4%	0.84	12.1%	0.65	7.5%	1.06
Commercial	\$77,564,437	16.4%	14.9%	1.10	15.9%	1.04	13.1%	1.25	17.0%	0.97
Charity Care	\$1,364,222	0.3%	0.7%	0.40	0.8%	0.35	0.8%	0.35	0.4%	0.66
Bad Debt	\$5,816,553	1.2%	0.8%	1.46	0.9%	1.38	1.2%	1.04	0.9%	1.35
All Other	\$6,887,456	1.5%	3.1%	0.47	1.8%	0.83	2.2%	0.65	1.6%	0.93
Total Deductions	\$347,646,100	73.7%	67.9%	1.09	72.2%	1.02	69.2%	1.07	70.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.4%	6.4%	0.99		4.3%	1.48	3.8%	1.66	6.9%	0.92
Net Gains/Losses as % of Net Income	157.6%	11.1%	14.24		N/A	N/A	15.2%	10.34	276.7%	0.57
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$58,253,960	47.2%	41.6%	1.14	38.8%	1.22	40.1%	1.18	48.4%	0.98
Supplies & Services	\$58,757,882	47.6%	52.7%	0.90	53.3%	0.89	54.4%	0.88	45.6%	1.04
Capital Component	\$6,343,975	5.1%	5.7%	0.90	7.9%	0.65	5.5%	0.94	5.9%	0.87
Fiscal Statistics										
Operating Margin (%)	6.8%	6.4%	1.07		9.2%	0.74	5.0%	1.36	10.9%	0.62
Total Hospital Net Income (%)	-14.5%	7.1%	N/A		8.1%	N/A	5.8%	N/A	-7.4%	1.95
Return on Equity (%)	-18.4%	3.1%	N/A		4.9%	N/A	2.3%	N/A	-10.5%	1.76
Current Ratio	2.7	2.9	0.94		12.4	0.22	2.8	0.96	1.5	1.85
Days in Net Patient Accounts Receivable	45.5	85.9	0.53		50.4	0.90	86.5	0.53	48.6	0.94
Average Payment Period	18.1	125.5	0.14		31.3	0.58	128.9	0.14	35.3	0.51
Equity Financing (%)	93.1%	57.8%	1.61		85.9%	1.08	62.5%	1.49	84.8%	1.10
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned	-7.7	12.0	N/A		8.8	N/A	12.9	N/A	-2.4	3.14
Total Asset Turnover	1.6	0.4	3.65		0.6	2.56	0.4	3.95	1.7	0.92
Average Age of Plant (Years)	19.0	19.6	0.97		11.9	1.59	21.5	0.88	19.3	0.98
Increase (Decrease) Total Net Patient Revenue	-3.6%	3.9%	N/A		0.8%	N/A	0.2%	N/A	5.9%	N/A
Outpatient Gross Revenue (% of Total GPR)	64.0%	67.6%	0.95		68.7%	0.93	74.2%	0.86	59.5%	1.08
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,511	\$19,469	0.64		\$14,690	0.85	\$12,524	1.00	\$14,072	0.89
Inpatient Net Revenue per Day	\$3,173	\$3,859	0.82		\$3,206	0.99	\$2,770	1.15	\$3,616	0.88
Outpatient Net Revenue per Visit	\$819	\$875	0.94		\$746	1.10	\$766	1.07	\$835	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$471,564,368	Cash & Cash Equivalents	-\$67,028	Current Liabilities	\$5,878,000
Less Deductions	\$347,646,100	Net Patient Receivables	\$15,446,760	Long-Term Debt	\$0
Net Patient Revenue	\$123,918,268	Other Receivables	\$66,941	Other Liabilities	\$0
Plus Other Revenue	\$8,420,327			Subtotal	\$5,878,000
Total Revenue	\$132,338,594	Land, Buildings & Equipment (Net)	\$69,017,519	Unrestricted Fund Balance	\$79,006,000
Less Expenses	\$123,355,817	Other Assets	\$419,808	Restricted Fund Balance	\$166,000
Non-Operating Gains/Losses	-\$24,586,777			Total Liabilities & Fund Balance	\$84,884,000
Net Income	-\$15,604,000	Total Assets	\$84,884,000		