

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 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.6%	55.2%	1.17	58.8%	1.10	43.3%	1.49	62.8%	1.03
Obstetrics	34.3%	38.0%	0.90	30.5%	0.13	23.8%	1.44	34.1%	1.01
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	57.2%	57.4%	1.00	54.8%	1.04	44.0%	1.30	56.1%	1.02
Average Census (Patients)									
Adult Medical-Surgical	22.0	26.0	0.84	31.7	0.69	15.3	1.44	21.4	1.03
Obstetrics	4.1	4.9	0.83	5.2	0.79	2.1	1.94	4.1	1.01
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	40.0	49.0	0.82	61.6	0.65	27.3	1.47	39.2	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.80	3.7	0.87	3.4	0.95	3.2	1.00
Obstetrics	2.3	2.6	0.89	2.3	0.98	2.3	0.98	2.2	1.01
Pediatrics	0.0	3.3	N/A	2.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.80	4.0	0.90	3.7	0.97	3.6	0.98
Surgical Operations									
Inpatient	790	1,426	0.55	1,468	0.54	657	1.20	711	1.11
Outpatient	2,232	4,581	0.49	4,147	0.54	2,872	0.78	2,199	1.02
Inpatient as % of All Surgeries	26.1%	23.7%	1.10	26.1%	1.00	18.6%	1.40	24.4%	1.07
Outpatient Visits									
Non-Emergency Visits	76,749	144,376	0.53	165,725	0.46	115,084	0.67	71,304	1.08
Emergency Visits	14,479	17,768	0.81	24,778	0.58	13,821	1.05	17,653	0.82
Full-Time Equivalents (FTEs)									
Administrators	29.2	23.0	1.27	24.0	1.22	18.2	1.61	28.8	1.01
Nurses, Licensed	184.9	251.3	0.74	290.2	0.64	150.6	1.23	176.3	1.05
Ancillary Nursing Personnel	23.8	39.7	0.60	45.9	0.52	19.7	1.21	22.6	1.06
All Other Personnel	293.1	509.3	0.58	567.1	0.52	320.3	0.91	297.4	0.99
Total FTEs	531.0	823.3	0.64	927.1	0.57	508.8	1.04	525.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.7	17.0	1.45	13.1	1.88	18.2	1.35	26.0	0.95
Nurses, Licensed	156.1	185.7	0.84	158.4	0.99	151.1	1.03	159.3	0.98
Ancillary Nursing Personnel	20.1	29.3	0.69	25.0	0.80	19.8	1.02	20.4	0.99
All Other Personnel	247.5	376.3	0.66	309.5	0.80	321.5	0.77	268.7	0.92
Total FTEs	448.4	608.3	0.74	506.1	0.89	510.6	0.88	474.4	0.95

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 4,092
 Inpatient Days 14,613

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 661
 Newborn Days 1,449

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	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	2,459	8,012	64.6%	22.0	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	664	1,502	34.3%	4.1	2.3
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	138	1,291	58.9%	3.5	9.4
Step-Down (Special Care)	1	18	831	3,808	58.0%	10.4	4.6
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	2	29.2	Surgical Personnel	12	4	14.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	38	44.0
Medical & Dental Residents	0	0	0.0	Sonographers	3	4	4.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	6	10.8
Registered Nurses	119	117	182.9	Occupational Therapists	0	7	2.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	4	1.7
Ancillary Nursing Personnel	9	35	23.8	Physical Therapy Assistants/Aides	1	3	2.1
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	3	2.7
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	1	4.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	56	51	81.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	59	82.3
Pharmacy Personnel	17	16	21.1				
Clinical Laboratory Personnel	15	10	21.4				
				Total	350	362	531.0

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$247,490,133	55.4%	46.3%	1.20	50.9%	1.09	51.1%	1.08	53.3%	1.04
Medical Assistance	\$31,819,071	7.1%	13.6%	0.52	10.1%	0.70	11.3%	0.63	7.3%	0.98
Commercial	\$155,928,899	34.9%	35.3%	0.99	36.0%	0.97	33.7%	1.04	36.6%	0.96
All Other	\$11,311,772	2.5%	4.8%	0.53	3.0%	0.86	3.9%	0.66	2.8%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$198,285,082	44.4%	34.9%	1.27	40.8%	1.09	36.8%	1.21	42.6%	1.04
Medical Assistance	\$26,104,856	5.8%	10.4%	0.56	8.0%	0.73	8.5%	0.69	5.6%	1.05
Commercial	\$66,614,098	14.9%	14.7%	1.02	15.9%	0.94	12.8%	1.17	14.3%	1.04
Charity Care	\$2,489,655	0.6%	1.0%	0.58	1.1%	0.51	0.9%	0.63	0.5%	1.05
Bad Debt	\$4,333,163	1.0%	1.1%	0.91	1.1%	0.90	1.4%	0.72	1.0%	1.02
All Other	\$4,325,530	1.0%	2.2%	0.45	1.4%	0.70	2.1%	0.46	1.1%	0.90
Total Deductions	\$302,152,383	67.7%	64.2%	1.05	68.2%	0.99	62.4%	1.08	65.1%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%		5.5%	0.35	4.9%	0.40	3.4%	0.57	1.9%	1.01
Net Gains/Losses as % of Net Income	1,548.6%		13.2%	117.53	N/A	N/A	4.5%	342.77	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,988,058	41.9%	44.0%	0.95	39.6%	1.06	46.0%	0.91	41.6%	1.01
Supplies & Services	\$62,116,000	51.0%	49.2%	1.04	51.8%	0.99	46.6%	1.09	50.3%	1.01
Capital Component	\$8,669,189	7.1%	6.8%	1.05	8.7%	0.82	7.4%	0.96	8.1%	0.88
Fiscal Statistics										
Operating Margin (%)	17.3%		9.1%	1.91	14.3%	1.21	8.2%	2.10	21.5%	0.81
Total Hospital Net Income (%)	-1.5%		10.3%	N/A	12.8%	N/A	8.6%	N/A	5.7%	N/A
Return on Equity (%)	-2.1%		6.0%	N/A	8.8%	N/A	5.8%	N/A	8.1%	N/A
Current Ratio	4.1		4.7	0.88	9.4	0.44	4.4	0.95	3.5	1.18
Days in Net Patient Accounts Receivable	43.8		64.0	0.68	48.9	0.90	49.0	0.89	40.4	1.08
Average Payment Period	15.8		56.5	0.28	33.2	0.48	41.1	0.38	17.6	0.90
Equity Financing (%)	92.4%		69.2%	1.33	82.0%	1.13	81.8%	1.13	91.4%	1.01
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	0.3		13.4	0.02	13.0	0.02	14.1	0.02	3.7	0.08
Total Asset Turnover	1.8		0.6	3.11	0.7	2.57	0.7	2.67	1.7	1.04
Average Age of Plant (Years)	12.3		12.6	0.97	9.5	1.29	9.6	1.28	10.5	1.17
Increase (Decrease) Total Net Patient Revenue	1.9%		7.3%	0.26	4.1%	0.46	2.8%	0.68	4.1%	0.46
Outpatient Gross Revenue (% of Total GPR)	66.1%		63.3%	1.04	64.9%	1.02	71.9%	0.92	65.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,487		\$16,906	0.74	\$13,299	0.94	\$12,065	1.03	\$12,982	0.96
Inpatient Net Revenue per Day	\$3,484		\$3,675	0.95	\$3,202	1.09	\$3,161	1.10	\$3,627	0.96
Outpatient Net Revenue per Visit	\$1,070		\$703	1.52	\$685	1.56	\$614	1.74	\$1,062	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$446,549,876	Cash & Cash Equivalents		Current Liabilities	\$4,995,094
Less Deductions	\$302,152,383	Net Patient Receivables	\$17,319,245	Long-Term Debt	\$0
Net Patient Revenue	\$144,397,493	Other Receivables	\$30,251	Other Liabilities	\$1,275,929
Plus Other Revenue	\$2,861,271			Subtotal	\$6,271,023
Total Revenue	\$147,258,764	Land, Buildings & Equipment (Net)	\$61,704,667		
Less Expenses	\$121,773,247	Other Assets	\$3,408,104	Unrestricted Fund Balance	\$76,163,738
Non-Operating Gains/Losses	-\$27,244,861			Restricted Fund Balance	\$150,381
Net Income	-\$1,759,344	Total Assets	\$82,434,761	Total Liabilities & Fund Balance	\$82,434,761