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: 6

Selected Utilization Statistics	FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 2A Value	Analysis Area 2A Ratio	Volume Group 6 Value	Volume Group 6 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.2%	65.1%	1.02	71.0%	0.93	63.5%	1.04	67.2%	0.99
Obstetrics	43.2%	43.7%	0.99	44.0%	0.98	33.5%	1.29	35.5%	1.22
Pediatrics	0.0%	77.8%	N/A	0.0%	N/A	95.1%	N/A	0.0%	N/A
Total Hospital	62.0%	65.1%	0.95	66.0%	0.94	65.8%	0.94	61.7%	1.01
Average Census (Patients)									
Adult Medical-Surgical	22.5	26.0	0.86	26.4	0.85	21.1	1.06	22.8	0.99
Obstetrics	5.2	5.4	0.96	5.4	0.97	3.1	1.66	4.3	1.22
Pediatrics	0.0	3.9	N/A	0.0	N/A	7.6	N/A	0.0	N/A
Total Hospital	43.4	47.2	0.92	47.8	0.91	46.7	0.93	43.2	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.2	0.86	4.0	0.92	4.0	0.91	4.0	0.90
Obstetrics	2.2	2.4	0.93	2.4	0.95	2.3	0.99	2.2	1.01
Pediatrics	0.0	4.0	N/A	0.0	N/A	3.7	N/A	0.0	N/A
Total Hospital	3.5	4.7	0.74	4.2	0.83	4.6	0.76	3.8	0.92
Surgical Operations									
Inpatient	764	1,075	0.71	1,088	0.70	802	0.95	583	1.31
Outpatient	3,472	4,478	0.78	4,192	0.83	4,496	0.77	3,087	1.12
Inpatient as % of All Surgeries	18.0%	18.4%	0.98	20.6%	0.88	15.1%	1.19	15.9%	1.14
Outpatient Visits									
Non-Emergency Visits	85,470	149,200	0.57	133,625	0.64	205,791	0.42	84,092	1.02
Emergency Visits	22,445	17,658	1.27	20,662	1.09	23,654	0.95	21,784	1.03
Full-Time Equivalents (FTEs)									
Administrators	1.0	3.6	0.28	3.0	0.33	3.8	0.27	1.0	1.00
Nurses, Licensed	187.7	231.2	0.81	200.2	0.94	262.2	0.72	172.4	1.09
Ancillary Nursing Personnel	21.6	36.8	0.59	39.7	0.55	36.0	0.60	23.6	0.92
All Other Personnel	294.3	472.1	0.62	398.2	0.74	534.7	0.55	298.8	0.99
Total FTEs	504.6	743.6	0.68	641.0	0.79	836.7	0.60	495.7	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.7	2.4	0.30	2.0	0.36	2.3	0.32	0.8	0.93
Nurses, Licensed	133.7	155.9	0.86	132.1	1.01	157.9	0.85	131.8	1.01
Ancillary Nursing Personnel	15.4	24.8	0.62	26.2	0.59	21.7	0.71	18.0	0.86
All Other Personnel	209.8	318.4	0.66	262.7	0.80	321.9	0.65	228.5	0.92
Total FTEs	359.6	501.6	0.72	423.0	0.85	503.7	0.71	379.1	0.95

Total Hospital:

Beds Set Up & Staffed	70
Discharges	4,509
Inpatient Days	15,849

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	846
Newborn Days	1,564

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	34	2,270	8,211	66.2%	22.5	3.6
Orthopedic	H	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	S	0	0	0	0.0%	0.0	0.0
Hospice	S	0	0	0	0.0%	0.0	0.0
Palliative Care	S	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	N	0	0	0	0.0%	0.0	0.0
Other Acute	S	0	0	0	0.0%	0.0	0.0
Pediatric, acute	H	0	0	0	0.0%	0.0	0.0
Geriatric, acute	H	0	0	0	0.0%	0.0	0.0
Obstetrics	H	12	846	1,894	43.2%	5.2	2.2
Psychiatric	S	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	S	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	H	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	S	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	H	6	194	1,135	51.8%	3.1	5.9
Step-Down (Special Care)	H	18	1,199	4,609	70.2%	12.6	3.8
Neonatal Intensive/Intermediate Care	S	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	S	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	S	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* H = Service is provided in or by the Hospital, S = Service is provided by the System
C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0
Dentists	0	0	0.0
Medical & Dental Residents	0	0	0.0
Dental Hygienists	0	0	0.0
Registered Nurses	111	136	185.7
Certified Nurse Midwives	0	0	0.0
Licensed Practical Nurses	0	0	0.0
Ancillary Nursing Personnel	11	32	21.6
Medical Assistants	0	0	0.0
Nurse Practitioners	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0
Pharmacists	10	5	12.1
Medical & Clinical LaboratoryTechnicians	6	0	6.0
Surgical Personnel	10	6	13.8
Directors/Managers	23	2	24.1
Food Service Workers	6	28	20.0
Environmental Services Workers	22	8	26.9
Medical & Clinical LaboratoryTechnologists	11	6	15.8
Radiological Services Personnel	8	26	25.6
Sonographers	1	5	5.4
Physician Assistants	0	0	0.0
All Other Radiologic Personnel	2	5	3.9
Respiratory Therapists	7	8	10.2
Occupational Therapists	1	3	2.6
Occupational Therapy Assistants/Aides	0	0	0.0
Physical Therapists	1	3	3.1
Physical Therapy Assistants/Aides	1	0	1.0
Recreational Therapists	0	0	0.0
Dietitians & Nutritionists	3	1	3.2
Psychologists	0	0	0.0
Social Workers	3	5	5.6
Psychiatric Technicians	0	0	0.0
Pharmacy Technicians	8	11	10.1
Medical Coding Technicians	0	0	0.0
All Other Contracted Staff	0	0	0.0
All Other Health Professionals	36	64	74.4
All Other Personnel	19	18	30.7
Total	**303**	**372**	**504.6**

Total Active Privileged Medical Staff: 712

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Selected Financial Statistics		FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 2A Value	Analysis Area 2A Ratio	Volume Group 6 Value	Volume Group 6 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	$329,550,511	55.6%	49.8%	1.11	55.0%	1.01	47.3%	1.18	57.4%	0.97
Medical Assistance	$43,279,313	7.3%	12.1%	0.60	9.3%	0.79	16.0%	0.46	7.7%	0.95
Commercial	$203,684,667	34.4%	31.6%	1.09	31.9%	1.08	31.6%	1.09	32.4%	1.06
All Other	$16,430,879	2.8%	6.4%	0.43	3.8%	0.72	5.2%	0.53	2.5%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	$275,755,247	46.5%	39.1%	1.19	45.6%	1.02	37.4%	1.24	47.8%	0.97
Medical Assistance	$36,914,188	6.2%	9.5%	0.66	7.7%	0.81	12.0%	0.52	6.6%	0.94
Commercial	$110,097,713	18.6%	15.5%	1.20	16.3%	1.14	13.7%	1.35	16.9%	1.10
Charity Care	$5,363,677	0.9%	1.0%	0.91	1.0%	0.90	0.8%	1.12	0.4%	2.18
Bad Debt	$5,691,290	1.0%	1.0%	0.99	1.0%	0.98	1.2%	0.83	0.9%	1.10
All Other	$9,405,265	1.6%	3.7%	0.43	2.0%	0.80	3.1%	0.51	1.6%	0.99
Total Deductions	$443,227,380	74.8%	69.8%	1.07	73.6%	1.02	68.2%	1.10	74.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.8%	8.6%	0.67	4.5%	1.28	10.0%	0.58	5.7%	1.02
Net Gains/Losses as % of Net Income		390.9%	20.2%	19.31	N/A	N/A	11.1%	35.09	351.2%	1.11
Expenses as % of Total Expenses										
Salary/Fringe Benefits	$64,361,816	45.2%	40.7%	1.11	39.7%	1.14	40.6%	1.11	47.7%	0.95
Supplies & Services	$72,161,962	50.7%	54.1%	0.94	53.3%	0.95	53.6%	0.95	47.5%	1.07
Capital Component	$5,772,586	4.1%	5.2%	0.78	7.1%	0.57	5.9%	0.68	4.8%	0.85
Fiscal Statistics										
Operating Margin (%)		10.4%	7.7%	1.36	12.1%	0.86	7.8%	1.33	11.8%	0.88
Total Hospital Net Income (%)		-4.2%	9.4%	N/A	11.6%	N/A	8.7%	N/A	-5.7%	0.74
Current Ratio		3.4	2.3	1.44	12.6	0.27	1.8	1.90	3.2	1.05
Days in Net Patient Accounts Receivable		46.5	62.7	0.74	50.1	0.93	68.3	0.68	45.0	1.03
Equity Financing (%)		93.1%	62.3%	1.50	87.6%	1.06	59.7%	1.56	93.6%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	0.01	0.0	0.05	0.4	0.01	0.0	N/A
Times Interest Earned		-2.0	16.0	N/A	14.2	N/A	11.7	N/A	-2.6	0.76
Total Asset Turnover		1.8	0.2	8.35	0.6	2.90	0.1	13.05	1.7	1.04
Average Age of Plant (Years)		24.7	14.2	1.74	13.1	1.88	17.0	1.46	21.8	1.14
Increase (Decrease) Total Net Patient Revenue		7.6%	6.9%	1.10	5.4%	1.41	4.7%	1.61	12.3%	0.62
Outpatient Gross Revenue (% of Total GPR)		68.7%	67.9%	1.01	68.5%	1.00	71.9%	0.95	66.8%	1.03

Income Statement	
Gross Patient Revenue (GPR)	$592,945,370
Less Deductions	$443,227,380
Net Patient Revenue	$149,717,990
Plus Other Revenue	$9,158,635
Total Revenue	$158,876,625
Less Expenses	$142,296,364
Non-Operating Gains/Losses	-$22,280,261
Net Income	-$5,700,000

Assets	
Cash & Cash Equivalents	-$131,365
Net Patient Receivables	$19,068,779
Other Receivables	$53,154
Land, Buildings & Equipment (Net)	$68,449,795
Other Assets	$871,637
Total Assets	$88,312,000

Liabilities & Fund Balances	
Current Liabilities	$5,887,265
Long-Term Debt	$187,735
Other Liabilities	$0
Subtotal	$6,075,000
Unrestricted Fund Balance	$82,237,000.00
Restricted Fund Balance	$0
Total Liabilities & Fund Balance	$88,312,000