

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

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Control:

		All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2024 vs. 2023		
Selected Utilization Statistics		FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)										
Adult Medical-Surgical	67.2%	63.0%	1.07	67.1%	1.00	52.6%	1.28	64.2%	1.05	
Obstetrics	35.5%	40.9%	0.87	41.8%	0.10	34.3%	1.04	38.2%	0.93	
Pediatrics	0.0%	77.7%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	61.7%	63.6%	0.97	64.2%	0.96	55.7%	1.11	61.0%	1.01	
Average Census (Patients)										
Adult Medical-Surgical	22.8	25.0	0.91	24.5	0.93	14.2	1.61	21.8	1.05	
Obstetrics	4.3	5.2	0.82	5.1	0.84	2.7	1.56	4.6	0.93	
Pediatrics	0.0	3.9	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	43.2	46.9	0.92	44.3	0.97	25.1	1.72	42.7	1.01	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.0	4.3	0.93	4.2	0.96	3.7	1.08	4.1	0.99	
Obstetrics	2.2	2.4	0.91	2.3	0.96	2.2	1.00	2.2	1.01	
Pediatrics	0.0	3.9	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.8	4.8	0.79	4.4	0.87	4.0	0.95	3.9	0.99	
Surgical Operations										
Inpatient	583	1,014	0.57	1,039	0.56	345	1.69	574	1.02	
Outpatient	3,087	4,465	0.69	4,179	0.74	2,507	1.23	2,860	1.08	
Inpatient as % of All Surgeries	15.9%	18.5%	0.86	19.9%	0.80	12.1%	1.31	16.7%	0.95	
Outpatient Visits										
Non-Emergency Visits	84,092	139,692	0.60	122,527	0.69	89,118	0.94	79,508	1.06	
Emergency Visits	21,784	17,650	1.23	19,187	1.14	18,665	1.17	17,171	1.27	
Full-Time Equivalents (FTEs)										
Administrators	1.0	4.3	0.23	2.4	0.42	1.8	0.55	29.7	0.03	
Nurses, Licensed	172.4	232.9	0.74	196.3	0.88	125.7	1.37	157.0	1.10	
Ancillary Nursing Personnel	23.6	38.9	0.61	42.3	0.56	26.9	0.88	21.1	1.12	
All Other Personnel	298.8	451.0	0.66	342.1	0.87	225.9	1.32	279.0	1.07	
Total FTEs	495.7	727.1	0.68	583.0	0.85	380.3	1.30	486.8	1.02	
FTEs per 100 Patient Census (Adjusted)										
Administrators	0.8	3.0	0.26	1.7	0.46	1.7	0.45	24.5	0.03	
Nurses, Licensed	131.8	160.0	0.82	137.5	0.96	117.5	1.12	129.6	1.02	
Ancillary Nursing Personnel	18.0	26.7	0.67	29.6	0.61	25.1	0.72	17.4	1.04	
All Other Personnel	228.5	309.9	0.74	239.6	0.95	211.2	1.08	230.3	0.99	
Total FTEs	379.1	499.6	0.76	408.4	0.93	355.6	1.07	401.9	0.94	

Total Hospital:

Beds Set Up & Staffed 70
 Discharges 4,128
 Inpatient Days 15,801

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 705
 Newborn Days 1,374

151 Froedtert West Bend Hospital

West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2024	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	2,080	8,357	67.2%	22.8	4.0
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	707	1,561	35.5%	4.3	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	178	1,263	57.5%	3.5	7.1
Step-Down (Special Care)	H	18	1,163	4,620	70.1%	12.6	4.0
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

151 Froedtert West Bend Hospital

West Bend, WI 53095

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0	Radiological Services Personnel	11	29	32.3
Dentists	0	0	0.0	Sonographers	3	5	6.6
Medical & Dental Residents	0	0	0.0	Physician Assistants	0	0	0.0
Dental Hygienists	0	0	0.0	Surgical Technicians	0	0	0.0
Registered Nurses	98	138	171.4	Respiratory Therapists	7	10	10.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	1	2	2.1
Licensed Practical Nurses	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	33	23.6	Physical Therapists	1	3	2.6
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Nurse Practitioners	1	0	1.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	3	1	3.0
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	Social Workers	4	3	5.3
Pharmacists	10	5	12.1	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	5	1	5.8	Pharmacy Technicians	9	9	11.2
Surgical Personnel	11	5	15.1	Medical Coding Technicians	0	0	0.0
Directors/Managers	24	3	25.7	All Other Contracted Staff	0	0	0.0
Food Service Workers	5	25	17.0	All Other Health Professionals	42	47	69.2
Environmental Services Workers	17	7	22.1	All Other Personnel	24	24	39.1
Medical & Clinical Laboratory Technologists	12	6	15.2				
All Other Radiologic Personnel	2	3	3.2				
				Total	302	359	495.7
Total Active Privileged Medical Staff: 634							

151 Froedtert West Bend Hospital

West Bend, WI 53095

West Bend, WI 53095			All GMS Hospitals		Analysis Area		Volume Group		FY 2024 vs. 2023		
Selected Financial Statistics			FY 2024	Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2023	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$309,599,069	57.4%	49.1%	1.17	53.9%	1.06	52.1%	1.10	56.1%	1.02	
Medical Assistance	\$41,466,518	7.7%	13.0%	0.59	10.1%	0.76	14.2%	0.54	9.3%	0.83	
Commercial	\$174,745,648	32.4%	32.2%	1.01	33.1%	0.98	28.2%	1.15	32.4%	1.00	
All Other	\$13,535,455	2.5%	5.7%	0.44	2.9%	0.87	5.5%	0.46	2.2%	1.12	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$257,942,658	47.8%	38.3%	1.25	44.4%	1.08	40.1%	1.19	46.4%	1.03	
Medical Assistance	\$35,683,805	6.6%	10.2%	0.65	8.3%	0.79	11.1%	0.60	7.9%	0.84	
Commercial	\$90,970,831	16.9%	15.3%	1.10	16.7%	1.01	13.8%	1.23	16.4%	1.03	
Charity Care	\$2,236,929	0.4%	0.9%	0.49	0.8%	0.50	1.1%	0.39	0.3%	1.43	
Bad Debt	\$4,710,802	0.9%	1.0%	0.85	1.1%	0.80	1.3%	0.65	1.2%	0.71	
All Other	\$8,626,739	1.6%	3.3%	0.49	1.7%	0.96	2.3%	0.69	1.5%	1.10	
Total Deductions	\$400,171,764	74.2%	68.9%	1.08	73.0%	1.02	69.7%	1.06	73.7%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.7%	7.1%	0.80	3.9%	1.44	3.2%	1.79	6.4%	0.89	
Net Gains/Losses as % of Net Income		351.2%	19.9%	17.68	N/A	N/A	14.9%	23.60	157.6%	2.23	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$62,020,704	47.7%	41.8%	1.14	40.1%	1.19	42.3%	1.13	47.2%	1.01	
Supplies & Services	\$61,801,447	47.5%	52.7%	0.90	52.4%	0.91	52.4%	0.91	47.6%	1.00	
Capital Component	\$6,240,390	4.8%	5.5%	0.88	7.6%	0.63	5.3%	0.91	5.1%	0.93	
Fiscal Statistics											
Operating Margin (%)		11.8%	7.9%	1.50	11.7%	1.01	8.2%	1.44	6.8%	1.75	
Total Hospital Net Income (%)		-5.7%	9.7%	N/A	11.0%	N/A	9.5%	N/A	-14.5%	0.39	
Return on Equity (%)		-8.7%	8.4%	N/A	7.8%	N/A	7.9%	N/A	-18.4%	0.48	
Current Ratio		3.2	5.5	0.59	13.2	0.24	11.5	0.28	2.7	1.19	
Days in Net Patient Accounts Receivable		45.0	78.5	0.57	54.2	0.83	51.6	0.87	45.5	0.99	
Equity Financing (%)		93.6%	59.9%	1.56	87.0%	1.08	85.9%	1.09	93.1%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.5	N/A	0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned		-2.6	16.8	N/A	12.6	N/A	20.0	N/A	-7.7	0.34	
Total Asset Turnover		1.7	0.5	3.66	0.6	2.81	0.7	2.46	1.6	1.11	
Average Age of Plant (Years)		21.8	20.1	1.08	12.7	1.71	13.0	1.68	19.0	1.15	
Increase (Decrease) Total Net Patient Revenue		12.3%	7.2%	1.70	8.1%	1.52	5.0%	2.47	-3.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)		66.8%	67.5%	0.99	68.5%	0.98	75.8%	0.88	64.0%	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$539,346,689	Cash & Cash Equivalents	-\$85,800	Current Liabilities	\$5,495,000
Less Deductions	\$400,171,764	Net Patient Receivables	\$17,129,342	Long-Term Debt	\$0
Net Patient Revenue	\$139,174,925	Other Receivables	\$77,584	Other Liabilities	\$0
Plus Other Revenue	\$8,365,390			Subtotal	\$5,495,000
Total Revenue	\$147,540,316	Land, Buildings & Equipment (Net)	\$67,575,966		
Less Expenses	\$130,062,541	Other Assets	\$550,908	Unrestricted Fund Balance	\$79,570,000.00
Non-Operating Gains/Losses	-\$24,436,775			Restricted Fund Balance	\$183,000
Net Income	-\$6,959,000	Total Assets	\$85,248,000	Total Liabilities & Fund Balance	\$85,248,000