

**168 Aurora Sinai Medical Center**  
 945 N 12th Street, PO Box 342  
 Milwaukee, WI 53233  
 414-219-2000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

		All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.6%	55.4%	1.04	70.7%	0.81	58.7%	0.98	53.9%	1.07
Obstetrics	52.6%	38.4%	1.37	47.2%	0.51	36.5%	1.44	54.6%	0.96
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	54.1%	56.3%	0.96	69.7%	0.78	58.0%	0.93	53.0%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	46.6	26.5	1.76	114.3	0.41	38.4	1.22	43.6	1.07
Obstetrics	24.2	5.0	4.82	20.4	1.19	7.1	3.41	25.1	0.96
Pediatrics	0.0	1.4	N/A	14.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	109.2	48.3	2.26	169.0	0.65	79.6	1.37	107.0	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.9	0.97	4.6	0.82	3.8	0.99	3.7	1.03
Obstetrics	2.9	2.6	1.15	2.8	1.05	2.5	1.17	3.1	0.96
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.02	5.3	0.83	4.4	1.01	4.5	0.97
<b>Surgical Operations</b>									
Inpatient	1,803	1,408	1.28	3,217	0.56	1,955	0.92	1,912	0.94
Outpatient	2,071	4,098	0.51	5,734	0.36	5,493	0.38	2,196	0.94
Inpatient as % of All Surgeries	46.5%	25.6%	1.82	35.9%	1.30	26.2%	1.77	46.5%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	197,174	132,001	1.49	280,833	0.70	208,790	0.94	196,284	1.00
Emergency Visits	57,532	17,964	3.20	47,284	1.22	31,589	1.82	59,157	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	41.0	18.9	2.17	41.5	0.99	28.7	1.43	13.0	3.15
Nurses, Licensed	513.6	244.4	2.10	715.7	0.72	343.5	1.50	422.8	1.21
Ancillary Nursing Personnel	93.5	40.0	2.34	132.0	0.71	56.6	1.65	66.1	1.41
All Other Personnel	1,143.1	484.8	2.36	1,177.1	0.97	642.7	1.78	583.1	1.96
Total FTEs	1,791.2	788.1	2.27	2,066.3	0.87	1,071.5	1.67	1,084.9	1.65
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.7	15.1	1.04	11.9	1.32	14.6	1.08	5.5	2.86
Nurses, Licensed	196.8	195.2	1.01	204.4	0.96	174.3	1.13	178.8	1.10
Ancillary Nursing Personnel	35.8	32.0	1.12	37.7	0.95	28.7	1.25	28.0	1.28
All Other Personnel	438.0	387.3	1.13	336.1	1.30	326.0	1.34	246.7	1.78
Total FTEs	686.3	629.5	1.09	590.0	1.16	543.5	1.26	458.9	1.50

**Total Hospital:**

Beds Set Up & Staffed 202  
 Discharges 9,026  
 Inpatient Days 39,870

**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:**

Bassinet 38  
 Total Births 2,072  
 Newborn Days 4,783

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	81	4,500	17,025	57.6%	46.6	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	20	173	2,204	30.2%	6.0	12.7
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	46	2,997	8,837	52.6%	24.2	2.9
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	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	12	255	2,483	56.7%	6.8	9.7
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	454	9,321	59.4%	25.5	20.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	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.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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	41	0	41.0	Surgical Personnel	7	4	9.9
Physicians & Dentists	80	34	95.5	Radiological Services Personnel	35	11	41.0
Medical & Dental Residents	58	0	58.0	Sonographers	23	5	26.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	7	21.5
Registered Nurses	364	169	482.5	Occupational Therapists	8	9	13.2
Certified Nurse Midwives	9	3	11.6	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	0	0	0.0	Physical Therapists	28	25	39.5
Ancillary Nursing Personnel	35	86	93.5	Physical Therapy Assistants/Aides	3	2	3.0
Medical Assistants	31	3	33.4	Recreational Therapists	1	0	1.0
Physician Assistants	20	8	23.9	Dietitians & Nutritionists	8	8	12.3
Nurse Practitioners	12	2	12.6	Psychologists	5	2	6.6
Certified Registered Nurse Anesthetists	3	2	3.0	Social Workers	22	10	28.5
Clinical Nurse Specialists	4	0	4.0	All Other Health Professionals	329	124	398.7
Health Info Mgmt-Administrators/Technicians	14	1	14.6	All Other Personnel	208	45	238.3
Pharmacy Personnel	54	15	61.1				
Clinical Laboratory Personnel	13	5	15.5				
				<b>Total</b>	<b>1,434</b>	<b>581</b>	<b>1,791.2</b>

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Milwaukee, WI 53233			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$207,142,641	28.5%	44.8%	0.64	41.7%	0.68	40.7%	0.70	27.4%	1.04	
Medical Assistance	\$342,803,559	47.2%	14.4%	3.29	21.7%	2.18	19.9%	2.38	47.5%	1.00	
Commercial	\$149,439,125	20.6%	36.6%	0.56	33.0%	0.62	35.3%	0.58	22.0%	0.94	
All Other	\$26,365,027	3.6%	4.2%	0.86	3.6%	1.02	4.1%	0.88	3.2%	1.14	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$166,924,043	23.0%	32.9%	0.70	32.1%	0.72	30.5%	0.75	22.0%	1.05	
Medical Assistance	\$267,198,289	36.8%	10.7%	3.43	16.1%	2.28	14.4%	2.56	38.1%	0.97	
Commercial	\$65,917,224	9.1%	14.8%	0.61	14.5%	0.63	13.0%	0.70	10.2%	0.89	
Charity Care	\$19,937,529	2.7%	1.0%	2.78	1.3%	2.19	1.0%	2.66	2.2%	1.27	
Bad Debt	\$9,828,185	1.4%	1.1%	1.28	0.9%	1.49	1.0%	1.32	1.0%	1.30	
All Other	\$3,132,267	0.4%	1.9%	0.23	1.1%	0.39	2.2%	0.19	0.5%	0.79	
Total Deductions	\$532,937,537	73.4%	62.4%	1.18	65.9%	1.11	62.2%	1.18	74.0%	0.99	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		4.4%	6.3%	0.70	3.5%	1.27	9.8%	0.45	4.4%	1.00	
Net Gains/Losses as % of Net Income		43.1%	12.7%	3.40	N/A	N/A	4.7%	9.24	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$88,454,736	43.7%	44.7%	0.98	37.1%	1.18	42.9%	1.02	42.9%	1.02	
Supplies & Services	\$106,262,435	52.5%	47.9%	1.10	56.6%	0.93	48.6%	1.08	53.1%	0.99	
Capital Component	\$7,656,900	3.8%	7.4%	0.51	6.4%	0.59	8.5%	0.44	4.0%	0.95	
Fiscal Statistics											
Operating Margin (%)		-0.3%	8.9%	N/A	9.7%	N/A	13.6%	N/A	-4.7%	0.06	
Total Hospital Net Income (%)		-0.5%	10.1%	N/A	9.0%	N/A	14.1%	N/A	-4.7%	0.11	
Return on Equity (%)		0.0%	7.6%	N/A	6.2%	N/A	10.4%	N/A	0.0%	N/A	
Current Ratio		0.0	5.6	N/A	11.0	N/A	6.4	N/A	0.0	N/A	
Days in Net Patient Accounts Receivable		0.0	51.4	N/A	50.4	N/A	47.5	N/A	0.0	N/A	
Average Payment Period		0.0	41.5	N/A	28.5	N/A	36.9	N/A	0.0	N/A	
Equity Financing (%)		0.0%	73.6%	N/A	78.6%	N/A	68.5%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	14.1	N/A	13.4	N/A	17.7	N/A	0.0	N/A	
Total Asset Turnover		0.0	0.7	N/A	0.7	N/A	0.7	N/A	0.0	N/A	
Average Age of Plant (Years)		0.0	9.3	N/A	9.8	N/A	7.9	N/A	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue		7.5%	3.6%	2.07	4.0%	1.86	2.0%	3.75	0.3%	26.45	
Outpatient Gross Revenue (% of Total GPR)		54.5%	60.9%	0.90	51.1%	1.07	59.1%	0.92	53.6%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$11,402		\$15,675	0.73	\$19,662	0.58	\$14,805	0.77	\$10,891	1.05	
Inpatient Net Revenue per Day	\$2,376		\$3,540	0.67	\$3,637	0.65	\$3,359	0.71	\$2,345	1.01	
Outpatient Net Revenue per Visit	\$392		\$654	0.60	\$707	0.55	\$542	0.72	\$362	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$725,750,352	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$532,937,537	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$192,812,815	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$8,955,336			Subtotal	\$0
Total Revenue	\$201,768,151	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$202,374,071	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$459,271			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,065,191	Total Assets	\$0		