

**315 Aurora Medical Center in Grafton**  
 975 Port Washington Road  
 Grafton, WI 53024  
 262-392-4321

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

County: Ozaukee  
 Analysis Area: Southeastern (2A)  
 Volume Group: 6

		All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.9%	55.4%	1.26	52.9%	1.32	58.7%	1.19	65.9%	1.06
Obstetrics	36.4%	38.4%	0.95	30.5%	0.21	36.5%	1.00	36.6%	0.99
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	60.8%	56.3%	1.08	48.2%	1.26	58.0%	1.05	57.7%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	58.7	26.5	2.21	35.0	1.68	38.4	1.53	55.4	1.06
Obstetrics	6.5	5.0	1.30	5.7	1.14	7.1	0.92	6.6	0.99
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.4	N/A	0.0	N/A
Total Hospital	77.2	48.3	1.60	55.0	1.40	79.6	0.97	73.2	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.88	3.6	0.96	3.8	0.90	3.3	1.04
Obstetrics	2.4	2.6	0.92	2.3	1.00	2.5	0.93	2.4	1.00
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.81	3.9	0.90	4.4	0.81	3.4	1.03
<b>Surgical Operations</b>									
Inpatient	2,955	1,408	2.10	1,426	2.07	1,955	1.51	3,058	0.97
Outpatient	5,945	4,098	1.45	3,666	1.62	5,493	1.08	6,282	0.95
Inpatient as % of All Surgeries	33.2%	25.6%	1.30	28.0%	1.19	26.2%	1.26	32.7%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	110,495	132,001	0.84	147,718	0.75	208,790	0.53	102,960	1.07
Emergency Visits	17,985	17,964	1.00	23,681	0.76	31,589	0.57	16,328	1.10
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	16.9	18.9	0.89	19.1	0.88	28.7	0.59	11.0	1.53
Nurses, Licensed	421.7	244.4	1.73	263.5	1.60	343.5	1.23	372.6	1.13
Ancillary Nursing Personnel	78.1	40.0	1.95	43.7	1.79	56.6	1.38	62.9	1.24
All Other Personnel	653.4	484.8	1.35	513.5	1.27	642.7	1.02	445.9	1.47
Total FTEs	1,170.1	788.1	1.48	839.7	1.39	1,071.5	1.09	892.4	1.31
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.2	15.1	0.61	11.9	0.78	14.6	0.63	6.6	1.40
Nurses, Licensed	231.4	195.2	1.19	164.8	1.40	174.3	1.33	223.4	1.04
Ancillary Nursing Personnel	42.9	32.0	1.34	27.3	1.57	28.7	1.49	37.7	1.14
All Other Personnel	358.5	387.3	0.93	321.1	1.12	326.0	1.10	267.4	1.34
Total FTEs	642.0	629.5	1.02	525.2	1.22	543.5	1.18	535.1	1.20

**Total Hospital:**

Beds Set Up & Staffed 127  
 Discharges 8,001  
 Inpatient Days 28,172

**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 18  
 Total Births 892  
 Newborn Days 1,880

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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	84	6,290	21,440	69.9%	58.7	3.4
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	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	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	18	1,017	2,390	36.4%	6.5	2.4
<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	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	14	370	3,208	62.8%	8.8	8.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	98	1,134	28.2%	3.1	11.6
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	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	16	1	16.9	Surgical Personnel	19	7	23.4
Physicians & Dentists	59	16	61.3	Radiological Services Personnel	46	35	64.1
Medical & Dental Residents	0	0	0.0	Sonographers	7	2	8.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	6	12.1
Registered Nurses	277	170	393.4	Occupational Therapists	6	14	12.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	19	21	31.9
Ancillary Nursing Personnel	34	110	78.1	Physical Therapy Assistants/Aides	3	2	4.4
Medical Assistants	9	0	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	13	2	14.0	Dietitians & Nutritionists	2	1	2.0
Nurse Practitioners	24	8	27.3	Psychologists	5	0	5.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	6.3
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	186	106	239.7
Health Info Mgmt-Administrators/Technicians	3	5	5.7	All Other Personnel	99	33	118.8
Pharmacy Personnel	15	11	17.9				
Clinical Laboratory Personnel	16	1	16.2				
				<b>Total</b>	<b>874</b>	<b>554</b>	<b>1,170.1</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
FY 2017					2A		6			
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$386,101,876	48.8%	44.8%	1.09	48.2%	1.01	40.7%	1.20	47.8%	1.02
Medical Assistance	\$53,299,649	6.7%	14.4%	0.47	10.5%	0.64	19.9%	0.34	6.0%	1.13
Commercial	\$338,752,987	42.8%	36.6%	1.17	38.7%	1.11	35.3%	1.21	44.8%	0.96
All Other	\$12,639,857	1.6%	4.2%	0.38	2.5%	0.64	4.1%	0.39	1.4%	1.15
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$318,464,580	40.3%	32.9%	1.22	37.8%	1.06	30.5%	1.32	39.3%	1.03
Medical Assistance	\$44,368,147	5.6%	10.7%	0.52	8.1%	0.69	14.4%	0.39	4.9%	1.15
Commercial	\$168,393,026	21.3%	14.8%	1.44	16.8%	1.27	13.0%	1.64	22.2%	0.96
Charity Care	\$5,250,557	0.7%	1.0%	0.67	1.0%	0.69	1.0%	0.64	0.5%	1.44
Bad Debt	\$5,815,372	0.7%	1.1%	0.70	1.0%	0.72	1.0%	0.72	0.8%	0.93
All Other	\$5,699,606	0.7%	1.9%	0.38	1.1%	0.68	2.2%	0.32	0.7%	1.07
Total Deductions	\$547,991,288	69.3%	62.4%	1.11	65.8%	1.05	62.2%	1.11	68.3%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.4%	6.3%	0.07	4.3%	0.10	9.8%	0.04	0.4%	1.01
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	4.7%	N/A	0.3%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$71,381,944	36.0%	44.7%	0.81	39.6%	0.91	42.9%	0.84	36.1%	1.00
Supplies & Services	\$108,559,966	54.8%	47.9%	1.14	51.6%	1.06	48.6%	1.13	54.4%	1.01
Capital Component	\$18,260,392	9.2%	7.4%	1.25	8.7%	1.06	8.5%	1.08	9.6%	0.96
<b>Fiscal Statistics</b>										
Operating Margin (%)		18.7%	8.9%	2.09	11.5%	1.62	13.6%	1.38	21.3%	0.88
Total Hospital Net Income (%)		18.1%	10.1%	1.79	10.0%	1.81	14.1%	1.28	21.3%	0.85
Return on Equity (%)		9.0%	7.6%	1.18	6.2%	1.45	10.4%	0.87	11.4%	0.79
Current Ratio		15.0	5.6	2.66	8.9	1.68	6.4	2.34	11.2	1.35
Days in Net Patient Accounts Receivable		52.5	51.4	1.02	48.8	1.08	47.5	1.11	54.2	0.97
Average Payment Period		32.4	41.5	0.78	42.8	0.76	36.9	0.88	36.2	0.90
Equity Financing (%)		93.4%	73.6%	1.27	80.2%	1.16	68.5%	1.36	92.5%	1.01
Long-Term Debt to Equity Ratio		0.0	0.2	0.21	0.1	0.32	0.2	0.23	0.0	0.88
Times Interest Earned		41.2	14.1	2.92	13.9	2.96	17.7	2.32	42.6	0.97
Total Asset Turnover		0.5	0.7	0.67	0.6	0.79	0.7	0.68	0.5	0.94
Average Age of Plant (Years)		7.7	9.3	0.83	8.9	0.87	7.9	0.98	7.7	1.00
Increase (Decrease) Total Net Patient Revenue		3.0%	3.6%	0.83	1.8%	1.67	2.0%	1.50	11.7%	0.26
Outpatient Gross Revenue (% of Total GPR)		55.1%	60.9%	0.91	63.2%	0.87	59.1%	0.93	53.9%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$13,872	\$15,675	0.88	\$12,886	1.08	\$14,805	0.94	\$14,156	0.98
Inpatient Net Revenue per Day		\$3,720	\$3,540	1.05	\$3,088	1.20	\$3,359	1.11	\$3,945	0.94
Outpatient Net Revenue per Visit		\$1,071	\$654	1.64	\$646	1.66	\$542	1.98	\$1,095	0.98
<b>Income Statement</b>			<b>Assets</b>			<b>Liabilities &amp; Fund Balances</b>				
Gross Patient Revenue (GPR)	\$790,794,369		Cash & Cash Equivalents		\$202,359,410	Current Liabilities		\$16,126,197		
Less Deductions	\$547,991,288		Net Patient Receivables		\$34,936,564	Long-Term Debt		\$15,959,445		
Net Patient Revenue	\$242,803,081		Other Receivables		\$501,302	Other Liabilities		\$0		
Plus Other Revenue	\$1,021,254					Subtotal		\$32,085,642		
Total Revenue	\$243,824,335		Land, Buildings & Equipment (Net)		\$241,517,420	Unrestricted Fund Balance		\$455,111,372		
Less Expenses	\$198,202,302		Other Assets		\$7,882,318	Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	-\$1,787,734					Total Liabilities & Fund Balance		\$487,197,014		
Net Income	\$43,834,299		Total Assets		\$487,197,014					