

150 Aurora West Allis Medical Center
8901 W Lincoln Avenue
West Allis, WI 53227
414-328-6000

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: 7

		All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.6%	55.4%	1.13	70.7%	0.88	68.9%	0.91	68.9%	0.91
Obstetrics	51.8%	38.4%	1.35	47.2%	0.60	47.9%	1.08	52.1%	0.99
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	62.4%	56.3%	1.11	69.7%	0.89	66.1%	0.94	65.5%	0.95
Average Census (Patients)									
Adult Medical-Surgical	58.8	26.5	2.22	114.3	0.51	101.6	0.58	64.8	0.91
Obstetrics	28.5	5.0	5.67	20.4	1.40	14.7	1.93	28.7	0.99
Pediatrics	0.0	1.4	N/A	14.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	136.1	48.3	2.82	169.0	0.81	193.9	0.70	142.7	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.9	0.98	4.6	0.83	4.3	0.88	4.0	0.96
Obstetrics	2.7	2.6	1.06	2.8	0.97	2.7	0.99	2.6	1.03
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.89	5.3	0.72	4.8	0.81	3.9	0.98
Surgical Operations									
Inpatient	3,122	1,408	2.22	3,217	0.97	5,364	0.58	3,311	0.94
Outpatient	5,185	4,098	1.27	5,734	0.90	13,857	0.37	5,129	1.01
Inpatient as % of All Surgeries	37.6%	25.6%	1.47	35.9%	1.05	27.9%	1.35	39.2%	0.96
Outpatient Visits									
Non-Emergency Visits	120,278	132,001	0.91	280,833	0.43	422,002	0.29	112,366	1.07
Emergency Visits	38,749	17,964	2.16	47,284	0.82	48,744	0.79	37,776	1.03
Full-Time Equivalents (FTEs)									
Administrators	29.0	18.9	1.54	41.5	0.70	55.0	0.53	13.0	2.23
Nurses, Licensed	510.2	244.4	2.09	715.7	0.71	909.8	0.56	462.0	1.10
Ancillary Nursing Personnel	105.4	40.0	2.63	132.0	0.80	148.5	0.71	103.5	1.02
All Other Personnel	1,340.1	484.8	2.76	1,177.1	1.14	1,773.6	0.76	574.1	2.33
Total FTEs	1,984.7	788.1	2.52	2,066.3	0.96	2,886.8	0.69	1,152.6	1.72
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.5	15.1	0.70	11.9	0.89	12.1	0.87	4.8	2.21
Nurses, Licensed	185.1	195.2	0.95	204.4	0.91	199.8	0.93	168.8	1.10
Ancillary Nursing Personnel	38.2	32.0	1.20	37.7	1.01	32.6	1.17	37.8	1.01
All Other Personnel	486.2	387.3	1.26	336.1	1.45	389.6	1.25	209.8	2.32
Total FTEs	720.1	629.5	1.14	590.0	1.22	634.1	1.14	421.2	1.71

Total Hospital:

Beds Set Up & Staffed 218
Discharges 12,898
Inpatient Days 49,668

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 37
Total Births 3,183
Newborn Days 6,706

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	94	5,642	21,473	62.6%	58.8	3.8
Orthopedic	1	30	1,983	6,632	60.6%	18.2	3.3
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	55	3,827	10,394	51.8%	28.5	2.7
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	1	16	358	3,811	65.3%	10.4	10.6
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	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	23	365	7,358	87.6%	20.2	20.2
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	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.

** 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	29	0	29.0	Surgical Personnel	19	13	25.7
Physicians & Dentists	70	18	75.6	Radiological Services Personnel	39	26	58.2
Medical & Dental Residents	0	0	0.0	Sonographers	13	12	19.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	4	15.2
Registered Nurses	356	178	477.5	Occupational Therapists	7	15	15.9
Certified Nurse Midwives	5	1	5.6	Occupational Therapy Assistants/Aides	1	1	1.8
Licensed Practical Nurses	3	2	4.2	Physical Therapists	14	11	18.3
Ancillary Nursing Personnel	59	80	105.4	Physical Therapy Assistants/Aides	3	3	5.9
Medical Assistants	33	11	42.2	Recreational Therapists	0	2	1.0
Physician Assistants	11	1	11.6	Dietitians & Nutritionists	3	3	5.0
Nurse Practitioners	7	7	12.0	Psychologists	6	0	6.0
Certified Registered Nurse Anesthetists	6	0	6.0	Social Workers	5	7	8.5
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	340	179	430.1
Health Info Mgmt-Administrators/Technicians	20	11	27.1	All Other Personnel	275	82	331.6
Pharmacy Personnel	31	4	33.3				
Clinical Laboratory Personnel	176	50	208.3				
				Total	1,549	721	1,984.7

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West Allis, WI 53227			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$351,623,410	40.2%	44.8%	0.90	41.7%	0.96	45.3%	0.89	40.1%	1.00	
Medical Assistance	\$145,787,074	16.7%	14.4%	1.16	21.7%	0.77	13.1%	1.27	16.3%	1.02	
Commercial	\$352,835,120	40.3%	36.6%	1.10	33.0%	1.22	37.0%	1.09	40.7%	0.99	
All Other	\$24,674,892	2.8%	4.2%	0.67	3.6%	0.79	4.5%	0.63	2.9%	0.97	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$287,565,077	32.9%	32.9%	1.00	32.1%	1.03	34.5%	0.95	32.7%	1.01	
Medical Assistance	\$115,321,816	13.2%	10.7%	1.23	16.1%	0.82	10.2%	1.29	13.0%	1.01	
Commercial	\$167,102,147	19.1%	14.8%	1.29	14.5%	1.32	16.0%	1.19	18.6%	1.03	
Charity Care	\$15,061,028	1.7%	1.0%	1.74	1.3%	1.37	1.0%	1.78	1.5%	1.12	
Bad Debt	\$9,668,986	1.1%	1.1%	1.05	0.9%	1.21	1.0%	1.12	0.8%	1.33	
All Other	\$8,685,695	1.0%	1.9%	0.52	1.1%	0.91	1.9%	0.52	1.2%	0.83	
Total Deductions	\$603,404,749	69.0%	62.4%	1.10	65.9%	1.05	64.5%	1.07	67.8%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.1%	6.3%	0.49	3.5%	0.89	5.9%	0.53	3.1%	1.01	
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	17.3%	N/A	0.1%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$89,019,199	40.8%	44.7%	0.91	37.1%	1.10	44.0%	0.93	40.0%	1.02	
Supplies & Services	\$116,241,614	53.3%	47.9%	1.11	56.6%	0.94	49.6%	1.07	53.7%	0.99	
Capital Component	\$12,688,213	5.8%	7.4%	0.79	6.4%	0.91	6.4%	0.91	6.3%	0.92	
Fiscal Statistics											
Operating Margin (%)		22.2%	8.9%	2.49	9.7%	2.28	7.7%	2.91	24.2%	0.92	
Total Hospital Net Income (%)		22.1%	10.1%	2.18	9.0%	2.46	9.1%	2.42	24.2%	0.91	
Return on Equity (%)		7.7%	7.6%	1.01	6.2%	1.24	6.9%	1.11	9.2%	0.84	
Current Ratio		49.4	5.6	8.74	11.0	4.48	5.6	8.76	40.1	1.23	
Days in Net Patient Accounts Receivable		54.4	51.4	1.06	50.4	1.08	52.1	1.05	45.9	1.19	
Average Payment Period		24.7	41.5	0.59	28.5	0.87	43.2	0.57	28.7	0.86	
Equity Financing (%)		98.2%	73.6%	1.33	78.6%	1.25	76.9%	1.28	97.8%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned		0.0	14.1	N/A	13.4	N/A	17.0	N/A	0.0	N/A	
Total Asset Turnover		0.4	0.7	0.47	0.7	0.50	0.8	0.47	0.4	0.92	
Average Age of Plant (Years)		11.5	9.3	1.24	9.8	1.18	10.4	1.11	10.7	1.08	
Increase (Decrease) Total Net Patient Revenue		-0.4%	3.6%	N/A	4.0%	N/A	4.9%	N/A	2.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)		47.7%	60.9%	0.78	51.1%	0.93	56.8%	0.84	45.6%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$11,758		\$15,675	0.75	\$19,662	0.60	\$17,864	0.66	\$11,928	0.99	
Inpatient Net Revenue per Day	\$2,883		\$3,540	0.81	\$3,637	0.79	\$3,709	0.78	\$2,907	0.99	
Outpatient Net Revenue per Visit	\$814		\$654	1.25	\$707	1.15	\$733	1.11	\$808	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$874,920,496	Cash & Cash Equivalents	\$646,214,807	Current Liabilities	\$13,999,230
Less Deductions	\$603,404,749	Net Patient Receivables	\$40,484,146	Long-Term Debt	\$0
Net Patient Revenue	\$271,515,747	Other Receivables	\$1,578,843	Other Liabilities	\$508,062
Plus Other Revenue	\$8,747,276			Subtotal	\$14,507,292
Total Revenue	\$280,263,023	Land, Buildings & Equipment (Net)	\$104,315,032	Unrestricted Fund Balance	\$785,577,212
Less Expenses	\$217,949,026	Other Assets	\$7,491,676	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$610,679			Total Liabilities & Fund Balance	\$800,084,504
Net Income	\$61,703,318	Total Assets	\$800,084,504		