

**183 Aurora St. Luke's Medical Center / South Shore**  
 2900 W Oklahoma Avenue  
 Milwaukee, WI 53215  
 414-649-6000

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		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	78.3%	55.4%	1.41	70.7%	1.11	68.9%	1.14	79.0%	0.99
Obstetrics	0.0%	38.4%	N/A	47.2%	N/A	47.9%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	78.5%	56.3%	1.39	69.7%	1.13	66.1%	1.19	78.7%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	357.7	26.5	13.48	114.3	3.13	101.6	3.52	370.5	0.97
Obstetrics	0.0	5.0	N/A	20.4	N/A	14.7	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	14.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	558.0	48.3	11.55	169.0	3.30	193.9	2.88	568.8	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	5.0	3.9	1.29	4.6	1.09	4.3	1.16	5.0	1.01
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.9	4.3	1.35	5.3	1.10	4.8	1.23	5.8	1.00
<b>Surgical Operations</b>									
Inpatient	9,853	1,408	7.00	3,217	3.06	5,364	1.84	10,376	0.95
Outpatient	11,822	4,098	2.88	5,734	2.06	13,857	0.85	11,806	1.00
Inpatient as % of All Surgeries	45.5%	25.6%	1.78	35.9%	1.26	27.9%	1.63	46.8%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	498,148	132,001	3.77	280,833	1.77	422,002	1.18	474,310	1.05
Emergency Visits	103,431	17,964	5.76	47,284	2.19	48,744	2.12	99,440	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	62.0	18.9	3.28	41.5	1.49	55.0	1.13	56.1	1.11
Nurses, Licensed	2,223.2	244.4	9.10	715.7	3.11	909.8	2.44	2,025.4	1.10
Ancillary Nursing Personnel	487.9	40.0	12.19	132.0	3.70	148.5	3.29	469.0	1.04
All Other Personnel	3,834.7	484.8	7.91	1,177.1	3.26	1,773.6	2.16	2,591.8	1.48
Total FTEs	6,607.7	788.1	8.38	2,066.3	3.20	2,886.8	2.29	5,142.2	1.28
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.0	15.1	0.39	11.9	0.50	12.1	0.49	5.5	1.07
Nurses, Licensed	213.6	195.2	1.09	204.4	1.05	199.8	1.07	200.5	1.07
Ancillary Nursing Personnel	46.9	32.0	1.47	37.7	1.24	32.6	1.44	46.4	1.01
All Other Personnel	368.4	387.3	0.95	336.1	1.10	389.6	0.95	256.5	1.44
Total FTEs	634.8	629.5	1.01	590.0	1.08	634.1	1.00	509.0	1.25

**Total Hospital:**

Beds Set Up & Staffed 711  
 Discharges 34,777  
 Inpatient Days 203,664

**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 0  
 Total Births 0  
 Newborn Days 0

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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	457	26,015	130,560	78.3%	357.7	5.0
Orthopedic	1	48	3,438	14,172	80.9%	38.8	4.1
Rehabilitation & Physical Medicine	1	45	1,011	12,811	78.0%	35.1	12.7
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	23	1,515	6,032	71.9%	16.5	4.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	57	1,198	15,988	76.8%	43.8	13.3
Cardiac Intensive Unit	1	54	885	16,405	83.2%	44.9	18.5
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	5	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	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	27	977	7,696	78.1%	21.1	7.9
<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	62	0	62.0	Surgical Personnel	57	13	64.2
Physicians & Dentists	252	21	263.4	Radiological Services Personnel	153	81	208.5
Medical & Dental Residents	95	0	95.0	Sonographers	33	7	35.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	82	14	90.9
Registered Nurses	1,706	509	2,053.7	Occupational Therapists	42	44	65.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	6	8	11.3
Licensed Practical Nurses	12	5	15.7	Physical Therapists	71	41	96.5
Ancillary Nursing Personnel	253	402	487.9	Physical Therapy Assistants/Aides	20	10	26.7
Medical Assistants	105	29	127.0	Recreational Therapists	1	2	1.9
Physician Assistants	42	11	46.5	Dietitians & Nutritionists	19	6	23.4
Nurse Practitioners	116	17	125.7	Psychologists	8	1	8.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	41	11	47.2
Clinical Nurse Specialists	24	5	28.1	All Other Health Professionals	1,116	586	1,441.1
Health Info Mgmt-Administrators/Technicians	107	38	127.1	All Other Personnel	633	146	729.3
Pharmacy Personnel	198	55	231.1				
Clinical Laboratory Personnel	72	35	94.0				
				<b>Total</b>	<b>5,326</b>	<b>2,097</b>	<b>6,607.7</b>

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Milwaukee, WI 53215			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	\$2,555,914,832	55.2%	44.8%	1.23	41.7%	1.32	45.3%	1.22	54.8%	1.01	
Medical Assistance	\$655,120,790	14.2%	14.4%	0.98	21.7%	0.65	13.1%	1.08	14.5%	0.98	
Commercial	\$1,310,811,959	28.3%	36.6%	0.77	33.0%	0.86	37.0%	0.77	28.6%	0.99	
All Other	\$107,343,619	2.3%	4.2%	0.55	3.6%	0.65	4.5%	0.51	2.1%	1.11	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$2,078,678,157	44.9%	32.9%	1.36	32.1%	1.40	34.5%	1.30	44.4%	1.01	
Medical Assistance	\$537,802,500	11.6%	10.7%	1.08	16.1%	0.72	10.2%	1.14	11.9%	0.98	
Commercial	\$637,816,598	13.8%	14.8%	0.93	14.5%	0.95	16.0%	0.86	13.3%	1.04	
Charity Care	\$72,131,221	1.6%	1.0%	1.58	1.3%	1.24	1.0%	1.61	1.2%	1.27	
Bad Debt	\$34,979,870	0.8%	1.1%	0.72	0.9%	0.83	1.0%	0.77	0.6%	1.22	
All Other	\$29,708,372	0.6%	1.9%	0.33	1.1%	0.59	1.9%	0.34	0.6%	0.99	
Total Deductions	\$3,391,116,718	73.3%	62.4%	1.17	65.9%	1.11	64.5%	1.14	72.1%	1.02	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		5.2%	6.3%	0.82	3.5%	1.49	5.9%	0.89	4.4%	1.18	
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	17.3%	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$417,263,808	35.9%	44.7%	0.80	37.1%	0.97	44.0%	0.82	36.2%	0.99	
Supplies & Services	\$695,222,413	59.8%	47.9%	1.25	56.6%	1.06	49.6%	1.21	59.5%	1.01	
Capital Component	\$49,311,420	4.2%	7.4%	0.58	6.4%	0.66	6.4%	0.66	4.3%	0.99	
Fiscal Statistics											
Operating Margin (%)		11.1%	8.9%	1.24	9.7%	1.14	7.7%	1.44	13.6%	0.81	
Total Hospital Net Income (%)		10.9%	10.1%	1.08	9.0%	1.21	9.1%	1.20	13.6%	0.80	
Return on Equity (%)		5.4%	7.6%	0.72	6.2%	0.87	6.9%	0.78	7.0%	0.78	
Current Ratio		22.9	5.6	4.06	11.0	2.08	5.6	4.07	20.9	1.10	
Days in Net Patient Accounts Receivable		64.1	51.4	1.25	50.4	1.27	52.1	1.23	69.3	0.92	
Average Payment Period		29.4	41.5	0.71	28.5	1.03	43.2	0.68	31.5	0.93	
Equity Financing (%)		96.1%	73.6%	1.31	78.6%	1.22	76.9%	1.25	95.9%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	0.03	0.1	0.05	0.1	0.03	0.0	0.90	
Times Interest Earned		244.2	14.1	17.35	13.4	18.27	17.0	14.37	254.6	0.96	
Total Asset Turnover		0.5	0.7	0.67	0.7	0.71	0.8	0.67	0.5	0.98	
Average Age of Plant (Years)		14.5	9.3	1.56	9.8	1.48	10.4	1.40	18.4	0.79	
Increase (Decrease) Total Net Patient Revenue		2.3%	3.6%	0.63	4.0%	0.56	4.9%	0.46	3.6%	0.63	
Outpatient Gross Revenue (% of Total GPR)		45.8%	60.9%	0.75	51.1%	0.90	56.8%	0.81	43.1%	1.06	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$19,545		\$15,675	1.25	\$19,662	0.99	\$17,864	1.09	\$19,394	1.01	
Inpatient Net Revenue per Day	\$3,300		\$3,540	0.93	\$3,637	0.91	\$3,709	0.89	\$3,283	1.01	
Outpatient Net Revenue per Visit	\$986		\$654	1.51	\$707	1.39	\$733	1.35	\$952	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,629,191,200	Cash & Cash Equivalents	\$1,803,820,316	Current Liabilities	\$89,922,720
Less Deductions	\$3,391,116,718	Net Patient Receivables	\$217,420,649	Long-Term Debt	\$10,429,161
Net Patient Revenue	\$1,238,074,482	Other Receivables	\$15,599,521	Other Liabilities	\$1,286,365
Plus Other Revenue	\$68,154,085			Subtotal	\$101,638,246
Total Revenue	\$1,306,228,567	Land, Buildings & Equipment (Net)	\$450,119,216	Unrestricted Fund Balance	\$2,511,030,007
Less Expenses	\$1,161,797,641	Other Assets	\$125,708,551	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,320,707			Total Liabilities & Fund Balance	\$2,612,668,253
Net Income	\$142,110,219	Total Assets	\$2,612,668,253		