

**303 Aurora Medical Center in Oshkosh**  
855 N Westhaven Drive  
Oshkosh, WI 54904  
920-456-6000

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

County: Winnebago  
Analysis Area: Lake Winnebago (3)  
Volume Group: 6

		All GMS Hospitals		Analysis Area 3		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	52.9%	55.4%	0.95	45.8%	1.16	58.7%	0.90	48.8%	1.09
Obstetrics	32.6%	38.4%	0.85	28.4%	0.14	36.5%	0.89	31.6%	1.03
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	51.5%	56.3%	0.91	46.5%	1.11	58.0%	0.89	47.6%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	21.7	26.5	0.82	20.5	1.06	38.4	0.57	20.0	1.09
Obstetrics	3.9	5.0	0.78	4.0	0.98	7.1	0.55	3.8	1.03
Pediatrics	0.0	1.4	N/A	0.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	31.4	48.3	0.65	35.0	0.90	79.6	0.39	29.0	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.80	3.5	0.88	3.8	0.82	3.1	1.01
Obstetrics	2.2	2.6	0.85	2.3	0.94	2.5	0.87	2.2	1.02
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	3.8	0.81	4.4	0.70	3.1	0.98
<b>Surgical Operations</b>									
Inpatient	1,148	1,408	0.82	1,285	0.89	1,955	0.59	1,010	1.14
Outpatient	4,611	4,098	1.13	5,974	0.77	5,493	0.84	4,120	1.12
Inpatient as % of All Surgeries	19.9%	25.6%	0.78	17.7%	1.13	26.2%	0.76	19.7%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	133,834	132,001	1.01	121,848	1.10	208,790	0.64	118,367	1.13
Emergency Visits	20,539	17,964	1.14	15,548	1.32	31,589	0.65	19,164	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.9	0.79	26.3	0.57	28.7	0.52	12.0	1.25
Nurses, Licensed	312.5	244.4	1.28	187.4	1.67	343.5	0.91	202.5	1.54
Ancillary Nursing Personnel	38.3	40.0	0.96	30.9	1.24	56.6	0.68	24.9	1.54
All Other Personnel	669.9	484.8	1.38	331.4	2.02	642.7	1.04	299.9	2.23
Total FTEs	1,035.7	788.1	1.31	576.0	1.80	1,071.5	0.97	539.3	1.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	11.1	15.1	0.73	24.4	0.45	14.6	0.76	9.9	1.13
Nurses, Licensed	231.1	195.2	1.18	174.3	1.33	174.3	1.33	166.3	1.39
Ancillary Nursing Personnel	28.3	32.0	0.88	28.7	0.98	28.7	0.99	20.4	1.39
All Other Personnel	495.3	387.3	1.28	308.2	1.61	326.0	1.52	246.2	2.01
Total FTEs	765.7	629.5	1.22	535.6	1.43	543.5	1.41	442.7	1.73

**Total Hospital:**

Beds Set Up & Staffed 61  
Discharges 3,776  
Inpatient Days 11,467

**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 12  
Total Births 646  
Newborn Days 1,596

**303 Aurora Medical Center in Oshkosh**  
Oshkosh, WI 54904

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	41	2,532	7,922	52.9%	21.7	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	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	12	651	1,427	32.6%	3.9	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	8	382	2,118	72.5%	5.8	5.5
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	15	0	15.0	Surgical Personnel	19	5	21.5
Physicians & Dentists	52	20	57.4	Radiological Services Personnel	29	31	48.2
Medical & Dental Residents	0	0	0.0	Sonographers	6	7	11.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	3	12.4
Registered Nurses	204	124	276.6	Occupational Therapists	6	3	7.5
Certified Nurse Midwives	4	0	4.0	Occupational Therapy Assistants/Aides	0	2	0.9
Licensed Practical Nurses	0	0	0.0	Physical Therapists	19	9	23.5
Ancillary Nursing Personnel	19	39	38.3	Physical Therapy Assistants/Aides	3	5	7.1
Medical Assistants	46	19	60.3	Recreational Therapists	0	0	0.0
Physician Assistants	12	0	12.0	Dietitians & Nutritionists	0	3	2.1
Nurse Practitioners	23	1	23.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	7	3	8.3	Social Workers	3	6	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	105	73	148.3
Health Info Mgmt-Administrators/Technicians	30	5	32.9	All Other Personnel	148	58	182.6
Pharmacy Personnel	14	5	16.0				
Clinical Laboratory Personnel	15	8	20.6				
				<b>Total</b>	<b>790</b>	<b>429</b>	<b>1,035.7</b>

**303 Aurora Medical Center in Oshkosh**

Oshkosh, WI 54904

Oshkosh, WI 54904			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$186,784,686	43.2%	44.8%	0.97	46.1%	0.94	40.7%	1.06	41.9%	1.03	
Medical Assistance	\$45,805,872	10.6%	14.4%	0.74	10.9%	0.97	19.9%	0.53	12.3%	0.86	
Commercial	\$186,083,034	43.0%	36.6%	1.17	40.7%	1.06	35.3%	1.22	43.1%	1.00	
All Other	\$13,652,294	3.2%	4.2%	0.75	2.3%	1.36	4.1%	0.77	2.8%	1.15	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$146,221,747	33.8%	32.9%	1.03	31.7%	1.07	30.5%	1.11	32.8%	1.03	
Medical Assistance	\$35,886,011	8.3%	10.7%	0.77	7.8%	1.06	14.4%	0.58	9.5%	0.87	
Commercial	\$80,007,979	18.5%	14.8%	1.25	14.4%	1.28	13.0%	1.43	18.0%	1.03	
Charity Care	\$5,514,469	1.3%	1.0%	1.29	0.6%	2.08	1.0%	1.24	1.3%	1.01	
Bad Debt	\$4,731,758	1.1%	1.1%	1.04	1.5%	0.73	1.0%	1.06	0.9%	1.27	
All Other	\$6,211,248	1.4%	1.9%	0.75	1.5%	0.94	2.2%	0.64	1.2%	1.24	
Total Deductions	\$278,573,212	64.4%	62.4%	1.03	57.6%	1.12	62.2%	1.04	63.7%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.5%	6.3%	0.08	1.9%	0.28	9.8%	0.05	0.6%	0.93	
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	10.2%	N/A	4.7%	N/A	0.2%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$45,289,610	35.9%	44.7%	0.80	44.4%	0.81	42.9%	0.84	37.3%	0.96	
Supplies & Services	\$74,178,430	58.8%	47.9%	1.23	43.1%	1.36	48.6%	1.21	59.5%	0.99	
Capital Component	\$6,792,984	5.4%	7.4%	0.73	12.5%	0.43	8.5%	0.63	3.2%	1.69	
Fiscal Statistics											
Operating Margin (%)		18.3%	8.9%	2.05	10.0%	1.84	13.6%	1.35	23.2%	0.79	
Total Hospital Net Income (%)		18.3%	10.1%	1.81	11.0%	1.67	14.1%	1.29	23.3%	0.78	
Return on Equity (%)		10.0%	7.6%	1.31	10.2%	0.97	10.4%	0.96	12.8%	0.78	
Current Ratio		25.7	5.6	4.55	5.8	4.42	6.4	3.99	23.3	1.10	
Days in Net Patient Accounts Receivable		53.2	51.4	1.04	55.7	0.96	47.5	1.12	61.3	0.87	
Average Payment Period		25.1	41.5	0.60	25.7	0.98	36.9	0.68	27.6	0.91	
Equity Financing (%)		97.1%	73.6%	1.32	72.7%	1.33	68.5%	1.42	96.9%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.2	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	14.1	N/A	11.0	N/A	17.7	N/A	0.0	N/A	
Total Asset Turnover		0.5	0.7	0.74	0.9	0.59	0.7	0.75	0.5	0.99	
Average Age of Plant (Years)		7.9	9.3	0.85	5.9	1.33	7.9	1.01	18.7	0.42	
Increase (Decrease) Total Net Patient Revenue		10.7%	3.6%	2.95	1.9%	5.78	2.0%	5.35	11.6%	0.93	
Outpatient Gross Revenue (% of Total GPR)		74.6%	60.9%	1.23	67.5%	1.11	59.1%	1.26	74.2%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$11,986		\$15,675	0.76	\$12,173	0.98	\$14,805	0.81	\$12,043	1.00	
Inpatient Net Revenue per Day	\$3,615		\$3,540	1.02	\$3,180	1.14	\$3,359	1.08	\$3,609	1.00	
Outpatient Net Revenue per Visit	\$733		\$654	1.12	\$551	1.33	\$542	1.35	\$732	1.00	

Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$432,325,886		Cash & Cash Equivalents	\$187,943,570	Current Liabilities	\$8,269,306	
Less Deductions	\$278,573,212		Net Patient Receivables	\$22,413,743	Long-Term Debt	\$0	
Net Patient Revenue	\$153,752,674		Other Receivables	\$364,780	Other Liabilities	\$83,631	
Plus Other Revenue	\$798,497				Subtotal	\$8,352,937	
Total Revenue	\$154,551,171		Land, Buildings & Equipment (Net)	\$69,397,080			
Less Expenses	\$126,261,024		Other Assets	\$3,046,933	Unrestricted Fund Balance	\$274,813,169	
Non-Operating Gains/Losses	-\$89,281				Restricted Fund Balance	\$0	
Net Income	\$28,200,866		Total Assets	\$283,166,106	Total Liabilities & Fund Balance	\$283,166,106	