

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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.0%	55.7%	1.20	69.6%	0.96	69.4%	0.97	62.6%	1.07
Obstetrics	52.0%	41.5%	1.25	56.7%	0.50	52.7%	0.99	51.8%	1.00
Pediatrics	0.0%	52.8%	N/A	100.1%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	64.4%	57.5%	1.12	72.0%	0.89	67.8%	0.95	62.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	63.0	26.4	2.39	111.4	0.57	101.2	0.62	58.8	1.07
Obstetrics	28.6	5.6	5.08	25.1	1.14	15.7	1.82	28.5	1.00
Pediatrics	0.0	1.4	N/A	16.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	140.3	49.4	2.84	172.5	0.81	195.9	0.72	136.1	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	3.9	1.09	4.8	0.89	4.4	0.98	3.8	1.12
Obstetrics	2.7	2.5	1.08	2.7	1.02	2.6	1.04	2.7	1.01
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.1	4.4	0.93	5.6	0.74	4.8	0.85	3.9	1.07
Surgical Operations									
Inpatient	3,132	1,396	2.24	3,208	0.98	5,208	0.60	3,122	1.00
Outpatient	5,134	4,206	1.22	5,759	0.89	14,763	0.35	5,185	0.99
Inpatient as % of All Surgeries	37.9%	24.9%	1.52	35.8%	1.06	26.1%	1.45	37.6%	1.01
Outpatient Visits									
Non-Emergency Visits	124,127	136,074	0.91	268,757	0.46	473,499	0.26	120,278	1.03
Emergency Visits	38,970	18,688	2.09	47,390	0.82	53,629	0.73	38,749	1.01
Full-Time Equivalents (FTEs)									
Administrators	27.0	19.3	1.40	44.4	0.61	64.0	0.42	29.0	0.93
Nurses, Licensed	532.5	239.2	2.23	740.7	0.72	866.8	0.61	510.2	1.04
Ancillary Nursing Personnel	106.7	40.0	2.66	137.5	0.78	141.9	0.75	105.4	1.01
All Other Personnel	1,398.1	480.4	2.91	1,202.9	1.16	1,693.5	0.83	1,340.1	1.04
Total FTEs	2,064.3	779.0	2.65	2,125.5	0.97	2,766.3	0.75	1,984.7	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.3	14.9	0.63	12.3	0.76	13.7	0.68	10.5	0.88
Nurses, Licensed	183.6	183.7	1.00	205.0	0.90	186.0	0.99	185.1	0.99
Ancillary Nursing Personnel	36.8	30.8	1.20	38.0	0.97	30.4	1.21	38.2	0.96
All Other Personnel	482.1	369.0	1.31	332.9	1.45	363.3	1.33	486.2	0.99
Total FTEs	711.8	598.3	1.19	588.2	1.21	593.5	1.20	720.1	0.99

Total Hospital:

Beds Set Up & Staffed 218
Discharges 12,486
Inpatient Days 51,224

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 37
Total Births 3,505
Newborn Days 6,652

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	5,379	23,000	67.0%	63.0	4.3
Orthopedic	1	30	1,917	7,068	64.5%	19.4	3.7
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	3,807	10,430	52.0%	28.6	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	379	3,831	65.6%	10.5	10.1
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	413	6,895	82.1%	18.9	16.7
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	27	0	27.0	Surgical Personnel	23	10	27.6
Physicians & Dentists	80	19	85.3	Radiological Services Personnel	39	28	58.9
Medical & Dental Residents	0	0	0.0	Sonographers	15	19	25.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	4	15.6
Registered Nurses	375	169	498.1	Occupational Therapists	6	17	17.3
Certified Nurse Midwives	4	1	4.6	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	0	4	3.7	Physical Therapists	16	12	22.5
Ancillary Nursing Personnel	58	79	106.7	Physical Therapy Assistants/Aides	2	4	5.7
Medical Assistants	38	12	47.8	Recreational Therapists	0	2	1.0
Physician Assistants	9	1	9.6	Dietitians & Nutritionists	3	3	5.1
Nurse Practitioners	13	4	16.1	Psychologists	6	0	6.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	5	5	7.3
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	349	193	447.4
Health Info Mgmt-Administrators/Technicians	24	8	29.6	All Other Personnel	285	90	350.3
Pharmacy Personnel	34	4	35.7				
Clinical Laboratory Personnel	166	52	198.2				
				Total	1,601	741	2,064.3

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West Allis, WI 53227			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$381,355,618	41.4%	45.7%	0.91	42.9%	0.96	46.0%	0.90	40.2%	1.03	
Medical Assistance	\$152,023,567	16.5%	14.0%	1.18	20.9%	0.79	12.8%	1.29	16.7%	0.99	
Commercial	\$359,076,671	39.0%	35.8%	1.09	32.3%	1.21	36.0%	1.08	40.3%	0.97	
All Other	\$28,995,758	3.1%	4.5%	0.70	3.8%	0.82	5.3%	0.60	2.8%	1.12	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$314,946,867	34.2%	34.1%	1.00	33.8%	1.01	35.3%	0.97	32.9%	1.04	
Medical Assistance	\$119,971,845	13.0%	10.6%	1.23	15.9%	0.82	10.0%	1.30	13.2%	0.99	
Commercial	\$173,780,286	18.9%	14.7%	1.28	14.3%	1.32	16.0%	1.18	19.1%	0.99	
Charity Care	\$14,678,474	1.6%	1.0%	1.63	1.1%	1.41	1.0%	1.66	1.7%	0.93	
Bad Debt	\$10,710,208	1.2%	1.1%	1.09	1.0%	1.13	0.9%	1.24	1.1%	1.05	
All Other	\$8,774,905	1.0%	2.0%	0.49	1.2%	0.79	2.2%	0.43	1.0%	0.96	
Total Deductions	\$642,862,585	69.8%	63.3%	1.10	67.4%	1.04	65.5%	1.07	69.0%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.9%	5.5%	0.35	4.0%	0.47	6.8%	0.28	3.1%	0.61	
Net Gains/Losses as % of Net Income		0.2%	2.6%	0.09	N/A	N/A	1.9%	0.12	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$91,145,182	43.0%	44.1%	0.97	36.9%	1.16	43.1%	1.00	40.8%	1.05	
Supplies & Services	\$107,867,956	50.8%	49.0%	1.04	56.8%	0.89	50.4%	1.01	53.3%	0.95	
Capital Component	\$13,153,497	6.2%	6.9%	0.90	6.2%	0.99	6.4%	0.96	5.8%	1.06	
Fiscal Statistics											
Operating Margin (%)		25.3%	8.4%	3.02	10.0%	2.53	8.5%	2.98	22.2%	1.14	
Total Hospital Net Income (%)		25.3%	8.6%	2.96	9.5%	2.68	8.7%	2.93	22.1%	1.15	
Return on Equity (%)		8.3%	6.3%	1.30	6.8%	1.22	6.7%	1.24	7.7%	1.07	
Current Ratio		55.2	5.9	9.31	10.4	5.33	6.2	8.89	49.4	1.12	
Days in Net Patient Accounts Receivable		54.3	51.6	1.05	48.9	1.11	50.7	1.07	54.4	1.00	
Average Payment Period		25.1	38.5	0.65	29.1	0.86	38.6	0.65	24.7	1.02	
Equity Financing (%)		98.4%	75.1%	1.31	86.6%	1.14	76.2%	1.29	98.2%	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	13.4	N/A	17.3	N/A	13.7	N/A	0.0	N/A	
Total Asset Turnover		0.3	0.7	0.44	0.7	0.45	0.8	0.42	0.4	0.93	
Average Age of Plant (Years)		12.1	9.9	1.23	10.0	1.21	10.8	1.13	11.5	1.05	
Increase (Decrease) Total Net Patient Revenue		2.6%	5.4%	0.48	4.2%	0.61	6.1%	0.43	-0.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)		49.1%	61.9%	0.79	52.1%	0.94	58.0%	0.85	47.7%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$12,562		\$15,830	0.79	\$20,637	0.61	\$17,621	0.71	\$11,758	1.07	
Inpatient Net Revenue per Day	\$2,909		\$3,538	0.82	\$3,697	0.79	\$3,654	0.80	\$2,883	1.01	
Outpatient Net Revenue per Visit	\$812		\$686	1.18	\$783	1.04	\$698	1.16	\$814	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$921,451,614	Cash & Cash Equivalents	\$715,964,926	Current Liabilities	\$13,817,781
Less Deductions	\$642,862,585	Net Patient Receivables	\$41,481,039	Long-Term Debt	\$0
Net Patient Revenue	\$278,589,029	Other Receivables	\$948,146	Other Liabilities	\$513,778
Plus Other Revenue	\$5,401,269			Subtotal	\$14,331,559
Total Revenue	\$283,990,298	Land, Buildings & Equipment (Net)	\$105,412,047		
Less Expenses	\$212,166,635	Other Assets	\$8,178,958	Unrestricted Fund Balance	\$857,653,557
Non-Operating Gains/Losses	\$164,360			Restricted Fund Balance	\$0
Net Income	\$71,988,023	Total Assets	\$871,985,116	Total Liabilities & Fund Balance	\$871,985,116