

**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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.5%	55.2%	1.04	67.1%	0.86	71.0%	0.81	67.0%	0.86
Obstetrics	51.8%	38.0%	1.36	48.2%	0.59	50.6%	1.02	52.0%	1.00
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	58.7%	57.4%	1.02	70.0%	0.84	69.3%	0.85	64.4%	0.91
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	53.4	26.0	2.05	108.6	0.49	106.3	0.50	63.0	0.85
Obstetrics	28.5	4.9	5.77	19.5	1.46	14.5	1.97	28.6	1.00
Pediatrics	0.0	1.3	N/A	9.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	128.6	49.0	2.63	166.8	0.77	202.8	0.63	140.3	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.5	4.1	1.11	5.2	0.87	4.6	0.98	4.3	1.06
Obstetrics	2.7	2.6	1.07	2.8	0.98	2.7	1.01	2.7	0.99
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.3	4.5	0.96	5.7	0.75	5.0	0.86	4.1	1.05
<b>Surgical Operations</b>									
Inpatient	2,684	1,426	1.88	3,115	0.86	5,403	0.50	3,132	0.86
Outpatient	5,202	4,581	1.14	5,527	0.94	16,162	0.32	5,134	1.01
Inpatient as % of All Surgeries	34.0%	23.7%	1.43	36.0%	0.94	25.1%	1.36	37.9%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	124,310	144,376	0.86	275,295	0.45	476,432	0.26	124,127	1.00
Emergency Visits	39,674	17,768	2.23	46,822	0.85	47,460	0.84	38,970	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	26.0	23.0	1.13	58.1	0.45	71.8	0.36	27.0	0.96
Nurses, Licensed	565.9	251.3	2.25	763.8	0.74	913.4	0.62	532.5	1.06
Ancillary Nursing Personnel	112.6	39.7	2.84	137.7	0.82	148.8	0.76	106.7	1.06
All Other Personnel	1,547.3	509.3	3.04	1,250.1	1.24	1,805.9	0.86	1,398.1	1.11
Total FTEs	2,251.7	823.3	2.74	2,209.8	1.02	2,940.0	0.77	2,064.3	1.09
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.7	17.0	0.51	16.3	0.54	14.7	0.59	9.3	0.94
Nurses, Licensed	189.8	185.7	1.02	213.6	0.89	186.4	1.02	183.6	1.03
Ancillary Nursing Personnel	37.8	29.3	1.29	38.5	0.98	30.4	1.24	36.8	1.03
All Other Personnel	519.1	376.3	1.38	349.6	1.48	368.6	1.41	482.1	1.08
Total FTEs	755.5	608.3	1.24	618.0	1.22	600.1	1.26	711.8	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 219  
 Discharges 10,946  
 Inpatient Days 46,943

**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 3,526  
 Newborn Days 6,732

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	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	93	4,316	19,508	57.5%	53.4	4.5
Orthopedic	1	32	1,494	6,255	53.6%	17.1	4.2
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	3	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	55	3,824	10,402	51.8%	28.5	2.7
<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	1	16	339	3,783	64.8%	10.4	11.2
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)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	23	379	6,995	83.3%	19.2	18.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

\*\* Transfers, which may be estimated, refer only to those between units.

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	26	0	26.0	Surgical Personnel	18	9	21.0
Physicians & Dentists	91	20	92.7	Radiological Services Personnel	50	25	69.3
Medical & Dental Residents	0	0	0.0	Sonographers	13	22	26.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	14	2	15.5
Registered Nurses	408	167	523.7	Occupational Therapists	8	14	17.5
Certified Nurse Midwives	5	1	5.6	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	6	3	8.7	Physical Therapists	15	12	22.7
Ancillary Nursing Personnel	70	75	112.6	Physical Therapy Assistants/Aides	1	5	4.0
Medical Assistants	46	13	52.8	Recreational Therapists	0	2	1.3
Physician Assistants	11	1	11.6	Dietitians & Nutritionists	5	3	7.0
Nurse Practitioners	17	4	19.9	Psychologists	6	0	6.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	6	5	8.3
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	242	163	316.7
Health Info Mgmt-Administrators/Technicians	26	8	31.6	All Other Personnel	457	130	539.2
Pharmacy Personnel	38	7	40.5				
Clinical Laboratory Personnel	217	69	261.4	<b>Total</b>	<b>1,805</b>	<b>761</b>	<b>2,251.7</b>

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2018	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$408,921,034	42.3%	46.3%	0.91	43.7%	0.97	46.7%	0.91	41.4%	1.02
Medical Assistance	\$160,580,032	16.6%	13.6%	1.22	20.7%	0.80	12.6%	1.32	16.5%	1.01
Commercial	\$366,874,103	38.0%	35.3%	1.08	31.5%	1.20	35.1%	1.08	39.0%	0.97
All Other	\$29,999,381	3.1%	4.8%	0.65	4.1%	0.75	5.6%	0.55	3.1%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$344,260,007	35.6%	34.9%	1.02	34.8%	1.02	36.2%	0.98	34.2%	1.04
Medical Assistance	\$126,868,617	13.1%	10.4%	1.27	15.6%	0.84	9.8%	1.33	13.0%	1.01
Commercial	\$180,526,586	18.7%	14.7%	1.27	14.2%	1.32	15.6%	1.19	18.9%	0.99
Charity Care	\$15,552,363	1.6%	1.0%	1.67	1.2%	1.31	0.9%	1.73	1.6%	1.01
Bad Debt	\$9,189,189	1.0%	1.1%	0.90	1.0%	1.00	0.9%	1.06	1.2%	0.82
All Other	\$9,398,920	1.0%	2.2%	0.45	1.2%	0.83	2.5%	0.39	1.0%	1.02
Total Deductions	\$685,795,681	71.0%	64.2%	1.11	67.9%	1.04	66.0%	1.08	69.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.9%	5.5%	0.34	4.2%	0.45	6.8%	0.28	1.9%	0.99	
Net Gains/Losses as % of Net Income	0.1%	13.2%	0.01	N/A	N/A	13.1%	0.01	0.2%	0.54	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$95,836,522	43.2%	44.0%	0.98	35.6%	1.21	42.7%	1.01	43.0%	1.01
Supplies & Services	\$109,454,782	49.4%	49.2%	1.00	57.8%	0.85	51.1%	0.97	50.8%	0.97
Capital Component	\$16,500,339	7.4%	6.8%	1.09	6.6%	1.12	6.2%	1.20	6.2%	1.20
<b>Fiscal Statistics</b>										
Operating Margin (%)	22.4%	9.1%	2.47	11.0%	2.04	9.5%	2.37	25.3%	0.89	
Total Hospital Net Income (%)	22.5%	10.3%	2.18	10.6%	2.11	10.8%	2.09	25.3%	0.89	
Return on Equity (%)	6.8%	6.0%	1.14	7.3%	0.94	7.7%	0.89	8.3%	0.83	
Current Ratio	56.0	4.7	11.91	10.4	5.40	5.5	10.15	55.2	1.02	
Days in Net Patient Accounts Receivable	51.2	64.0	0.80	48.4	1.06	55.7	0.92	54.3	0.94	
Average Payment Period	25.9	56.5	0.46	30.5	0.85	45.6	0.57	25.1	1.03	
Equity Financing (%)	98.2%	69.2%	1.42	87.0%	1.13	72.1%	1.36	98.4%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	18.4	13.4	1.37	11.9	1.54	15.5	1.19	0.0	N/A	
Total Asset Turnover	0.3	0.6	0.53	0.7	0.44	0.7	0.43	0.3	0.94	
Average Age of Plant (Years)	12.8	12.6	1.02	10.5	1.22	12.1	1.06	12.1	1.06	
Increase (Decrease) Total Net Patient Revenue	0.7%	7.3%	0.10	4.6%	0.15	8.9%	0.08	2.6%	0.27	
Outpatient Gross Revenue (% of Total GPR)	53.4%	63.3%	0.84	52.2%	1.02	58.2%	0.92	49.1%	1.09	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,171	\$16,906	0.78	\$22,775	0.58	\$19,324	0.68	\$12,562	1.05	
Inpatient Net Revenue per Day	\$2,845	\$3,675	0.77	\$3,908	0.73	\$3,829	0.74	\$2,909	0.98	
Outpatient Net Revenue per Visit	\$888	\$703	1.26	\$755	1.18	\$741	1.20	\$812	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$966,374,550	Cash & Cash Equivalents	\$791,152,647	Current Liabilities	\$14,903,674
Less Deductions	\$685,795,681	Net Patient Receivables	\$39,332,240	Long-Term Debt	\$0
Net Patient Revenue	\$280,578,869	Other Receivables	\$1,322,480	Other Liabilities	\$1,836,608
Plus Other Revenue	\$5,403,273			Subtotal	\$16,740,282
Total Revenue	\$285,982,143	Land, Buildings & Equipment (Net)	\$99,404,570	Unrestricted Fund Balance	\$922,398,973
Less Expenses	\$221,791,643	Other Assets	\$7,927,320	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$79,654			Total Liabilities & Fund Balance	\$939,139,255
Net Income	\$64,270,154	Total Assets	\$939,139,257		