

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

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
Occupancy Rate (%)									
Adult Medical-Surgical	73.1%	55.2%	1.32	67.1%	1.09	71.0%	1.03	76.0%	0.96
Obstetrics	0.0%	38.0%	N/A	48.2%	N/A	50.6%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	75.0%	57.4%	1.31	70.0%	1.07	69.3%	1.08	76.9%	0.97
Average Census (Patients)									
Adult Medical-Surgical	335.5	26.0	12.90	108.6	3.09	106.3	3.16	348.7	0.96
Obstetrics	0.0	4.9	N/A	19.5	N/A	14.5	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	9.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	533.0	49.0	10.88	166.8	3.20	202.8	2.63	547.1	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	5.7	4.1	1.39	5.2	1.08	4.6	1.22	5.3	1.07
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	6.5	4.5	1.44	5.7	1.13	5.0	1.29	6.1	1.05
Surgical Operations									
Inpatient	9,433	1,426	6.62	3,115	3.03	5,403	1.75	9,579	0.98
Outpatient	13,218	4,581	2.89	5,527	2.39	16,162	0.82	12,618	1.05
Inpatient as % of All Surgeries	41.6%	23.7%	1.75	36.0%	1.16	25.1%	1.66	43.2%	0.97
Outpatient Visits									
Non-Emergency Visits	521,141	144,376	3.61	275,295	1.89	476,432	1.09	515,627	1.01
Emergency Visits	97,633	17,768	5.49	46,822	2.09	47,460	2.06	101,867	0.96
Full-Time Equivalents (FTEs)									
Administrators	55.0	23.0	2.39	58.1	0.95	71.8	0.77	57.0	0.96
Nurses, Licensed	2,359.0	251.3	9.39	763.8	3.09	913.4	2.58	2,336.4	1.01
Ancillary Nursing Personnel	517.3	39.7	13.04	137.7	3.76	148.8	3.48	504.1	1.03
All Other Personnel	4,196.9	509.3	8.24	1,250.1	3.36	1,805.9	2.32	4,029.3	1.04
Total FTEs	7,128.3	823.3	8.66	2,209.8	3.23	2,940.0	2.42	6,926.7	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.9	17.0	0.29	16.3	0.30	14.7	0.34	5.3	0.93
Nurses, Licensed	210.8	185.7	1.14	213.6	0.99	186.4	1.13	215.8	0.98
Ancillary Nursing Personnel	46.2	29.3	1.58	38.5	1.20	30.4	1.52	46.6	0.99
All Other Personnel	375.0	376.3	1.00	349.6	1.07	368.6	1.02	372.1	1.01
Total FTEs	636.9	608.3	1.05	618.0	1.03	600.1	1.06	639.7	1.00

Total Hospital:
 Beds Set Up & Staffed 711
 Discharges 30,144
 Inpatient Days 194,538

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 0
 Total Births 0
 Newborn Days 0

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	459	21,665	122,441	73.1%	335.5	5.7
Orthopedic	1	48	2,888	13,306	75.9%	36.5	4.6
Rehabilitation & Physical Medicine	1	45	1,027	13,359	81.3%	36.6	13.0
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	21	1,388	5,290	69.0%	14.5	3.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	57	1,320	16,198	77.9%	44.4	12.3
Cardiac Intensive Unit	1	54	1,091	16,147	81.9%	44.2	14.8
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	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	27	985	7,797	79.1%	21.4	7.9
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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	55	0	55.0	Surgical Personnel	53	14	57.0
Physicians & Dentists	320	44	340.4	Radiological Services Personnel	195	74	244.3
Medical & Dental Residents	102	0	102.0	Sonographers	45	15	52.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	74	16	84.9
Registered Nurses	1,766	576	2,164.6	Occupational Therapists	44	38	64.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	5	10	10.8
Licensed Practical Nurses	23	7	28.6	Physical Therapists	73	39	95.6
Ancillary Nursing Personnel	242	494	517.3	Physical Therapy Assistants/Aides	17	13	24.9
Medical Assistants	122	26	137.3	Recreational Therapists	1	3	2.7
Physician Assistants	58	8	61.3	Dietitians & Nutritionists	18	7	24.2
Nurse Practitioners	130	21	141.5	Psychologists	14	2	15.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	36	15	43.0
Clinical Nurse Specialists	22	3	24.3	All Other Health Professionals	849	436	1,058.0
Health Info Mgmt-Administrators/Technicians	138	41	164.3	All Other Personnel	987	305	1,176.4
Pharmacy Personnel	204	73	247.5				
Clinical Laboratory Personnel	138	76	189.7				
				Total	5,731	2,356	7,128.3

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Selected Financial 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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$3,019,739,658	56.5%	46.3%	1.22	43.7%	1.29	46.7%	1.21	55.7%	1.01
Medical Assistance	\$710,158,017	13.3%	13.6%	0.98	20.7%	0.64	12.6%	1.06	13.9%	0.96
Commercial	\$1,474,369,044	27.6%	35.3%	0.78	31.5%	0.88	35.1%	0.79	28.0%	0.99
All Other	\$136,404,181	2.6%	4.8%	0.53	4.1%	0.62	5.6%	0.45	2.4%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,484,391,457	46.5%	34.9%	1.33	34.8%	1.34	36.2%	1.28	46.1%	1.01
Medical Assistance	\$583,461,492	10.9%	10.4%	1.05	15.6%	0.70	9.8%	1.11	11.7%	0.93
Commercial	\$752,652,226	14.1%	14.7%	0.96	14.2%	1.00	15.6%	0.90	13.9%	1.02
Charity Care	\$76,838,474	1.4%	1.0%	1.49	1.2%	1.17	0.9%	1.55	1.4%	1.00
Bad Debt	\$38,363,447	0.7%	1.1%	0.68	1.0%	0.75	0.9%	0.80	0.7%	1.02
All Other	\$48,365,197	0.9%	2.2%	0.42	1.2%	0.77	2.5%	0.37	0.6%	1.42
Total Deductions	\$3,984,072,293	74.6%	64.2%	1.16	67.9%	1.10	66.0%	1.13	74.5%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.3%	5.5%	1.32	4.2%	1.73	6.8%	1.07	5.5%	1.32	
Net Gains/Losses as % of Net Income	0.5%	13.2%	0.04	N/A	N/A	13.1%	0.04	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$452,896,947	35.5%	44.0%	0.81	35.6%	1.00	42.7%	0.83	36.5%	0.97
Supplies & Services	\$748,858,708	58.8%	49.2%	1.19	57.8%	1.02	51.1%	1.15	59.1%	0.99
Capital Component	\$72,863,839	5.7%	6.8%	0.84	6.6%	0.86	6.2%	0.92	4.4%	1.31
Fiscal Statistics										
Operating Margin (%)	12.9%	9.1%	1.42	11.0%	1.17	9.5%	1.36	12.2%	1.05	
Total Hospital Net Income (%)	13.0%	10.3%	1.26	10.6%	1.22	10.8%	1.20	12.2%	1.06	
Return on Equity (%)	6.4%	6.0%	1.06	7.3%	0.87	7.7%	0.83	6.0%	1.06	
Current Ratio	23.4	4.7	4.97	10.4	2.25	5.5	4.24	23.6	0.99	
Days in Net Patient Accounts Receivable	62.0	64.0	0.97	48.4	1.28	55.7	1.11	61.7	1.00	
Average Payment Period	30.1	56.5	0.53	30.5	0.99	45.6	0.66	29.1	1.03	
Equity Financing (%)	96.3%	69.2%	1.39	87.0%	1.11	72.1%	1.34	96.4%	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	11.6	13.4	0.86	11.9	0.97	15.5	0.75	332.9	0.03	
Total Asset Turnover	0.5	0.6	0.85	0.7	0.71	0.7	0.70	0.5	1.00	
Average Age of Plant (Years)	14.8	12.6	1.18	10.5	1.41	12.1	1.22	14.5	1.02	
Increase (Decrease) Total Net Patient Revenue	5.9%	7.3%	0.81	4.6%	1.26	8.9%	0.66	3.5%	1.68	
Outpatient Gross Revenue (% of Total GPR)	50.8%	63.3%	0.80	52.2%	0.97	58.2%	0.87	48.4%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$23,302	\$16,906	1.38	\$22,775	1.02	\$19,324	1.21	\$20,630	1.13	
Inpatient Net Revenue per Day	\$3,496	\$3,675	0.95	\$3,908	0.89	\$3,829	0.91	\$3,292	1.06	
Outpatient Net Revenue per Visit	\$1,119	\$703	1.59	\$755	1.48	\$741	1.51	\$1,044	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,340,670,901	Cash & Cash Equivalents	\$2,092,714,614	Current Liabilities	\$101,233,512
Less Deductions	\$3,984,072,293	Net Patient Receivables	\$230,251,609	Long-Term Debt	\$0
Net Patient Revenue	\$1,356,598,608	Other Receivables	\$13,921,900	Other Liabilities	\$8,134,637
Plus Other Revenue	\$106,962,469			Subtotal	\$109,368,149
Total Revenue	\$1,463,561,075	Land, Buildings & Equipment (Net)	\$509,833,104	Unrestricted Fund Balance	\$2,879,052,657
Less Expenses	\$1,274,619,494	Other Assets	\$141,699,577	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$887,237			Total Liabilities & Fund Balance	\$2,988,420,806
Net Income	\$189,828,819	Total Assets	\$2,988,420,804		