

315 Aurora Medical Center in Grafton
 975 Port Washington Road
 Grafton, WI 53024
 262-392-4321

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

County: **Ozaukee**
 Analysis Area: **Southeastern (2A)**
 Volume Group: **6**

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.4%	52.4%	1.31	54.8%	1.25	51.7%	1.32	65.7%	1.04
Obstetrics	41.5%	36.2%	1.15	30.8%	0.24	29.4%	1.41	46.1%	0.90
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	56.0%	53.9%	1.04	53.0%	1.06	48.2%	1.16	59.8%	0.94
Average Census (Patients)									
Adult Medical-Surgical	47.9	25.5	1.87	31.6	1.52	30.8	1.56	56.5	0.85
Obstetrics	7.5	4.7	1.59	4.9	1.54	5.1	1.45	8.3	0.90
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	81.8	47.4	1.73	61.1	1.34	57.5	1.42	78.9	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.3	1.07	4.0	1.15	4.2	1.09	3.7	1.25
Obstetrics	2.4	2.4	1.01	2.2	1.10	2.1	1.14	2.5	0.96
Pediatrics	0.0	3.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.1	4.7	0.89	4.2	0.99	4.3	0.97	3.8	1.10
Surgical Operations									
Inpatient	2,207	1,280	1.72	1,268	1.74	1,247	1.77	2,764	0.80
Outpatient	5,638	4,115	1.37	3,637	1.55	4,177	1.35	6,240	0.90
Inpatient as % of All Surgeries	28.1%	23.7%	1.19	25.9%	1.09	23.0%	1.22	30.7%	0.92
Outpatient Visits									
Non-Emergency Visits	108,289	127,898	0.85	151,601	0.71	195,436	0.55	131,364	0.82
Emergency Visits	18,228	15,799	1.15	22,748	0.80	26,485	0.69	19,248	0.95
Full-Time Equivalents (FTEs)									
Administrators	13.0	20.3	0.64	22.1	0.59	24.9	0.52	15.0	0.87
Nurses, Licensed	468.8	255.1	1.84	293.4	1.60	338.1	1.39	444.7	1.05
Ancillary Nursing Personnel	131.9	42.6	3.09	53.2	2.48	60.0	2.20	91.3	1.45
All Other Personnel	755.3	501.2	1.51	528.6	1.43	661.2	1.14	756.1	1.00
Total FTEs	1,369.1	819.2	1.67	897.3	1.53	1,084.2	1.26	1,307.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.1	15.7	0.39	12.5	0.49	12.8	0.48	7.3	0.83
Nurses, Licensed	220.4	197.1	1.12	166.3	1.33	174.4	1.26	217.5	1.01
Ancillary Nursing Personnel	62.0	33.0	1.88	30.2	2.06	31.0	2.00	44.7	1.39
All Other Personnel	355.2	387.2	0.92	299.6	1.19	341.1	1.04	369.8	0.96
Total FTEs	643.8	633.0	1.02	508.6	1.27	559.3	1.15	639.3	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	146	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,233	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,083
Inpatient Days	29,929			Inpatient Days	0	Newborn Days	3,374

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	70	3,796	17,519	68.4%	47.9	4.6
Orthopedic	1	16	1,031	3,552	60.7%	9.7	3.4
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	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	1	14	192	206	0.0%	0.6	1.1
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,134	2,737	41.5%	7.5	2.4
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	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	2	17	770	4,447	71.5%	12.2	5.8
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	129	1,468	36.5%	4.0	11.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
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.

** 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	13	0	13.0	Surgical Personnel	48	9	52.6
Physicians & Dentists	75	19	80.2	Radiological Services Personnel	54	44	80.6
Medical & Dental Residents	0	0	0.0	Sonographers	10	5	12.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	8	12.8
Registered Nurses	309	179	434.2	Occupational Therapists	7	17	16.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	1	0	1.0	Physical Therapists	35	23	48.2
Ancillary Nursing Personnel	63	126	131.9	Physical Therapy Assistants/Aides	9	15	14.6
Medical Assistants	11	2	11.9	Recreational Therapists	0	0	0.0
Physician Assistants	15	2	15.5	Dietitians & Nutritionists	3	1	3.0
Nurse Practitioners	30	5	32.6	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	1	6.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	86	29	96.6
Health Info Mgmt-Administrators/Technicians	12	4	14.4	All Other Personnel	163	88	213.7
Pharmacy Personnel	26	10	30.9				
Clinical Laboratory Personnel	34	13	43.0				
				Total	1,023	601	1,369.1

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$466,018,560	53.1%	46.6%	1.14	51.7%	1.03	47.1%	1.13	51.2%	1.04
Medical Assistance	\$64,555,892	7.4%	13.8%	0.53	10.4%	0.71	15.8%	0.47	6.8%	1.08
Commercial	\$330,974,092	37.7%	34.5%	1.09	35.0%	1.08	32.3%	1.17	40.2%	0.94
All Other	\$15,994,811	1.8%	5.1%	0.36	2.9%	0.62	4.8%	0.38	1.8%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$387,470,825	44.2%	35.0%	1.26	41.3%	1.07	36.7%	1.20	42.7%	1.03
Medical Assistance	\$53,642,000	6.1%	10.4%	0.59	8.2%	0.74	12.3%	0.50	5.7%	1.07
Commercial	\$169,730,985	19.3%	14.5%	1.33	15.9%	1.22	13.5%	1.43	20.6%	0.94
Charity Care	\$5,867,684	0.7%	1.0%	0.70	1.1%	0.59	1.1%	0.63	0.6%	1.05
Bad Debt	\$6,555,658	0.7%	1.2%	0.64	1.0%	0.74	1.4%	0.55	0.7%	1.06
All Other	\$7,801,422	0.9%	2.6%	0.35	1.4%	0.61	2.6%	0.35	0.8%	1.05
Total Deductions	\$631,068,574	71.9%	64.6%	1.11	69.0%	1.04	67.4%	1.07	71.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.9%	8.4%	0.82	8.1%	0.85	10.8%	0.64	0.4%	17.22
Net Gains/Losses as % of Net Income		0.2%	13.8%	0.02	N/A	N/A	21.2%	0.01	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$84,765,441	38.1%	43.5%	0.87	38.6%	0.98	45.0%	0.85	38.6%	0.99
Supplies & Services	\$113,855,596	51.1%	49.9%	1.02	52.7%	0.97	48.5%	1.05	51.1%	1.00
Capital Component	\$24,111,482	10.8%	6.6%	1.65	8.6%	1.25	6.6%	1.65	10.3%	1.05
Fiscal Statistics										
Operating Margin (%)		15.9%	7.5%	2.11	10.4%	1.53	6.5%	2.44	18.6%	0.85
Total Hospital Net Income (%)		15.9%	8.6%	1.84	7.5%	2.11	8.1%	1.96	18.6%	0.85
Return on Equity (%)		6.4%	4.1%	1.56	4.7%	1.38	2.9%	2.20	8.3%	0.78
Current Ratio		19.3	3.9	4.98	6.8	2.82	3.6	5.31	24.0	0.80
Days in Net Patient Accounts Receivable		56.9	71.5	0.80	46.9	1.21	95.9	0.59	52.0	1.09
Average Payment Period		40.5	90.1	0.45	50.2	0.81	121.9	0.33	28.3	1.43
Equity Financing (%)		92.5%	63.6%	1.45	78.6%	1.18	60.0%	1.54	94.8%	0.98
Long-Term Debt to Equity Ratio		0.0	0.3	0.08	0.1	0.25	0.4	0.07	0.0	0.89
Times Interest Earned		8.2	12.2	0.67	7.0	1.17	10.0	0.82	12.0	0.68
Total Asset Turnover		0.4	0.5	0.86	0.6	0.64	0.4	1.14	0.4	0.91
Average Age of Plant (Years)		9.0	14.1	0.63	10.1	0.89	17.7	0.51	9.4	0.95
Increase (Decrease) Total Net Patient Revenue		-5.9%	-2.2%	2.65	-4.2%	1.40	-3.7%	1.59	3.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.4%	63.0%	0.93	63.8%	0.92	69.7%	0.84	58.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,032		\$17,652	0.85	\$12,198	1.23	\$13,747	1.09	\$14,545	1.03
Inpatient Net Revenue per Day	\$3,361		\$3,704	0.91	\$2,790	1.20	\$3,163	1.06	\$3,563	0.94
Outpatient Net Revenue per Visit	\$1,141		\$780	1.46	\$754	1.51	\$688	1.66	\$1,043	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$877,543,354	Cash & Cash Equivalents	\$393,817,026	Current Liabilities	\$22,764,931
Less Deductions	\$631,068,574	Net Patient Receivables	\$38,302,489	Long-Term Debt	\$14,990,712
Net Patient Revenue	\$246,474,780	Other Receivables	\$584,063	Other Liabilities	\$11,433,320
Plus Other Revenue	\$18,243,793			Subtotal	\$49,188,963
Total Revenue	\$264,718,572	Land, Buildings & Equipment (Net)	\$210,476,765	Unrestricted Fund Balance	\$603,351,857
Less Expenses	\$222,732,519	Other Assets	\$9,360,478	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$102,610			Total Liabilities & Fund Balance	\$652,540,820
Net Income	\$42,088,664	Total Assets	\$652,540,821		