

**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 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	47.4%	52.4%	0.90	66.4%	0.71	64.6%	0.73	57.5%	0.82
Obstetrics	47.5%	36.2%	1.31	43.0%	0.61	49.9%	0.95	51.8%	0.92
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	52.6%	53.9%	0.98	66.2%	0.80	63.5%	0.83	58.7%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	43.1	25.5	1.69	111.5	0.39	106.5	0.40	53.4	0.81
Obstetrics	26.1	4.7	5.55	16.3	1.61	14.6	1.79	28.5	0.92
Pediatrics	0.0	1.1	N/A	7.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	115.8	47.4	2.45	162.1	0.71	204.5	0.57	128.6	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	4.3	1.02	5.4	0.81	4.8	0.92	4.5	0.97
Obstetrics	2.6	2.4	1.07	2.4	1.09	2.6	0.97	2.7	0.94
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.2	4.7	0.91	5.8	0.72	5.2	0.81	4.3	0.98
<b>Surgical Operations</b>									
Inpatient	2,153	1,280	1.68	2,762	0.78	5,196	0.41	2,684	0.80
Outpatient	4,233	4,115	1.03	4,604	0.92	15,397	0.27	5,202	0.81
Inpatient as % of All Surgeries	33.7%	23.7%	1.42	37.5%	0.90	25.2%	1.34	34.0%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	154,688	127,898	1.21	235,708	0.66	396,336	0.39	124,310	1.24
Emergency Visits	34,347	15,799	2.17	39,022	0.88	41,684	0.82	39,674	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	22.0	20.3	1.09	58.5	0.38	64.4	0.34	26.0	0.85
Nurses, Licensed	571.1	255.1	2.24	773.0	0.74	945.5	0.60	565.9	1.01
Ancillary Nursing Personnel	151.8	42.6	3.56	167.4	0.91	159.2	0.95	112.6	1.35
All Other Personnel	1,494.3	501.2	2.98	1,237.1	1.21	1,851.4	0.81	1,547.3	0.97
Total FTEs	2,239.2	819.2	2.73	2,235.9	1.00	3,020.5	0.74	2,251.7	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	7.9	15.7	0.51	17.2	0.46	13.4	0.59	8.7	0.91
Nurses, Licensed	205.5	197.1	1.04	226.9	0.91	197.1	1.04	189.8	1.08
Ancillary Nursing Personnel	54.6	33.0	1.66	49.1	1.11	33.2	1.65	37.8	1.45
All Other Personnel	537.6	387.2	1.39	363.1	1.48	386.0	1.39	519.1	1.04
Total FTEs	805.6	633.0	1.27	656.3	1.23	629.7	1.28	755.5	1.07

**Total Hospital:**  
 Beds Set Up & Staffed 220  
 Discharges 10,067  
 Inpatient Days 42,375

**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 3,466  
 Newborn Days 5,791

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	91	3,608	15,773	47.4%	43.1	4.4
Orthopedic	1	35	1,439	6,437	50.2%	17.6	4.5
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	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	3,726	9,568	47.5%	26.1	2.6
<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	287	3,900	66.6%	10.7	13.6
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	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	363	6,697	79.6%	18.3	18.4
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	22	0	22.0	Surgical Personnel	48	16	55.7
Physicians & Dentists	97	16	100.2	Radiological Services Personnel	46	25	65.5
Medical & Dental Residents	0	0	0.0	Sonographers	12	19	24.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	15	1	15.6
Registered Nurses	427	165	534.1	Occupational Therapists	6	15	15.4
Certified Nurse Midwives	6	1	6.6	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	4	1	4.7	Physical Therapists	14	11	21.8
Ancillary Nursing Personnel	92	113	151.8	Physical Therapy Assistants/Aides	7	17	12.8
Medical Assistants	49	11	55.7	Recreational Therapists	0	2	0.9
Physician Assistants	11	1	11.7	Dietitians & Nutritionists	4	3	6.0
Nurse Practitioners	17	6	21.5	Psychologists	7	0	7.0
Certified Registered Nurse Anesthetists	3	1	3.3	Social Workers	6	5	8.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	164	89	202.6
Health Info Mgmt-Administrators/Technicians	28	6	31.8	All Other Personnel	447	153	542.7
Pharmacy Personnel	39	3	40.3				
Clinical Laboratory Personnel	232	65	273.4	<b>Total</b>	<b>1,805</b>	<b>746</b>	<b>2,239.2</b>

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$365,968,829	41.0%	46.6%	0.88	44.2%	0.93	46.9%	0.88	42.3%	0.97
Medical Assistance	\$163,807,907	18.4%	13.8%	1.33	20.8%	0.88	12.7%	1.44	16.6%	1.11
Commercial	\$334,360,278	37.5%	34.5%	1.09	31.0%	1.21	34.7%	1.08	38.0%	0.99
All Other	\$27,561,655	3.1%	5.1%	0.60	4.0%	0.76	5.7%	0.55	3.1%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$303,831,563	34.1%	35.0%	0.97	35.0%	0.97	36.0%	0.95	35.6%	0.96
Medical Assistance	\$125,024,014	14.0%	10.4%	1.35	15.7%	0.90	9.8%	1.42	13.1%	1.07
Commercial	\$164,022,271	18.4%	14.5%	1.26	13.8%	1.33	15.7%	1.17	18.7%	0.98
Charity Care	\$10,949,815	1.2%	1.0%	1.28	1.3%	0.93	1.0%	1.27	1.6%	0.76
Bad Debt	\$10,163,804	1.1%	1.2%	0.97	1.0%	1.12	1.0%	1.12	1.0%	1.20
All Other	\$11,971,896	1.3%	2.6%	0.53	1.2%	1.11	2.7%	0.50	1.0%	1.38
Total Deductions	\$625,963,362	70.2%	64.6%	1.09	68.0%	1.03	66.2%	1.06	71.0%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	7.7%	8.4%	0.92		8.2%	0.94	8.0%	0.96	1.9%	4.08
Net Gains/Losses as % of Net Income	0.2%	13.8%	0.01		N/A	N/A	13.7%	0.01	0.1%	1.43
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$97,401,248	43.4%	43.5%	1.00	35.4%	1.23	42.2%	1.03	43.2%	1.00
Supplies & Services	\$112,709,818	50.2%	49.9%	1.01	58.6%	0.86	52.0%	0.97	49.4%	1.02
Capital Component	\$14,514,858	6.5%	6.6%	0.98	6.0%	1.07	5.8%	1.11	7.4%	0.87
<b>Fiscal Statistics</b>										
Operating Margin (%)	22.0%	7.5%	2.92		10.3%	2.13	8.5%	2.58	22.4%	0.98
Total Hospital Net Income (%)	22.0%	8.6%	2.55		9.9%	2.23	9.7%	2.26	22.5%	0.98
Return on Equity (%)	6.2%	4.1%	1.51		6.2%	1.01	6.1%	1.02	6.8%	0.91
Current Ratio	44.0	3.9	11.34		6.7	6.57	4.7	9.37	56.0	0.78
Days in Net Patient Accounts Receivable	56.7	71.5	0.79		49.7	1.14	56.5	1.00	51.2	1.11
Average Payment Period	35.8	90.1	0.40		51.9	0.69	66.2	0.54	25.9	1.39
Equity Financing (%)	97.0%	63.6%	1.53		81.7%	1.19	67.7%	1.43	98.2%	0.99
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	29.1	12.2	2.38		14.2	2.05	16.4	1.77	18.4	1.58
Total Asset Turnover	0.3	0.5	0.60		0.6	0.45	0.6	0.45	0.3	0.93
Average Age of Plant (Years)	14.2	14.1	1.01		11.0	1.29	12.4	1.14	12.8	1.11
Increase (Decrease) Total Net Patient Revenue	-5.3%	-2.2%	2.38		-1.8%	3.00	-0.7%	7.96	0.7%	N/A
Outpatient Gross Revenue (% of Total GPR)	54.1%	63.0%	0.86		51.0%	1.06	57.1%	0.95	53.4%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,748	\$17,652	0.78		\$24,215	0.57	\$20,210	0.68	\$13,171	1.04
Inpatient Net Revenue per Day	\$2,967	\$3,704	0.80		\$4,018	0.74	\$3,871	0.77	\$2,845	1.04
Outpatient Net Revenue per Visit	\$727	\$780	0.93		\$850	0.86	\$898	0.81	\$888	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$891,698,669	Cash & Cash Equivalents	\$873,472,254	Current Liabilities	\$20,920,417
Less Deductions	\$625,963,362	Net Patient Receivables	\$41,135,719	Long-Term Debt	\$0
Net Patient Revenue	\$265,735,307	Other Receivables	\$1,557,751	Other Liabilities	\$9,983,856
Plus Other Revenue	\$22,208,400			Subtotal	\$30,904,273
Total Revenue	\$287,943,708	Land, Buildings & Equipment (Net)	\$92,459,612	Unrestricted Fund Balance	\$986,054,813
Less Expenses	\$224,625,924	Other Assets	\$8,333,751	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$112,211			Total Liabilities & Fund Balance	\$1,016,959,086
Net Income	\$63,429,995	Total Assets	\$1,016,959,087		