

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 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.1%	52.4%	1.28	66.4%	1.01	64.6%	1.04	73.1%	0.92
Obstetrics	0.0%	36.2%	N/A	43.0%	N/A	49.9%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	68.5%	53.9%	1.27	66.2%	1.04	63.5%	1.08	75.0%	0.91
Average Census (Patients)									
Adult Medical-Surgical	330.2	25.5	12.93	111.5	2.96	106.5	3.10	335.5	0.98
Obstetrics	0.0	4.7	N/A	16.3	N/A	14.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	7.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	511.0	47.4	10.79	162.1	3.15	204.5	2.50	533.0	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	6.0	4.3	1.40	5.4	1.12	4.8	1.27	5.7	1.07
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.6	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	6.9	4.7	1.49	5.8	1.18	5.2	1.33	6.5	1.07
Surgical Operations									
Inpatient	7,996	1,280	6.25	2,762	2.90	5,196	1.54	9,433	0.85
Outpatient	10,251	4,115	2.49	4,604	2.23	15,397	0.67	13,218	0.78
Inpatient as % of All Surgeries	43.8%	23.7%	1.85	37.5%	1.17	25.2%	1.74	41.6%	1.05
Outpatient Visits									
Non-Emergency Visits	437,187	127,898	3.42	235,708	1.85	396,336	1.10	521,141	0.84
Emergency Visits	82,747	15,799	5.24	39,022	2.12	41,684	1.99	97,633	0.85
Full-Time Equivalents (FTEs)									
Administrators	60.0	20.3	2.96	58.5	1.03	64.4	0.93	55.0	1.09
Nurses, Licensed	2,458.7	255.1	9.64	773.0	3.18	945.5	2.60	2,359.0	1.04
Ancillary Nursing Personnel	788.5	42.6	18.49	167.4	4.71	159.2	4.95	517.3	1.52
All Other Personnel	4,158.7	501.2	8.30	1,237.1	3.36	1,851.4	2.25	4,196.9	0.99
Total FTEs	7,465.9	819.2	9.11	2,235.9	3.34	3,020.5	2.47	7,128.3	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.7	15.7	0.36	17.2	0.33	13.4	0.42	4.9	1.15
Nurses, Licensed	232.1	197.1	1.18	226.9	1.02	197.1	1.18	210.8	1.10
Ancillary Nursing Personnel	74.4	33.0	2.26	49.1	1.52	33.2	2.24	46.2	1.61
All Other Personnel	392.5	387.2	1.01	363.1	1.08	386.0	1.02	375.0	1.05
Total FTEs	704.7	633.0	1.11	656.3	1.07	629.7	1.12	636.9	1.11

Total Hospital:
 Beds Set Up & Staffed 746
 Discharges 27,050
 Inpatient Days 187,029

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	492	20,060	120,857	67.1%	330.2	6.0
Orthopedic	1	48	2,270	12,199	69.4%	33.3	5.4
Rehabilitation & Physical Medicine	1	36	956	12,311	93.4%	33.6	12.9
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	1	9	95	95	0.0%	0.3	1.0
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	23	1,132	3,948	46.9%	10.8	3.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	57	990	15,931	76.4%	43.5	16.1
Cardiac Intensive Unit	1	54	941	14,482	73.3%	39.6	15.4
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	795	7,206	72.9%	19.7	9.1
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	60	0	60.0	Surgical Personnel	181	34	194.7
Physicians & Dentists	336	39	356.2	Radiological Services Personnel	204	68	248.1
Medical & Dental Residents	103	0	103.0	Sonographers	49	16	57.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	73	16	83.2
Registered Nurses	1,864	576	2,247.7	Occupational Therapists	43	37	64.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	4	10	10.2
Licensed Practical Nurses	29	10	36.6	Physical Therapists	78	39	99.7
Ancillary Nursing Personnel	427	634	788.5	Physical Therapy Assistants/Aides	40	36	61.1
Medical Assistants	125	33	145.4	Recreational Therapists	1	2	2.4
Physician Assistants	58	8	62.5	Dietitians & Nutritionists	19	6	23.4
Nurse Practitioners	148	14	155.5	Psychologists	13	3	14.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	34	13	42.5
Clinical Nurse Specialists	17	3	18.8	All Other Health Professionals	603	279	736.7
Health Info Mgmt-Administrators/Technicians	145	38	170.5	All Other Personnel	1,009	377	1,229.5
Pharmacy Personnel	223	76	267.9				
Clinical Laboratory Personnel	140	77	185.9				
				Total	6,026	2,444	7,465.9

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,912,346,738	56.4%	46.6%	1.21	44.2%	1.28	46.9%	1.20	56.5%	1.00
Medical Assistance	\$725,645,827	14.1%	13.8%	1.02	20.8%	0.68	12.7%	1.10	13.3%	1.06
Commercial	\$1,391,982,109	27.0%	34.5%	0.78	31.0%	0.87	34.7%	0.78	27.6%	0.98
All Other	\$129,586,117	2.5%	5.1%	0.49	4.0%	0.62	5.7%	0.44	2.6%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,385,753,198	46.2%	35.0%	1.32	35.0%	1.32	36.0%	1.28	46.5%	0.99
Medical Assistance	\$605,155,278	11.7%	10.4%	1.13	15.7%	0.75	9.8%	1.19	10.9%	1.07
Commercial	\$692,218,660	13.4%	14.5%	0.92	13.8%	0.97	15.7%	0.85	14.1%	0.95
Charity Care	\$67,925,505	1.3%	1.0%	1.37	1.3%	1.00	1.0%	1.36	1.4%	0.92
Bad Debt	\$40,978,615	0.8%	1.2%	0.68	1.0%	0.78	1.0%	0.78	0.7%	1.11
All Other	\$49,608,109	1.0%	2.6%	0.38	1.2%	0.79	2.7%	0.36	0.9%	1.06
Total Deductions	\$3,841,639,365	74.5%	64.6%	1.15	68.0%	1.09	66.2%	1.13	74.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.8%	8.4%	1.41	8.2%	1.44	8.0%	1.47	7.3%	1.62
Net Gains/Losses as % of Net Income		0.6%	13.8%	0.04	N/A	N/A	13.7%	0.04	0.5%	1.25
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$464,264,436	35.5%	43.5%	0.82	35.4%	1.00	42.2%	0.84	35.5%	1.00
Supplies & Services	\$782,418,286	59.8%	49.9%	1.20	58.6%	1.02	52.0%	1.15	58.8%	1.02
Capital Component	\$60,633,500	4.6%	6.6%	0.71	6.0%	0.77	5.8%	0.79	5.7%	0.81
Fiscal Statistics										
Operating Margin (%)		12.5%	7.5%	1.66	10.3%	1.21	8.5%	1.47	12.9%	0.97
Total Hospital Net Income (%)		12.6%	8.6%	1.46	9.9%	1.28	9.7%	1.30	13.0%	0.97
Return on Equity (%)		5.7%	4.1%	1.37	6.2%	0.91	6.1%	0.92	6.4%	0.89
Current Ratio		17.4	3.9	4.50	6.7	2.60	4.7	3.72	23.4	0.75
Days in Net Patient Accounts Receivable		67.2	71.5	0.94	49.7	1.35	56.5	1.19	62.0	1.08
Average Payment Period		45.2	90.1	0.50	51.9	0.87	66.2	0.68	30.1	1.50
Equity Financing (%)		92.3%	63.6%	1.45	81.7%	1.13	67.7%	1.36	96.3%	0.96
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		19.9	12.2	1.63	14.2	1.40	16.4	1.21	11.6	1.72
Total Asset Turnover		0.4	0.5	0.95	0.6	0.71	0.6	0.72	0.5	0.92
Average Age of Plant (Years)		15.9	14.1	1.13	11.0	1.45	12.4	1.28	14.8	1.08
Increase (Decrease) Total Net Patient Revenue		-2.9%	-2.2%	1.28	-1.8%	1.62	-0.7%	4.29	5.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		50.0%	63.0%	0.79	51.0%	0.98	57.1%	0.88	50.8%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,060		\$17,652	1.48	\$24,215	1.08	\$20,210	1.29	\$23,302	1.12
Inpatient Net Revenue per Day	\$3,634		\$3,704	0.98	\$4,018	0.90	\$3,871	0.94	\$3,496	1.04
Outpatient Net Revenue per Visit	\$1,258		\$780	1.61	\$850	1.48	\$898	1.40	\$1,119	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,159,560,791	Cash & Cash Equivalents	\$2,424,021,393	Current Liabilities	\$155,737,314
Less Deductions	\$3,841,639,365	Net Patient Receivables	\$241,805,671	Long-Term Debt	\$0
Net Patient Revenue	\$1,317,921,426	Other Receivables	\$18,959,591	Other Liabilities	\$100,656,397
Plus Other Revenue	\$176,822,671			Subtotal	\$256,393,711
Total Revenue	\$1,494,744,097	Land, Buildings & Equipment (Net)	\$498,630,694	Unrestricted Fund Balance	\$3,069,067,810
Less Expenses	\$1,307,316,222	Other Assets	\$142,044,172	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,104,936			Total Liabilities & Fund Balance	\$3,325,461,521
Net Income	\$188,532,811	Total Assets	\$3,325,461,521		