

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 2023 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 7 | | FY 2023 vs. 2022 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2022 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 44.8% | 61.5% | 0.73 | 76.0% | 0.59 | 75.8% | 0.59 | 57.2% | 0.78 |
| Obstetrics | 46.6% | 41.1% | 1.13 | 50.2% | 0.51 | 51.5% | 0.90 | 51.2% | 0.91 |
| Pediatrics | 0.0% | 67.0% | N/A | 92.5% | N/A | 55.6% | N/A | 0.0% | N/A |
| Total Hospital | 49.0% | 61.6% | 0.80 | 76.0% | 0.64 | 70.4% | 0.70 | 57.4% | 0.85 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 40.8 | 24.9 | 1.64 | 84.6 | 0.48 | 100.5 | 0.41 | 52.0 | 0.78 |
| Obstetrics | 25.6 | 5.0 | 5.12 | 19.6 | 1.31 | 13.4 | 1.92 | 28.2 | 0.91 |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 4.8 | N/A | 0.0 | N/A |
| Total Hospital | 107.8 | 44.9 | 2.40 | 130.7 | 0.83 | 190.9 | 0.56 | 126.3 | 0.85 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.5 | 0.96 | 5.4 | 0.81 | 4.8 | 0.91 | 4.5 | 0.98 |
| Obstetrics | 2.6 | 2.4 | 1.07 | 2.6 | 1.00 | 2.5 | 1.04 | 2.8 | 0.94 |
| Pediatrics | 0.0 | 3.8 | N/A | 3.4 | N/A | 4.2 | N/A | 0.0 | N/A |
| Total Hospital | 4.5 | 4.9 | 0.92 | 6.0 | 0.74 | 5.2 | 0.86 | 5.3 | 0.85 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,102 | 989 | 2.13 | 2,630 | 0.80 | 3,644 | 0.58 | 2,721 | 0.77 |
| Outpatient | 6,461 | 4,208 | 1.54 | 5,126 | 1.26 | 11,922 | 0.54 | 4,682 | 1.38 |
| Inpatient as % of All Surgeries | 24.5% | 19.0% | 1.29 | 33.9% | 0.72 | 23.4% | 1.05 | 36.8% | 0.67 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 130,389 | 131,799 | 0.99 | 218,170 | 0.60 | 419,931 | 0.31 | 111,833 | 1.17 |
| Emergency Visits | 39,532 | 16,822 | 2.35 | 34,394 | 1.15 | 42,605 | 0.93 | 38,720 | 1.02 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 25.0 | 17.5 | 1.43 | 42.7 | 0.59 | 59.1 | 0.42 | 26.0 | 0.96 |
| Nurses, Licensed | 517.6 | 232.9 | 2.22 | 550.7 | 0.94 | 886.0 | 0.58 | 472.6 | 1.10 |
| Ancillary Nursing Personnel | 135.2 | 42.6 | 3.17 | 120.2 | 1.13 | 175.9 | 0.77 | 137.2 | 0.99 |
| All Other Personnel | 1,349.8 | 453.0 | 2.98 | 947.6 | 1.42 | 1,728.4 | 0.78 | 1,382.5 | 0.98 |
| Total FTEs | 2,027.5 | 746.0 | 2.72 | 1,661.2 | 1.22 | 2,849.5 | 0.71 | 2,018.3 | 1.00 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 9.5 | 12.3 | 0.77 | 14.4 | 0.66 | 11.2 | 0.85 | 9.4 | 1.01 |
| Nurses, Licensed | 196.8 | 163.8 | 1.20 | 185.1 | 1.06 | 167.8 | 1.17 | 170.6 | 1.15 |
| Ancillary Nursing Personnel | 51.4 | 30.0 | 1.71 | 40.4 | 1.27 | 33.3 | 1.54 | 49.5 | 1.04 |
| All Other Personnel | 513.1 | 318.6 | 1.61 | 318.5 | 1.61 | 327.4 | 1.57 | 498.9 | 1.03 |
| Total FTEs | 770.7 | 524.6 | 1.47 | 558.3 | 1.38 | 539.8 | 1.43 | 728.4 | 1.06 |

Total Hospital:
 Beds Set Up & Staffed 220
 Discharges 8,818
 Inpatient Days 39,365

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 3,372
 Newborn Days 5,904

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| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2023 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 91 | 3,395 | 14,884 | 44.8% | 40.8 | 4.4 |
| Orthopedic | 1 | 35 | 1,253 | 6,050 | 47.4% | 16.6 | 4.8 |
| 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 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 55 | 3,606 | 9,358 | 46.6% | 25.6 | 2.6 |
| 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 | 1 | 16 | 377 | 2,770 | 47.4% | 7.6 | 7.3 |
| 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 | 331 | 6,303 | 75.1% | 17.3 | 19.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 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 | 25 | 0 | 25.0 | Surgical Personnel | 45 | 17 | 53.9 |
| Physicians & Dentists | 102 | 22 | 111.4 | Radiological Services Personnel | 57 | 32 | 75.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Sonographers | 14 | 15 | 22.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 13 | 2 | 13.0 |
| Registered Nurses | 364 | 167 | 446.1 | Occupational Therapists | 9 | 13 | 15.7 |
| Certified Nurse Midwives | 7 | 2 | 7.6 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Licensed Practical Nurses | 11 | 5 | 13.6 | Physical Therapists | 18 | 16 | 25.2 |
| Ancillary Nursing Personnel | 89 | 121 | 135.2 | Physical Therapy Assistants/Aides | 7 | 14 | 9.9 |
| Medical Assistants | 48 | 8 | 52.5 | Recreational Therapists | 0 | 2 | 0.6 |
| Physician Assistants | 9 | 2 | 10.5 | Dietitians & Nutritionists | 4 | 3 | 5.8 |
| Nurse Practitioners | 24 | 6 | 27.8 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 8 | 2 | 8.7 | Social Workers | 6 | 9 | 10.8 |
| Clinical Nurse Specialists | 10 | 5 | 13.8 | All Other Health Professionals | 104 | 47 | 119.4 |
| Health Info Mgmt-Administrators/Technicians | 18 | 2 | 19.4 | All Other Personnel | 372 | 127 | 427.7 |
| Pharmacy Personnel | 36 | 18 | 42.6 | | | | |
| Clinical Laboratory Personnel | 280 | 108 | 332.4 | Total | 1,681 | 765 | 2,027.5 |

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| | | | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2023 vs. 2022 | | |
|--|---------------|----------|-------------------|-------|---------------|-------------|--------------|------------|------------------|---------|-------|
| Selected Financial Statistics | | | FY 2023 | Value | Ratio | 2B Value | Ratio | 7 Value | Ratio | FY 2022 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | | |
| Medicare | \$525,579,159 | 43.3% | 48.2% | 0.90 | 47.5% | 0.91 | 48.7% | 0.89 | 43.2% | 1.00 | |
| Medical Assistance | \$232,828,499 | 19.2% | 14.2% | 1.35 | 20.6% | 0.93 | 13.0% | 1.48 | 19.0% | 1.01 | |
| Commercial | \$416,476,585 | 34.3% | 32.4% | 1.06 | 29.1% | 1.18 | 32.4% | 1.06 | 34.8% | 0.99 | |
| All Other | \$39,349,371 | 3.2% | 5.2% | 0.62 | 2.7% | 1.18 | 5.9% | 0.55 | 3.1% | 1.04 | |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | | |
| Medicare | \$445,413,669 | 36.7% | 37.1% | 0.99 | 38.0% | 0.97 | 38.0% | 0.97 | 36.7% | 1.00 | |
| Medical Assistance | \$189,669,179 | 15.6% | 11.2% | 1.40 | 16.0% | 0.98 | 10.4% | 1.50 | 15.3% | 1.02 | |
| Commercial | \$218,301,993 | 18.0% | 14.9% | 1.21 | 14.2% | 1.26 | 15.8% | 1.14 | 17.9% | 1.00 | |
| Charity Care | \$14,395,833 | 1.2% | 0.7% | 1.62 | 1.0% | 1.25 | 0.8% | 1.47 | 1.0% | 1.19 | |
| Bad Debt | \$10,821,921 | 0.9% | 0.8% | 1.05 | 0.8% | 1.17 | 0.8% | 1.15 | 0.8% | 1.08 | |
| All Other | \$16,035,026 | 1.3% | 3.1% | 0.42 | 1.4% | 0.93 | 3.4% | 0.39 | 1.6% | 0.85 | |
| Total Deductions | \$894,637,621 | 73.7% | 67.9% | 1.09 | 71.4% | 1.03 | 69.2% | 1.06 | 73.3% | 1.01 | |
| Other Revenue & Net Gains or Losses | | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 3.0% | 6.4% | 0.47 | 9.2% | 0.33 | 7.4% | 0.41 | 2.4% | 1.24 | |
| Net Gains/Losses as % of Net Income | | 0.2% | 11.1% | 0.02 | N/A | N/A | 7.6% | 0.03 | 0.1% | 3.28 | |
| Expenses as % of Total Expenses | | | | | | | | | | | |
| Salary/Fringe Benefits | \$107,773,463 | 41.8% | 41.6% | 1.01 | 33.3% | 1.26 | 40.0% | 1.04 | 42.1% | 0.99 | |
| Supplies & Services | \$136,635,159 | 53.0% | 52.7% | 1.01 | 61.4% | 0.86 | 54.9% | 0.97 | 52.8% | 1.00 | |
| Capital Component | \$13,387,223 | 5.2% | 5.7% | 0.90 | 5.3% | 0.99 | 5.1% | 1.02 | 5.1% | 1.02 | |
| Fiscal Statistics | | | | | | | | | | | |
| Operating Margin (%) | | 21.8% | 6.4% | 3.42 | 9.2% | 2.37 | 5.8% | 3.74 | 14.3% | 1.52 | |
| Total Hospital Net Income (%) | | 21.8% | 7.1% | 3.07 | 5.8% | 3.77 | 6.3% | 3.48 | 14.3% | 1.53 | |
| Return on Equity (%) | | 6.0% | 3.1% | 1.98 | 4.0% | 1.50 | 4.7% | 1.30 | 3.8% | 1.61 | |
| Current Ratio | | 58.1 | 2.9 | 20.24 | 13.4 | 4.33 | 5.7 | 10.23 | 53.7 | 1.08 | |
| Days in Net Patient Accounts Receivable | | 59.5 | 85.9 | 0.69 | 55.9 | 1.07 | 57.7 | 1.03 | 54.5 | 1.09 | |
| Average Payment Period | | 28.0 | 125.5 | 0.22 | 25.4 | 1.10 | 46.2 | 0.61 | 28.9 | 0.97 | |
| Equity Financing (%) | | 98.4% | 57.8% | 1.70 | 88.1% | 1.12 | 72.7% | 1.35 | 95.6% | 1.03 | |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A | |
| Times Interest Earned | | 37.4 | 12.0 | 3.11 | 9.8 | 3.83 | 12.2 | 3.05 | 22.9 | 1.64 | |
| Total Asset Turnover | | 0.3 | 0.4 | 0.65 | 0.7 | 0.38 | 0.7 | 0.38 | 0.3 | 1.05 | |
| Average Age of Plant (Years) | | 17.3 | 19.6 | 0.88 | 13.4 | 1.28 | 13.4 | 1.29 | 16.9 | 1.02 | |
| Increase (Decrease) Total Net Patient Revenue | | 8.3% | 3.9% | 2.11 | 2.3% | 3.61 | 3.5% | 2.40 | -1.4% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | | 63.6% | 67.6% | 0.94 | 56.1% | 1.13 | 62.1% | 1.02 | 60.4% | 1.05 | |
| Net Revenue Statistics | | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$16,105 | \$19,469 | 0.83 | \$27,430 | 0.59 | \$22,156 | 0.73 | \$15,644 | 1.03 | |
| Inpatient Net Revenue per Day | | \$4,065 | \$3,859 | 1.05 | \$4,579 | 0.89 | \$4,083 | 1.00 | \$3,428 | 1.19 | |
| Outpatient Net Revenue per Visit | | \$1,109 | \$875 | 1.27 | \$907 | 1.22 | \$987 | 1.12 | \$1,108 | 1.00 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$1,214,233,612 | Cash & Cash Equivalents | \$1,041,135,940 | Current Liabilities | \$18,952,257 |
| Less Deductions | \$894,637,621 | Net Patient Receivables | \$52,116,375 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$319,595,991 | Other Receivables | \$512,646 | Other Liabilities | \$665,545 |
| Plus Other Revenue | \$9,920,409 | | | Subtotal | \$19,617,802 |
| Total Revenue | \$329,516,402 | Land, Buildings & Equipment (Net) | \$86,393,996 | Unrestricted Fund Balance | \$1,169,671,278 |
| Less Expenses | \$257,795,845 | Other Assets | \$9,130,123 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$147,683 | | | Total Liabilities & Fund Balance | \$1,189,289,080 |
| Net Income | \$71,868,240 | Total Assets | \$1,189,289,080 | | |