

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

		All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2021 vs. 2020	
Selected Utilization Statistics	FY 2021	Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	71.5%	57.9%	1.23	61.6%	1.16	58.1%	1.23	68.4%	1.05
Obstetrics	42.1%	36.8%	1.14	32.8%	0.23	31.4%	1.34	41.5%	1.01
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	54.7%	58.7%	0.93	56.8%	0.96	55.7%	0.98	56.0%	0.98
Average Census (Patients)									
Adult Medical-Surgical	55.8	26.8	2.08	34.1	1.64	31.3	1.78	47.9	1.17
Obstetrics	7.6	4.8	1.56	5.4	1.39	4.8	1.57	7.5	1.01
Pediatrics	0.0	1.5	N/A	0.0	N/A	4.0	N/A	0.0	N/A
Total Hospital	84.2	49.8	1.69	64.9	1.30	61.6	1.37	81.8	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.6	1.12	4.3	1.19	4.4	1.16	4.6	1.11
Obstetrics	2.4	2.4	0.97	2.3	1.03	2.4	1.00	2.4	0.98
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.91	4.5	0.97	4.6	0.95	4.1	1.07
Surgical Operations									
Inpatient	1,991	1,037	1.92	1,167	1.71	1,302	1.53	2,207	0.90
Outpatient	7,016	3,865	1.82	4,137	1.70	5,418	1.29	5,638	1.24
Inpatient as % of All Surgeries	22.1%	21.2%	1.04	22.0%	1.00	19.4%	1.14	28.1%	0.79
Outpatient Visits									
Non-Emergency Visits	129,721	145,246	0.89	170,630	0.76	219,131	0.59	108,289	1.20
Emergency Visits	20,857	16,058	1.30	21,970	0.95	24,739	0.84	18,228	1.14
Full-Time Equivalents (FTEs)									
Administrators	13.0	19.0	0.68	22.0	0.59	20.7	0.63	13.0	1.00
Nurses, Licensed	472.3	247.5	1.91	286.1	1.65	342.9	1.38	468.8	1.01
Ancillary Nursing Personnel	134.8	40.3	3.35	52.9	2.55	54.5	2.47	131.9	1.02
All Other Personnel	762.1	496.2	1.54	515.7	1.48	656.1	1.16	755.3	1.01
Total FTEs	1,382.2	803.0	1.72	876.8	1.58	1,074.1	1.29	1,369.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.2	13.0	0.40	11.5	0.45	10.1	0.51	6.1	0.84
Nurses, Licensed	187.3	168.4	1.11	148.8	1.26	168.5	1.11	220.4	0.85
Ancillary Nursing Personnel	53.4	27.4	1.95	27.5	1.94	26.8	2.00	62.0	0.86
All Other Personnel	302.2	337.6	0.89	268.3	1.13	322.3	0.94	355.2	0.85
Total FTEs	548.0	546.4	1.00	456.1	1.20	527.7	1.04	643.8	0.85

Total Hospital:

Beds Set Up & Staffed 154
 Discharges 6,969
 Inpatient Days 30,726

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:

Bassinet 18
 Total Births 1,116
 Newborn Days 3,279

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	78	3,978	20,360	71.5%	55.8	5.1
Orthopedic	1	16	831	3,226	55.2%	8.8	3.9
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	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,163	2,764	42.1%	7.6	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	690	3,078	49.6%	8.4	4.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	125	1,298	32.3%	3.6	10.4
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	46	12	51.5
Physicians & Dentists	79	20	83.0	Radiological Services Personnel	56	43	79.5
Medical & Dental Residents	0	0	0.0	Sonographers	11	7	15.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	12	6	12.2
Registered Nurses	320	176	439.4	Occupational Therapists	7	17	15.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	3	0	3.0	Physical Therapists	33	25	47.7
Ancillary Nursing Personnel	49	143	134.8	Physical Therapy Assistants/Aides	8	20	15.4
Medical Assistants	7	2	8.7	Recreational Therapists	0	0	0.0
Physician Assistants	20	1	20.5	Dietitians & Nutritionists	2	1	2.9
Nurse Practitioners	26	4	29.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	1	7.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	97	27	107.7
Health Info Mgmt-Administrators/Technicians	15	2	16.1	All Other Personnel	169	73	204.4
Pharmacy Personnel	24	6	28.1				
Clinical Laboratory Personnel	36	15	44.3				
				Total	1,042	602	1,382.2

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$546,698,264	52.2%	46.6%	1.12	51.5%	1.01	43.4%	1.20	53.1%	0.98
Medical Assistance	\$81,226,188	7.8%	14.4%	0.54	11.3%	0.68	18.4%	0.42	7.4%	1.05
Commercial	\$400,417,025	38.2%	33.9%	1.13	34.7%	1.10	33.8%	1.13	37.7%	1.01
All Other	\$18,519,708	1.8%	5.1%	0.35	2.5%	0.72	4.3%	0.41	1.8%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$456,675,055	43.6%	35.2%	1.24	41.5%	1.05	33.7%	1.30	44.2%	0.99
Medical Assistance	\$68,870,250	6.6%	11.1%	0.59	9.1%	0.72	14.1%	0.47	6.1%	1.08
Commercial	\$206,622,786	19.7%	14.9%	1.32	16.0%	1.23	13.7%	1.44	19.3%	1.02
Charity Care	\$4,324,613	0.4%	0.7%	0.58	0.9%	0.46	0.7%	0.63	0.7%	0.62
Bad Debt	\$6,489,645	0.6%	1.0%	0.61	1.0%	0.61	1.3%	0.50	0.7%	0.83
All Other	\$10,419,204	1.0%	2.8%	0.36	1.2%	0.82	2.7%	0.37	0.9%	1.12
Total Deductions	\$753,401,553	72.0%	65.8%	1.09	69.8%	1.03	66.0%	1.09	71.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.3%	6.5%	0.04	5.3%	0.05	6.7%	0.04	6.9%	0.04
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	13.2%	0.01	20.9%	0.01	0.2%	0.56
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$88,623,121	37.6%	42.4%	0.89	38.6%	0.98	43.3%	0.87	38.1%	0.99
Supplies & Services	\$124,493,419	52.9%	51.3%	1.03	53.1%	1.00	49.2%	1.07	51.1%	1.03
Capital Component	\$22,306,225	9.5%	6.2%	1.52	8.4%	1.13	7.4%	1.27	10.8%	0.88
Fiscal Statistics										
Operating Margin (%)		20.0%	10.4%	1.92	13.6%	1.47	12.2%	1.63	15.9%	1.26
Total Hospital Net Income (%)		20.0%	14.1%	1.42	15.4%	1.30	15.0%	1.34	15.9%	1.26
Return on Equity (%)		8.4%	6.3%	1.32	9.8%	0.85	3.8%	2.22	6.4%	1.29
Current Ratio		16.3	4.1	3.95	7.4	2.20	4.0	4.05	19.3	0.84
Days in Net Patient Accounts Receivable		57.2	87.5	0.65	51.6	1.11	139.1	0.41	56.9	1.01
Average Payment Period		50.3	89.9	0.56	51.5	0.98	140.8	0.36	40.5	1.24
Equity Financing (%)		93.7%	64.7%	1.45	80.1%	1.17	62.1%	1.51	92.5%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.07	0.1	0.23	0.4	0.05	0.0	0.87
Times Interest Earned		10.7	21.0	0.51	14.8	0.72	15.1	0.71	8.2	1.31
Total Asset Turnover		0.4	0.4	0.97	0.6	0.67	0.2	1.72	0.4	1.03
Average Age of Plant (Years)		11.0	17.1	0.65	11.1	1.00	23.5	0.47	9.0	1.23
Increase (Decrease) Total Net Patient Revenue		19.1%	12.7%	1.50	7.7%	2.46	18.6%	1.02	-5.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.5%	64.9%	0.98	65.6%	0.97	69.2%	0.92	58.4%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$16,887	\$18,658	0.91	\$14,982	1.13	\$18,023	0.94	\$15,032	1.12
Inpatient Net Revenue per Day		\$3,503	\$3,656	0.96	\$3,228	1.09	\$3,813	0.92	\$3,361	1.04
Outpatient Net Revenue per Visit		\$1,210	\$781	1.55	\$697	1.74	\$729	1.66	\$1,141	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,046,861,187	Cash & Cash Equivalents	\$440,791,798	Current Liabilities	\$30,371,644
Less Deductions	\$753,401,553	Net Patient Receivables	\$45,998,360	Long-Term Debt	\$14,302,443
Net Patient Revenue	\$293,459,634	Other Receivables	\$654,003	Other Liabilities	\$52,000
Plus Other Revenue	\$838,509			Subtotal	\$44,726,087
Total Revenue	\$294,298,144	Land, Buildings & Equipment (Net)	\$210,623,936	Unrestricted Fund Balance	\$661,282,010
Less Expenses	\$235,422,765	Other Assets	\$7,940,000	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$81,193			Total Liabilities & Fund Balance	\$706,008,097
Net Income	\$58,956,572	Total Assets	\$706,008,097		