

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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	71.7%	55.7%	1.29	55.0%	1.30	57.4%	1.25	69.9%	1.03
Obstetrics	42.0%	41.5%	1.01	34.6%	0.22	40.0%	1.05	36.4%	1.15
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	63.1%	57.5%	1.10	51.4%	1.23	59.0%	1.07	60.8%	1.04
Average Census (Patients)									
Adult Medical-Surgical	60.2	26.4	2.28	31.4	1.92	36.9	1.63	58.7	1.03
Obstetrics	7.6	5.6	1.34	6.3	1.21	7.9	0.96	6.5	1.15
Pediatrics	0.0	1.4	N/A	0.1	N/A	5.2	N/A	0.0	N/A
Total Hospital	80.2	49.4	1.62	58.3	1.38	78.6	1.02	77.2	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	3.9	0.89	3.6	0.97	3.8	0.92	3.4	1.03
Obstetrics	2.4	2.5	0.94	2.3	1.02	2.6	0.92	2.4	1.01
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.6	4.4	0.82	4.0	0.90	4.4	0.81	3.5	1.02
Surgical Operations									
Inpatient	2,924	1,396	2.09	1,424	2.05	1,842	1.59	2,955	0.99
Outpatient	5,967	4,206	1.42	3,674	1.62	4,876	1.22	5,945	1.00
Inpatient as % of All Surgeries	32.9%	24.9%	1.32	27.9%	1.18	27.4%	1.20	33.2%	0.99
Outpatient Visits									
Non-Emergency Visits	130,558	136,074	0.96	147,557	0.88	168,131	0.78	110,495	1.18
Emergency Visits	18,301	18,688	0.98	29,988	0.61	31,181	0.59	17,985	1.02
Full-Time Equivalents (FTEs)									
Administrators	11.9	19.3	0.61	17.6	0.68	25.9	0.46	16.9	0.70
Nurses, Licensed	422.5	239.2	1.77	262.0	1.61	358.4	1.18	421.7	1.00
Ancillary Nursing Personnel	82.8	40.0	2.07	44.8	1.85	57.2	1.45	78.1	1.06
All Other Personnel	694.5	480.4	1.45	509.5	1.36	660.2	1.05	653.4	1.06
Total FTEs	1,211.6	779.0	1.56	833.9	1.45	1,101.6	1.10	1,170.1	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.2	14.9	0.41	10.7	0.58	12.9	0.48	9.2	0.67
Nurses, Licensed	219.5	183.7	1.19	159.4	1.38	178.3	1.23	231.4	0.95
Ancillary Nursing Personnel	43.0	30.8	1.40	27.2	1.58	28.5	1.51	42.9	1.00
All Other Personnel	360.8	369.0	0.98	310.0	1.16	328.4	1.10	358.5	1.01
Total FTEs	629.4	598.3	1.05	507.3	1.24	548.0	1.15	642.0	0.98

Total Hospital:

Beds Set Up & Staffed 127
 Discharges 8,126
 Inpatient Days 29,260

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 1,099
 Newborn Days 2,111

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	84	6,275	21,982	71.7%	60.2	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
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	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,160	2,757	42.0%	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	1	14	354	3,368	65.9%	9.2	9.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	109	1,153	28.7%	3.2	10.6
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	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	11	1	11.9	Surgical Personnel	13	8	16.7
Physicians & Dentists	64	15	65.8	Radiological Services Personnel	45	43	69.0
Medical & Dental Residents	0	0	0.0	Sonographers	8	3	10.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	3	11.9
Registered Nurses	283	162	393.2	Occupational Therapists	7	14	14.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	25	25	41.8
Ancillary Nursing Personnel	33	101	82.8	Physical Therapy Assistants/Aides	4	1	5.2
Medical Assistants	9	1	9.7	Recreational Therapists	0	0	0.0
Physician Assistants	17	1	17.7	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	24	7	28.3	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	1	5.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	196	113	248.3
Health Info Mgmt-Administrators/Technicians	9	2	10.5	All Other Personnel	100	36	122.3
Pharmacy Personnel	16	10	19.2				
Clinical Laboratory Personnel	19	1	19.0				
				Total	905	549	1,211.6

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Grafton, WI 53024			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$430,231,908	50.7%	45.7%	1.11	50.5%	1.00	41.9%	1.21	48.8%	1.04	
Medical Assistance	\$56,673,241	6.7%	14.0%	0.48	10.1%	0.66	19.9%	0.34	6.7%	0.99	
Commercial	\$349,411,713	41.2%	35.8%	1.15	36.8%	1.12	35.1%	1.17	42.8%	0.96	
All Other	\$12,723,344	1.5%	4.5%	0.33	2.7%	0.56	3.2%	0.47	1.6%	0.94	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$354,002,633	41.7%	34.1%	1.22	39.8%	1.05	31.8%	1.31	40.3%	1.04	
Medical Assistance	\$47,800,154	5.6%	10.6%	0.53	7.8%	0.72	14.5%	0.39	5.6%	1.00	
Commercial	\$176,251,738	20.8%	14.7%	1.41	16.3%	1.27	12.7%	1.63	21.3%	0.97	
Charity Care	\$4,764,330	0.6%	1.0%	0.58	1.0%	0.59	1.0%	0.57	0.7%	0.85	
Bad Debt	\$7,354,461	0.9%	1.1%	0.81	1.1%	0.76	1.1%	0.77	0.7%	1.18	
All Other	\$5,322,324	0.6%	2.0%	0.32	1.1%	0.55	1.4%	0.44	0.7%	0.87	
Total Deductions	\$595,495,640	70.1%	63.3%	1.11	67.1%	1.04	62.6%	1.12	69.3%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.4%	5.5%	0.07	4.8%	0.08	3.7%	0.11	0.4%	0.95	
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	N/A	N/A	5.1%	N/A	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$76,223,638	38.3%	44.1%	0.87	39.0%	0.98	43.3%	0.89	36.0%	1.06	
Supplies & Services	\$104,408,549	52.5%	49.0%	1.07	52.6%	1.00	49.6%	1.06	54.8%	0.96	
Capital Component	\$18,170,396	9.1%	6.9%	1.33	8.4%	1.09	7.1%	1.28	9.2%	0.99	
Fiscal Statistics											
Operating Margin (%)		21.9%	8.4%	2.62	11.9%	1.84	10.1%	2.17	18.7%	1.17	
Total Hospital Net Income (%)		21.9%	8.6%	2.55	10.9%	2.01	10.6%	2.07	18.1%	1.21	
Return on Equity (%)		10.2%	6.3%	1.61	7.6%	1.35	6.8%	1.51	9.0%	1.14	
Current Ratio		18.3	5.9	3.09	9.7	1.89	7.2	2.53	15.0	1.22	
Days in Net Patient Accounts Receivable		52.4	51.6	1.01	48.3	1.08	53.7	0.97	52.5	1.00	
Average Payment Period		33.8	38.5	0.88	30.8	1.10	35.4	0.95	32.4	1.04	
Equity Financing (%)		93.9%	75.1%	1.25	80.8%	1.16	73.3%	1.28	93.4%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.2	0.20	0.1	0.28	0.2	0.14	0.0	0.90	
Times Interest Earned		48.4	13.4	3.62	15.9	3.05	19.0	2.55	41.2	1.18	
Total Asset Turnover		0.5	0.7	0.63	0.7	0.67	0.6	0.73	0.5	0.93	
Average Age of Plant (Years)		8.7	9.9	0.88	9.0	0.97	8.4	1.04	7.7	1.13	
Increase (Decrease) Total Net Patient Revenue		4.4%	5.4%	0.81	4.2%	1.05	5.3%	0.83	3.0%	1.47	
Outpatient Gross Revenue (% of Total GPR)		55.9%	61.9%	0.90	63.4%	0.88	60.4%	0.93	55.1%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$14,068	\$15,830	0.89	\$12,178	1.16	\$15,632	0.90	\$13,872	1.01	
Inpatient Net Revenue per Day		\$3,693	\$3,538	1.04	\$2,958	1.25	\$3,480	1.06	\$3,720	0.99	
Outpatient Net Revenue per Visit		\$985	\$686	1.44	\$680	1.45	\$697	1.41	\$1,071	0.92	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$849,040,206		Cash & Cash Equivalents		\$266,473,330		Current Liabilities		\$16,894,864		
Less Deductions	\$595,495,640		Net Patient Receivables		\$36,371,057		Long-Term Debt		\$16,231,053		
Net Patient Revenue	\$253,544,566		Other Receivables		\$356,466		Other Liabilities		\$221,546		
Plus Other Revenue	\$1,011,918						Subtotal		\$33,347,463		
Total Revenue	\$254,556,484		Land, Buildings & Equipment (Net)		\$232,984,806						
Less Expenses	\$198,802,583		Other Assets		\$8,919,587		Unrestricted Fund Balance		\$511,757,783		
Non-Operating Gains/Losses	-\$86,126						Restricted Fund Balance		\$0		
Net Income	\$55,667,775		Total Assets		\$545,105,246		Total Liabilities & Fund Balance		\$545,105,246		