

**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

|   |         | All GMS Hospitals |       | Analysis Area<br>2B |       | Volume Group<br>7 |       | FY 2018 vs. 2017 |       |
|---|---------|-------------------|-------|---------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2018 | Value             | Ratio | Value               | Ratio | Value             | Ratio | FY 2017          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                     |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 76.0%   | 55.7%             | 1.36  | 69.6%               | 1.09  | 69.4%             | 1.09  | 78.3%            | 0.97  |
| Obstetrics                                    | 0.0%    | 41.5%             | N/A   | 56.7%               | N/A   | 52.7%             | N/A   | 0.0%             | N/A   |
| Pediatrics                                    | 0.0%    | 52.8%             | N/A   | 100.1%              | N/A   | 32.8%             | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 76.9%   | 57.5%             | 1.34  | 72.0%               | 1.07  | 67.8%             | 1.14  | 78.5%            | 0.98  |
| <b>Average Census (Patients)</b>              |         |                   |       |                     |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 348.7   | 26.4              | 13.22 | 111.4               | 3.13  | 101.2             | 3.45  | 357.7            | 0.97  |
| Obstetrics                                    | 0.0     | 5.6               | N/A   | 25.1                | N/A   | 15.7              | N/A   | 0.0              | N/A   |
| Pediatrics                                    | 0.0     | 1.4               | N/A   | 16.3                | N/A   | 3.8               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 547.1   | 49.4              | 11.08 | 172.5               | 3.17  | 195.9             | 2.79  | 558.0            | 0.98  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                     |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 5.3     | 3.9               | 1.34  | 4.8                 | 1.10  | 4.4               | 1.21  | 5.0              | 1.05  |
| Obstetrics                                    | 0.0     | 2.5               | N/A   | 2.7                 | N/A   | 2.6               | N/A   | 0.0              | N/A   |
| Pediatrics                                    | 0.0     | 3.5               | N/A   | 3.6                 | N/A   | 3.6               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 6.1     | 4.4               | 1.39  | 5.6                 | 1.10  | 4.8               | 1.27  | 5.9              | 1.05  |
| <b>Surgical Operations</b>                    |         |                   |       |                     |       |                   |       |                  |       |
| Inpatient                                     | 9,579   | 1,396             | 6.86  | 3,208               | 2.99  | 5,208             | 1.84  | 9,853            | 0.97  |
| Outpatient                                    | 12,618  | 4,206             | 3.00  | 5,759               | 2.19  | 14,763            | 0.85  | 11,822           | 1.07  |
| Inpatient as % of All Surgeries               | 43.2%   | 24.9%             | 1.73  | 35.8%               | 1.21  | 26.1%             | 1.65  | 45.5%            | 0.95  |
| <b>Outpatient Visits</b>                      |         |                   |       |                     |       |                   |       |                  |       |
| Non-Emergency Visits                          | 515,627 | 136,074           | 3.79  | 268,757             | 1.92  | 473,499           | 1.09  | 498,148          | 1.04  |
| Emergency Visits                              | 101,867 | 18,688            | 5.45  | 47,390              | 2.15  | 53,629            | 1.90  | 103,431          | 0.98  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                     |       |                   |       |                  |       |
| Administrators                                | 57.0    | 19.3              | 2.95  | 44.4                | 1.28  | 64.0              | 0.89  | 62.0             | 0.92  |
| Nurses, Licensed                              | 2,336.4 | 239.2             | 9.77  | 740.7               | 3.15  | 866.8             | 2.70  | 2,223.2          | 1.05  |
| Ancillary Nursing Personnel                   | 504.1   | 40.0              | 12.59 | 137.5               | 3.67  | 141.9             | 3.55  | 487.9            | 1.03  |
| All Other Personnel                           | 4,029.3 | 480.4             | 8.39  | 1,202.9             | 3.35  | 1,693.5           | 2.38  | 3,834.7          | 1.05  |
| Total FTEs                                    | 6,926.7 | 779.0             | 8.89  | 2,125.5             | 3.26  | 2,766.3           | 2.50  | 6,607.7          | 1.05  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                     |       |                   |       |                  |       |
| Administrators                                | 5.3     | 14.9              | 0.35  | 12.3                | 0.43  | 13.7              | 0.38  | 6.0              | 0.88  |
| Nurses, Licensed                              | 215.8   | 183.7             | 1.17  | 205.0               | 1.05  | 186.0             | 1.16  | 213.6            | 1.01  |
| Ancillary Nursing Personnel                   | 46.6    | 30.8              | 1.51  | 38.0                | 1.22  | 30.4              | 1.53  | 46.9             | 0.99  |
| All Other Personnel                           | 372.1   | 369.0             | 1.01  | 332.9               | 1.12  | 363.3             | 1.02  | 368.4            | 1.01  |
| Total FTEs                                    | 639.7   | 598.3             | 1.07  | 588.2               | 1.09  | 593.5             | 1.08  | 634.8            | 1.01  |

**Total Hospital:**

Beds Set Up & Staffed 711  
 Discharges 32,558  
 Inpatient Days 199,682

**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 0  
 Total Births 0  
 Newborn Days 0

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Milwaukee, WI 53215

| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>12/31/2018 | 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                 | 459                                 | 24,167                   | 127,261              | 76.0%              | 348.7                     | 5.3                           |
| Orthopedic                            | 1                 | 48                                  | 3,121                    | 13,774               | 78.6%              | 37.7                      | 4.4                           |
| Rehabilitation & Physical Medicine    | 1                 | 45                                  | 1,069                    | 13,586               | 82.7%              | 37.2                      | 12.7                          |
| 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                           | 2                 | 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>                     | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Psychiatric</b>                    | 1                 | 21                                  | 1,306                    | 5,305                | 69.2%              | 14.5                      | 4.1                           |
| <b>Alcoholism/chemical dependency</b> | 2                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>ICU/CCU</b>                        |                   |                                     |                          |                      |                    |                           |                               |
| Medical-Surgical Intensive Care       | 1                 | 57                                  | 1,167                    | 15,820               | 76.0%              | 43.3                      | 13.6                          |
| Cardiac Intensive Unit                | 1                 | 54                                  | 959                      | 16,119               | 81.8%              | 44.2                      | 16.8                          |
| 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                  | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Step-Down (Special Care)              | 5                 | 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                                  | 1,016                    | 7,817                | 79.3%              | 21.4                      | 7.7                           |
| <b>Subacute care</b>                  | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | 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     | 57               | 0                | 57.0       | Surgical Personnel                    | 56               | 14               | 63.1           |
| Physicians & Dentists                       | 294              | 33               | 316.9      | Radiological Services Personnel       | 165              | 69               | 215.9          |
| Medical & Dental Residents                  | 98               | 0                | 98.0       | Sonographers                          | 40               | 13               | 47.5           |
| Dental Hygienists                           | 0                | 0                | 0.0        | Respiratory Therapists                | 77               | 13               | 86.5           |
| Registered Nurses                           | 1,797            | 543              | 2,156.6    | Occupational Therapists               | 43               | 37               | 64.5           |
| Certified Nurse Midwives                    | 0                | 0                | 0.0        | Occupational Therapy Assistants/Aides | 6                | 10               | 12.2           |
| Licensed Practical Nurses                   | 13               | 7                | 17.9       | Physical Therapists                   | 72               | 39               | 95.3           |
| Ancillary Nursing Personnel                 | 251              | 444              | 504.1      | Physical Therapy Assistants/Aides     | 19               | 11               | 25.6           |
| Medical Assistants                          | 116              | 28               | 135.9      | Recreational Therapists               | 1                | 2                | 2.3            |
| Physician Assistants                        | 49               | 12               | 55.4       | Dietitians & Nutritionists            | 18               | 7                | 23.3           |
| Nurse Practitioners                         | 125              | 15               | 134.9      | Psychologists                         | 11               | 0                | 11.0           |
| Certified Registered Nurse Anesthetists     | 0                | 0                | 0.0        | Social Workers                        | 41               | 15               | 48.3           |
| Clinical Nurse Specialists                  | 24               | 4                | 27.1       | All Other Health Professionals        | 1,159            | 636              | 1,495.8        |
| Health Info Mgmt-Administrators/Technicians | 117              | 44               | 144.8      | All Other Personnel                   | 641              | 140              | 736.9          |
| Pharmacy Personnel                          | 218              | 65               | 252.2      |                                       |                  |                  |                |
| Clinical Laboratory Personnel               | 76               | 31               | 97.9       |                                       |                  |                  |                |
|   |                  |                  |            | <b>Total</b>                          | <b>5,584</b>     | <b>2,232</b>     | <b>6,926.7</b> |

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Milwaukee, WI 53215

| Milwaukee, WI 53215                               |                 |       | All GMS Hospitals |       | Analysis Area |             | Volume Group |            | FY 2018 vs. 2017 |         |       |
|---|-----------------|-------|-------------------|-------|---------------|-------------|--------------|------------|------------------|---------|-------|
| Selected Financial Statistics                     |                 |       | FY 2018           | Value | Ratio         | 2B<br>Value | Ratio        | 7<br>Value | Ratio            | FY 2017 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |                 |       |                   |       |               |             |              |            |                  |         |       |
| Medicare  | \$2,796,534,679 | 55.7% | 45.7%             | 1.22  | 42.9%         | 1.30        | 46.0%        | 1.21       | 55.2%            | 1.01    |       |
| Medical Assistance                                | \$697,674,192   | 13.9% | 14.0%             | 1.00  | 20.9%         | 0.66        | 12.8%        | 1.09       | 14.2%            | 0.98    |       |
| Commercial  | \$1,403,805,406 | 28.0% | 35.8%             | 0.78  | 32.3%         | 0.87        | 36.0%        | 0.78       | 28.3%            | 0.99    |       |
| All Other   | \$120,115,336   | 2.4%  | 4.5%              | 0.53  | 3.8%          | 0.62        | 5.3%         | 0.46       | 2.3%             | 1.03    |       |
| Deductions as % of Total Gross Patient Revenue    |                 |       |                   |       |               |             |              |            |                  |         |       |
| Medicare  | \$2,314,380,537 | 46.1% | 34.1%             | 1.35  | 33.8%         | 1.36        | 35.3%        | 1.31       | 44.9%            | 1.03    |       |
| Medical Assistance                                | \$587,947,327   | 11.7% | 10.6%             | 1.11  | 15.9%         | 0.73        | 10.0%        | 1.17       | 11.6%            | 1.01    |       |
| Commercial  | \$695,214,363   | 13.9% | 14.7%             | 0.94  | 14.3%         | 0.97        | 16.0%        | 0.86       | 13.8%            | 1.01    |       |
| Charity Care                                      | \$71,898,485    | 1.4%  | 1.0%              | 1.47  | 1.1%          | 1.27        | 1.0%         | 1.49       | 1.6%             | 0.92    |       |
| Bad Debt  | \$35,278,077    | 0.7%  | 1.1%              | 0.66  | 1.0%          | 0.68        | 0.9%         | 0.75       | 0.8%             | 0.93    |       |
| All Other   | \$32,065,624    | 0.6%  | 2.0%              | 0.33  | 1.2%          | 0.53        | 2.2%         | 0.29       | 0.6%             | 1.00    |       |
| Total Deductions                                  | \$3,736,784,413 | 74.5% | 63.3%             | 1.18  | 67.4%         | 1.10        | 65.5%        | 1.14       | 73.3%            | 1.02    |       |
| Other Revenue & Net Gains or Losses               |                 |       |                   |       |               |             |              |            |                  |         |       |
| Other Revenue as % of Total Revenue               |                 | 5.5%  | 5.5%              | 1.00  | 4.0%          | 1.37        | 6.8%         | 0.82       | 5.2%             | 1.06    |       |
| Net Gains/Losses as % of Net Income               |                 | N/A   | 2.6%              | N/A   | N/A           | N/A         | 1.9%         | N/A        | N/A              | N/A     |       |
| Expenses as % of Total Expenses                   |                 |       |                   |       |               |             |              |            |                  |         |       |
| Salary/Fringe Benefits                            | \$434,675,541   | 36.5% | 44.1%             | 0.83  | 36.9%         | 0.99        | 43.1%        | 0.85       | 35.9%            | 1.02    |       |
| Supplies & Services                               | \$703,801,643   | 59.1% | 49.0%             | 1.21  | 56.8%         | 1.04        | 50.4%        | 1.17       | 59.8%            | 0.99    |       |
| Capital Component                                 | \$51,793,480    | 4.4%  | 6.9%              | 0.63  | 6.2%          | 0.70        | 6.4%         | 0.68       | 4.2%             | 1.03    |       |
| Fiscal Statistics                                 |                 |       |                   |       |               |             |              |            |                  |         |       |
| Operating Margin (%)                              |                 | 12.2% | 8.4%              | 1.46  | 10.0%         | 1.22        | 8.5%         | 1.44       | 11.1%            | 1.11    |       |
| Total Hospital Net Income (%)                     |                 | 12.2% | 8.6%              | 1.43  | 9.5%          | 1.29        | 8.7%         | 1.41       | 10.9%            | 1.12    |       |
| Return on Equity (%)                              |                 | 6.0%  | 6.3%              | 0.95  | 6.8%          | 0.88        | 6.7%         | 0.89       | 5.4%             | 1.10    |       |
| Current Ratio                                     |                 | 23.6  | 5.9               | 3.98  | 10.4          | 2.28        | 6.2          | 3.80       | 22.9             | 1.03    |       |
| Days in Net Patient Accounts Receivable           |                 | 61.7  | 51.6              | 1.20  | 48.9          | 1.26        | 50.7         | 1.22       | 64.1             | 0.96    |       |
| Average Payment Period                            |                 | 29.1  | 38.5              | 0.76  | 29.1          | 1.00        | 38.6         | 0.75       | 29.4             | 0.99    |       |
| Equity Financing (%)                              |                 | 96.4% | 75.1%             | 1.28  | 86.6%         | 1.11        | 76.2%        | 1.26       | 96.1%            | 1.00    |       |
| Long-Term Debt to Equity Ratio                    |                 | 0.0   | 0.2               | 0.02  | 0.1           | 0.05        | 0.1          | 0.03       | 0.0              | 0.73    |       |
| Times Interest Earned                             |                 | 332.9 | 13.4              | 24.89 | 17.3          | 19.25       | 13.7         | 24.31      | 244.2            | 1.36    |       |
| Total Asset Turnover                              |                 | 0.5   | 0.7               | 0.66  | 0.7           | 0.68        | 0.8          | 0.63       | 0.5              | 0.98    |       |
| Average Age of Plant (Years)                      |                 | 14.5  | 9.9               | 1.47  | 10.0          | 1.45        | 10.8         | 1.34       | 14.5             | 1.00    |       |
| Increase (Decrease) Total Net Patient Revenue     |                 | 3.5%  | 5.4%              | 0.64  | 4.2%          | 0.82        | 6.1%         | 0.57       | 2.3%             | 1.53    |       |
| Outpatient Gross Revenue (% of Total GPR)         |                 | 48.4% | 61.9%             | 0.78  | 52.1%         | 0.93        | 58.0%        | 0.83       | 45.8%            | 1.06    |       |
| Net Revenue Statistics                            |                 |       |                   |       |               |             |              |            |                  |         |       |
| Inpatient Net Revenue per Discharge               | \$20,630        |       | \$15,830          | 1.30  | \$20,637      | 1.00        | \$17,621     | 1.17       | \$19,545         | 1.06    |       |
| Inpatient Net Revenue per Day                     | \$3,292         |       | \$3,538           | 0.93  | \$3,697       | 0.89        | \$3,654      | 0.90       | \$3,300          | 1.00    |       |
| Outpatient Net Revenue per Visit                  | \$1,044         |       | \$686             | 1.52  | \$783         | 1.33        | \$698        | 1.50       | \$986            | 1.06    |       |

| Income Statement            |                 | Assets                            |                 | Liabilities & Fund Balances      |                 |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$5,018,129,613 | Cash & Cash Equivalents           | \$1,896,497,955 | Current Liabilities              | \$91,231,065    |
| Less Deductions             | \$3,736,784,413 | Net Patient Receivables           | \$216,763,796   | Long-Term Debt                   | \$8,074,797     |
| Net Patient Revenue         | \$1,281,345,200 | Other Receivables                 | \$9,980,329     | Other Liabilities                | \$1,093,358     |
| Plus Other Revenue          | \$74,906,094    |                                   |                 | Subtotal                         | \$100,399,220   |
| Total Revenue               | \$1,356,251,294 | Land, Buildings & Equipment (Net) | \$528,559,355   | Unrestricted Fund Balance        | \$2,674,294,657 |
| Less Expenses               | \$1,190,270,664 | Other Assets                      | \$122,892,442   | Restricted Fund Balance          | \$0             |
| Non-Operating Gains/Losses  | -\$10,194       |                                   |                 | Total Liabilities & Fund Balance | \$2,774,693,877 |
| Net Income                  | \$165,970,436   | Total Assets                      | \$2,774,693,877 |                                  |                 |