

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	65.7%	55.2%	1.19	58.8%	1.12	50.7%	1.30	71.7%	0.92
Obstetrics	46.1%	38.0%	1.21	30.5%	0.27	34.4%	1.34	42.0%	1.10
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	59.8%	57.4%	1.04	54.8%	1.09	54.8%	1.09	63.1%	0.95
Average Census (Patients)									
Adult Medical-Surgical	56.5	26.0	2.17	31.7	1.78	27.5	2.06	60.2	0.94
Obstetrics	8.3	4.9	1.68	5.2	1.59	6.2	1.34	7.6	1.10
Pediatrics	0.0	1.3	N/A	0.1	N/A	4.2	N/A	0.0	N/A
Total Hospital	78.9	49.0	1.61	61.6	1.28	63.1	1.25	80.2	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.1	0.91	3.7	0.99	3.6	1.01	3.5	1.05
Obstetrics	2.5	2.6	0.99	2.3	1.09	2.5	1.01	2.4	1.06
Pediatrics	0.0	3.3	N/A	2.7	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.8	4.5	0.84	4.0	0.95	4.3	0.87	3.6	1.05
Surgical Operations									
Inpatient	2,764	1,426	1.94	1,468	1.88	1,501	1.84	2,924	0.95
Outpatient	6,240	4,581	1.36	4,147	1.50	5,596	1.12	5,967	1.05
Inpatient as % of All Surgeries	30.7%	23.7%	1.29	26.1%	1.17	21.2%	1.45	32.9%	0.93
Outpatient Visits									
Non-Emergency Visits	131,364	144,376	0.91	165,725	0.79	193,333	0.68	130,558	1.01
Emergency Visits	19,248	17,768	1.08	24,778	0.78	29,751	0.65	18,301	1.05
Full-Time Equivalents (FTEs)									
Administrators	15.0	23.0	0.65	24.0	0.63	31.4	0.48	11.9	1.27
Nurses, Licensed	444.7	251.3	1.77	290.2	1.53	357.1	1.25	422.5	1.05
Ancillary Nursing Personnel	91.3	39.7	2.30	45.9	1.99	53.7	1.70	82.8	1.10
All Other Personnel	756.1	509.3	1.48	567.1	1.33	692.3	1.09	694.5	1.09
Total FTEs	1,307.0	823.3	1.59	927.1	1.41	1,134.4	1.15	1,211.6	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.3	17.0	0.43	13.1	0.56	16.1	0.46	6.2	1.19
Nurses, Licensed	217.5	185.7	1.17	158.4	1.37	183.4	1.19	219.5	0.99
Ancillary Nursing Personnel	44.7	29.3	1.52	25.0	1.78	27.6	1.62	43.0	1.04
All Other Personnel	369.8	376.3	0.98	309.5	1.19	355.6	1.04	360.8	1.03
Total FTEs	639.3	608.3	1.05	506.1	1.26	582.6	1.10	629.4	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	132	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,648	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,160
Inpatient Days	28,802			Inpatient Days	0	Newborn Days	2,229

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	86	5,586	20,630	65.7%	56.5	3.7
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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,204	3,027	46.1%	8.3	2.5
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	17	465	3,899	62.8%	10.7	8.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	113	1,246	31.0%	3.4	11.0
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.

* 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	15	0	15.0	Surgical Personnel	18	6	20.4
Physicians & Dentists	66	22	68.9	Radiological Services Personnel	54	41	76.4
Medical & Dental Residents	0	0	0.0	Sonographers	10	5	13.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	5	13.2
Registered Nurses	290	177	408.9	Occupational Therapists	7	15	14.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	31	20	42.6
Ancillary Nursing Personnel	43	106	91.3	Physical Therapy Assistants/Aides	4	2	5.1
Medical Assistants	9	2	9.6	Recreational Therapists	0	0	0.0
Physician Assistants	15	2	15.7	Dietitians & Nutritionists	2	1	2.0
Nurse Practitioners	30	7	34.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	1	6.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	150	76	180.8
Health Info Mgmt-Administrators/Technicians	15	2	16.8	All Other Personnel	174	86	211.5
Pharmacy Personnel	24	12	27.8				
Clinical Laboratory Personnel	25	7	29.2				
				Total	1,001	596	1,307.0

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$465,587,976	51.2%	46.3%	1.11	50.9%	1.00	41.9%	1.22	50.7%	1.01
Medical Assistance	\$61,894,149	6.8%	13.6%	0.50	10.1%	0.67	19.2%	0.35	6.7%	1.02
Commercial	\$366,163,662	40.2%	35.3%	1.14	36.0%	1.12	35.7%	1.13	41.2%	0.98
All Other	\$16,337,573	1.8%	4.8%	0.38	3.0%	0.61	3.3%	0.55	1.5%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$388,443,701	42.7%	34.9%	1.22	40.8%	1.05	32.2%	1.32	41.7%	1.02
Medical Assistance	\$52,007,673	5.7%	10.4%	0.55	8.0%	0.72	14.2%	0.40	5.6%	1.02
Commercial	\$187,731,009	20.6%	14.7%	1.40	15.9%	1.30	13.6%	1.52	20.8%	0.99
Charity Care	\$5,790,365	0.6%	1.0%	0.66	1.1%	0.59	1.0%	0.62	0.6%	1.13
Bad Debt	\$6,401,475	0.7%	1.1%	0.66	1.1%	0.66	1.2%	0.61	0.9%	0.81
All Other	\$7,692,886	0.8%	2.2%	0.39	1.4%	0.61	1.5%	0.55	0.6%	1.35
Total Deductions	\$648,067,107	71.2%	64.2%	1.11	68.2%	1.04	63.7%	1.12	70.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%		5.5%	0.07	4.9%	0.08	3.9%	0.10	0.4%	1.01
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	N/A	N/A	14.4%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$82,595,824	38.6%	44.0%	0.88	39.6%	0.98	44.1%	0.88	38.3%	1.01
Supplies & Services	\$109,327,613	51.1%	49.2%	1.04	51.8%	0.99	48.5%	1.05	52.5%	0.97
Capital Component	\$22,046,636	10.3%	6.8%	1.51	8.7%	1.18	7.4%	1.39	9.1%	1.13
Fiscal Statistics										
Operating Margin (%)		18.6%	9.1%	2.05	14.3%	1.31	9.4%	1.98	21.9%	0.85
Total Hospital Net Income (%)		18.6%	10.3%	1.80	12.8%	1.45	10.8%	1.72	21.9%	0.85
Return on Equity (%)		8.3%	6.0%	1.38	8.8%	0.94	4.3%	1.92	10.2%	0.81
Current Ratio		24.0	4.7	5.10	9.4	2.55	4.3	5.62	18.3	1.31
Days in Net Patient Accounts Receivable		52.0	64.0	0.81	48.9	1.06	85.1	0.61	52.4	0.99
Average Payment Period		28.3	56.5	0.50	33.2	0.85	80.6	0.35	33.8	0.84
Equity Financing (%)		94.8%	69.2%	1.37	82.0%	1.16	65.0%	1.46	93.9%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.11	0.1	0.26	0.4	0.08	0.0	0.88
Times Interest Earned		12.0	13.4	0.89	13.0	0.92	11.7	1.02	48.4	0.25
Total Asset Turnover		0.4	0.6	0.77	0.7	0.64	0.4	1.14	0.5	0.95
Average Age of Plant (Years)		9.4	12.6	0.75	9.5	0.99	14.3	0.66	8.7	1.08
Increase (Decrease) Total Net Patient Revenue		3.3%	7.3%	0.45	4.1%	0.81	7.2%	0.46	4.4%	0.75
Outpatient Gross Revenue (% of Total GPR)		58.2%	63.3%	0.92	64.9%	0.90	66.6%	0.87	55.9%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,545		\$16,906	0.86	\$13,299	1.09	\$15,576	0.93	\$14,068	1.03
Inpatient Net Revenue per Day	\$3,563		\$3,675	0.97	\$3,202	1.11	\$3,515	1.01	\$3,693	0.96
Outpatient Net Revenue per Visit	\$1,043		\$703	1.48	\$685	1.52	\$685	1.52	\$985	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$909,983,359	Cash & Cash Equivalents	\$322,757,448	Current Liabilities	\$15,292,372
Less Deductions	\$648,067,107	Net Patient Receivables	\$37,344,413	Long-Term Debt	\$15,637,644
Net Patient Revenue	\$261,916,252	Other Receivables	\$630,782	Other Liabilities	\$0
Plus Other Revenue	\$1,052,428			Subtotal	\$30,930,016
Total Revenue	\$262,968,680	Land, Buildings & Equipment (Net)	\$222,336,588	Unrestricted Fund Balance	\$560,995,066
Less Expenses	\$213,970,073	Other Assets	\$8,855,850	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$56,825			Total Liabilities & Fund Balance	\$591,925,082
Net Income	\$48,941,782	Total Assets	\$591,925,081		