414-328-6000 Control: Other Not-Fordit All GMS Hospitals Analysis Area Volume Group FY 2019 vs. 2018 Selected Utilization Statistics FY 2019 Value Ratio Value Ratio Value Ratio FY 2019 vs. 2018 Cecupancy Rate (%) Analysis Area 7 FY 2019 vs. 2018 Ratio Obstetrics 51.3% 38.0% 1.36 48.2% 0.59 50.6% 1.02 52.0% 1.04 67.1% 0.86 71.0% 0.81 67.0% 0.86 Obstetrics 51.3% 30.0% 1.33 NA 100.6% NA 38.2% NA 0.0% NA Adult Medical-Surgical 53.4 26.0 2.05 108.6 0.49 106.3 0.50 63.3 0.65 Obstetrics 2.8.4 4.9 5.77 19.5 1.46 1.45 1.37 28.6 1.00 Adult Medical-Surgical 3.3 N/A 3.3 N/A 3.2 N/A 0.0 <t< th=""><th>150 Aurora West Allis Medical 8901 W Lincoln Avenue West Allis, WI 53227</th><th>l Center</th><th></th><th>Fiscal Type:</th><th>GI Ge</th><th>/01 to 12/31 MS eneral Medical &</th><th>0</th><th>County: Analysis A Volume G</th><th>rea: Milv</th><th>/aukee /aukee Coun</th><th>ty (2B)</th></t<>	150 Aurora West Allis Medical 8901 W Lincoln Avenue West Allis, WI 53227	l Center		Fiscal Type:	GI Ge	/01 to 12/31 MS eneral Medical &	0	County: Analysis A Volume G	rea: Milv	/aukee /aukee Coun	ty (2B)
Selected Utilization Statistics FY 2019 Value Ratio Value Ratio Value Ratio FY 2018 Ratio Occupancy Rate (%) Adult Medical-Surgical 57.5% 55.2% 1.04 67.1% 0.86 71.0% 0.81 67.0% 0.88 Obstetrics 51.8% 38.0% 1.36 48.2% 0.56 56.0% 1.02 52.0% 1.00 Pediatrics 0.0% 51.3% NA 100.5% NA 38.2% NA 0.0% NA Adult Medical-Surgical 53.4 26.0 2.05 108.6 0.49 106.3 0.50 63.0 0.85 Obstetrics 2.8.5 4.9 5.77 19.5 1.46 1.45 1.97 28.6 1.00 Adult Medical-Surgical 2.7 2.6 107 2.8 0.89 2.7 1.01 2.7 0.66 4.1 1.15 0.86 4.1 1.99 1.44 1.46 0.88 3.15 0.86 4.1 <	414-328-6000			Contro	ol: Ot	her Not-For-Pro	ofit				
Occupancy Rate (%) Adult Medical-Surgical 57.5% 51.8% 55.2% 38.0% 1.04 67.1% 67.4% 0.86 71.0% 50.8% 0.81 67.0% 50.8% 0.08 Pediatrics 0.0% 51.3% N/A 100.5% N/A 38.2% N/A 0.0% 50.8% 0.84 69.3% 0.85 64.4% 0.91 Average Census (Patients) 53.4 26.0 2.05 108.6 0.49 106.3 0.50 63.0 0.85 64.4% 0.93 Actuit Medical-Surgical 28.6 4.9 57.7 19.5 1.46 14.5 1.97 28.6 10.0 Pediatrics 20.6 1.08.6 0.49 106.3 0.50 63.0 0.82 Average Length of Stay (Days) 4.5 4.1 1.11 52.2 0.87 4.6 0.98 4.3 1.06 Obstetrics 2.7 2.6 1.07 2.8 0.86 4.1 1.05 Surgical Operations 2.96 7.07 0.75 5.0 0.86				All GMS Ho	ospitals	-				FY 2019 vs. 2018	
Adult Modical-Surgical 57.5% 55.2% 1.04 67.1% 0.86 71.0% 0.81 67.0% 0.86 Obstetrics 51.8% 38.0% 1.36 48.2% 0.59 50.6% NA 50.6% NA 50.6% NA 50.6% NA 0.0% NA Total Hospital 58.7% 57.4% 1.02 70.0% 0.84 693.% 0.86 64.4% 0.97 Adult Medical-Surgical 28.5 4.9 5.77 19.5 1.46 14.5 1.97 28.6 100.0 Pediatrics 0.0 128.6 4.9 5.77 19.5 1.46 14.5 1.97 28.6 100.0 Adult Medical-Surgical 1.28.6 4.9 2.63 166.8 0.77 20.28 0.63 140.3 0.92 Adult Medical-Surgical 4.5 4.1 1.11 5.2 0.87 1.01 2.7 0.99 Adult Medical-Surgical 4.5 0.96 5.7 0.75	Selected Utilization Statistics		FY 2019	Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Adult Modical-Surgical 57.5% 55.2% 1.04 67.1% 0.86 71.0% 0.81 67.0% 0.86 Obstetrics 51.8% 38.0% 1.36 48.2% 0.59 50.6% NA 50.6% NA 50.6% NA 50.6% NA 0.0% NA Total Hospital 58.7% 57.4% 1.02 70.0% 0.84 693.% 0.86 64.4% 0.97 Adult Medical-Surgical 28.5 4.9 5.77 19.5 1.46 14.5 1.97 28.6 100.0 Pediatrics 0.0 128.6 4.9 5.77 19.5 1.46 14.5 1.97 28.6 100.0 Adult Medical-Surgical 1.28.6 4.9 2.63 166.8 0.77 20.28 0.63 140.3 0.92 Adult Medical-Surgical 4.5 4.1 1.11 5.2 0.87 1.01 2.7 0.99 Adult Medical-Surgical 4.5 0.96 5.7 0.75	Occupancy Rate (%)										
Obstetrics 51.8% 38.0% 1.36 42.2% 0.59 50.6% 1.02 52.0% 100 Pediatrics 0.0% 51.3% N/A 100.5% N/A 82.9% 0.85 64.4% 0.91 Average Cansus (Patients) 53.4 26.0 2.05 108.6 0.49 106.3 0.50 63.0 0.85 Adult Medical-Surgical 28.5 4.9 5.77 19.5 1.46 14.5 1.97 28.6 100 Pediatrics 0.0 1.3 N/A 9.3 N/A 3.2 N/A 0.0 N/A Average Length of Stay (Days) 4.5 4.1 1.11 5.2 0.87 4.6 0.88 4.3 10.6 Obstetrics 2.7 2.6 1.07 2.8 0.80 2.7 1.01 2.7 5.0 0.86 4.1 1.05 Surgical Operations 2.7 2.6 1.07 2.8 0.88 5.7 0.75 5.0 0.	• • • • •		57.5%	55.2%	1.04	67.1%	0.86	71.0%	0.81	67.0%	0.86
Total Hospital 58.7% 57.4% 1.02 70.0% 0.84 69.3% 0.85 64.4% 0.91 Average Consus (Patients) 53.4 28.5 4.9 57.7 19.5 1.46 14.5 1.97 28.6 1.00 N/A 3.2 N/A 0.50 63.0 0.85 0.50 108.6 0.49 106.3 0.50 63.0 0.85 0.50 0.50 0.50 63.0 0.85 0.50			51.8%	38.0%	1.36	48.2%	0.59	50.6%	1.02	52.0%	1.00
Total Hospital 58.7% 57.4% 1.02 70.0% 0.84 69.3% 0.85 64.4% 0.91 Average Census (Patients) 53.4 26.0 2.05 108.6 0.49 106.3 0.50 63.0 0.65 0.50 63.0 0.65 0.50 63.0 0.65 0.50 63.0 0.65 0.50 63.0 0.65 0.50 63.0 0.65 0.50 63.0 0.65 0.50 65.3 1.40.3 0.92 Average Length of Stay (Days) 4.1 1.11 5.2 0.67 4.6 0.98 4.3 1.06 Obstetrics 2.7 2.6 1.07 2.8 0.99 2.7 1.01 2.7 0.99 9.67 0.75 5.0 0.86 4.1 1.05 5.0 0.86 4.1 1.05 5.0 0.86 4.1 1.05 5.0 0.86 4.1 1.05 5.0 0.86 4.1 1.05 0.05 5.0 0.86 3.132	Pediatrics		0.0%	51.3%	N/A	100.5%	N/A	38.2%	N/A	0.0%	N/A
Adult Medical-Surgical 53.4 26.0 2.05 108.6 0.49 106.3 0.50 63.0 0.63 Obsterins 28.5 4.9 5.77 19.5 1.46 14.5 1.37 28.6 1.00 Pediatrics 0.0 1.3 N/A 9.3 N/A 3.2 N/A 0.0 N/A Adult Medical-Surgical 128.6 49.0 2.63 166.8 0.77 202.8 0.63 140.3 0.92 Adult Medical-Surgical 4.5 4.1 1.11 5.2 0.87 4.6 0.98 4.3 1.06 Obsterics 2.7 2.6 1.07 2.8 0.96 5.7 0.5 5.0 0.86 4.1 1.01 5.7 0.99 Pediatrics 0.0 3.3 N/A 3.4 N/A 3.3 N/A 0.0 NA 5.0 0.86 4.1 1.01 5.0 0.86 4.1 1.01 5.0 0.86 5.10 0.86	Total Hospital			57.4%	1.02	70.0%	0.84	69.3%	0.85	64.4%	0.91
Obstetrics Description 28.5 4.9 5.77 19.5 1.46 14.5 1.97 28.6 1.00 Pediatrics 0.0 1.3 N/A 9.3 N/A 3.2 N/A 0.0 N/A Total Hospital 128.6 49.0 2.63 166.8 0.77 202.8 0.63 140.3 0.92 Adult Medical-Surgical 4.5 4.1 1.11 5.2 0.87 4.6 0.98 4.3 1.06 Obstetrics 2.7 2.6 1.07 2.8 0.98 2.7 1.01 2.7 0.99 Pediatrics 0.0 3.3 N/A 3.4 N/A 3.3 N/A 0.66 4.1 1.05 Surgical Operations 1.43 4.5 0.96 5.7 0.75 5.0 0.66 4.1 1.05 Surgical Operations 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Visits 1.02	Average Census (Patients)										
Pediatrics 0.0 1.3 N/A 9.3 N/A 3.2 N/A 0.0 N/A Total Hospital 128.6 49.0 2.63 166.8 0.77 202.8 0.63 140.3 0.92 Aduit Medical-Surgical 4.5 4.1 1.11 5.2 0.87 4.6 0.98 4.3 106 Obstetrics 2.7 2.6 1.07 2.8 0.98 2.7 10.1 2.7 0.99 Pediatrics 0.0 3.3 N/A 3.4 N/A 3.3 N/A 0.0 N/A Total Hospital 4.3 4.5 0.96 5.7 0.75 5.0 0.86 4.1 1.05 Surgical Operations 1.43 3.00% 0.94 25.1% 1.36 3.79% 0.90 Outpatient Visits 124.310 144.376 0.86 275.295 0.45 476.432 0.26 124.127 1.00 Emergency Visits 124.310 144.376 <td< td=""><td>Adult Medical-Surgical</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	Adult Medical-Surgical										
Total Hospital 128.6 49.0 2.63 166.8 0.77 202.8 0.63 140.3 0.92 Average Length of Stay (Days) Adult Medical-Surgical 4.5 4.1 1.11 5.2 0.87 4.6 0.98 4.3 1.06 Obstetrics 2.7 2.6 1.07 2.8 0.98 2.7 1.01 2.7 0.99 Pediatrics 0.0 3.3 N/A 4.4 N/A 3.3 N/A 0.0 N/A Surgical Operations 1.04 4.5 0.96 5.7 0.75 5.0 0.86 4.1 1.05 Surgical Operations 2.684 1.426 1.88 3.115 0.86 5.403 0.50 3.132 0.86 Outpatient 5.202 4.581 1.14 5.527 0.94 16.162 0.32 5.134 1.01 Inpatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90	Obstetrics										
Average Length of Stay (Days) Adult Medical-Surgical 4.5 4.1 1.11 5.2 0.87 4.6 0.98 4.3 1.06 Obstetrics 2.7 2.6 1.07 2.8 0.98 2.7 1.01 2.7 0.99 Pediatrics 0.0 3.3 N/A 3.4 N/A 3.3 N/A 0.0 NA Total Hospital 4.3 4.5 0.96 5.7 0.75 5.0 0.86 4.1 1.05 Surgical Operations 1.041 5.220 4.581 1.14 5.527 0.94 16.162 0.32 5.13 4.101 Inpatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Wsits 124.310 144.376 0.86 275.295 0.45 476.432 0.26 124.127 1.00 Full Time Equivalents (FTEs) 4.60 2.30 1.13 58.1 0.45 77.8 0.36 27	Pediatrics										
Aduit Medical-Surgical 4.5 4.1 1.11 5.2 0.87 4.6 0.98 4.3 1.06 Obstetrics 2.7 2.6 1.07 2.8 0.98 2.7 1.01 2.7 0.99 Pediatrics 0.0 3.3 N/A 3.4 N/A 3.3 N/A 0.0 N/A Total Hospital 4.3 4.5 0.96 5.7 0.75 5.0 0.86 4.1 1.05 Surgical Operations 1.426 1.88 3.115 0.66 5.403 0.50 3.132 0.86 Outpatient thist 5.202 4.581 1.14 5.527 0.94 16.162 0.32 5.134 1.01 Non-Emergency Visits 124.310 144.376 0.86 275.295 0.45 476.432 0.26 124.127 1.00 Non-Emergency Visits 139.674 17.768 2.23 46.822 0.85 47.460 0.84 38.970 1.02 Full-Time Equivalents (FTEs) 26.0 23.0 1.13 58.1 0.45 71.8 0.62 <td>Total Hospital</td> <td></td> <td>128.6</td> <td>49.0</td> <td>2.63</td> <td>166.8</td> <td>0.77</td> <td>202.8</td> <td>0.63</td> <td>140.3</td> <td>0.92</td>	Total Hospital		128.6	49.0	2.63	166.8	0.77	202.8	0.63	140.3	0.92
Obstetrics 2.7 2.6 1.07 2.8 0.98 2.7 1.01 2.7 0.99 Pediatrics 0.0 3.3 N/A 3.4 N/A 3.4 N/A 3.3 N/A 0.0 N/A Total Hospital 4.3 4.3 0.96 5.7 0.75 5.0 0.86 4.1 1.05 Surgical Operations 1.patient 2.684 1.426 1.88 3.115 0.86 5.403 0.50 3.132 0.86 Outpatient Visits 5.20.2 4.581 1.14 5.527 0.94 16.162 0.32 5.134 1.01 Inpatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Visits 124.310 144.376 0.86 275.295 0.45 476.432 0.26 124.127 1.00 Full-Time Equivalents (FTEs) 2.60 23.0 1.13 58.1 0.45 71.8	Average Length of Stay (Day	ys)									
Pediatrics 0.0 3.3 N/A 3.4 N/A 3.3 N/A 0.0 N/A Total Hospital 4.3 4.5 0.96 5.7 0.75 5.0 0.86 4.1 1.05 Surgical Operations 1.04 5.20 4.561 1.14 5.527 0.94 16.162 0.32 5.134 1.01 Inpatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Visits 124.310 144.376 0.86 275.295 0.45 476.432 0.26 124.127 1.00 Emergency Visits 39.674 17.768 2.23 46.822 0.85 47.460 0.84 38.970 1.02 Full-Time Equivalents (FTEs) Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Nurses, Licensed 565.9 251.3 2.25 763.8 0.74 913.4 <t< td=""><td>Adult Medical-Surgical</td><td></td><td>4.5</td><td>4.1</td><td>1.11</td><td></td><td></td><td>4.6</td><td>0.98</td><td>4.3</td><td>1.06</td></t<>	Adult Medical-Surgical		4.5	4.1	1.11			4.6	0.98	4.3	1.06
Total Hospital 4.3 4.5 0.96 5.7 0.75 5.0 0.86 4.1 1.05 Surgical Operations Inpatient Outpatient 2,684 1.426 1.88 3.115 0.86 5,403 0.50 3.132 0.86 Outpatient 5,202 4,581 1.14 5,527 0.94 16,162 0.32 5,134 1.01 Inpatient Dupatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Visits 124,310 144,376 0.86 275.295 0.45 476,432 0.26 124,127 1.00 Emergency Visits 39,674 17.768 2.23 46,822 0.85 47,450 0.84 38,970 1.02 Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Ancillary Nursing Personnel 1.547.3 509.3 3.04 1.250.1 1.24 1.805.9 0.8	Obstetrics		2.7	2.6	1.07		0.98	2.7	1.01	2.7	0.99
Surgical Operations Inpatient 2,684 1,426 1.88 3,115 0.86 5,403 0.50 3,132 0.86 Outpatient 5,202 4,581 1.14 5,527 0.94 16,162 0.32 5,134 1.01 Inpatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Visits 124,310 144,376 0.86 275,295 0.45 476,432 0.26 124,127 1.00 Non-Emergency Visits 124,310 144,376 0.86 275,295 0.45 476,432 0.26 124,127 1.00 Morinistrators 39,674 17,768 2.23 46,822 0.85 47,460 0.84 38,970 1.02 Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Autising Personnel 112.6 39.7 2.84 137.7 0.82 148.8 <td< td=""><td>Pediatrics</td><td></td><td>0.0</td><td>3.3</td><td>N/A</td><td></td><td></td><td>3.3</td><td>N/A</td><td>0.0</td><td>N/A</td></td<>	Pediatrics		0.0	3.3	N/A			3.3	N/A	0.0	N/A
Inpatient 2,684 1,426 1.88 3,115 0.86 5,403 0.50 3,132 0.86 Outpatient 5,202 4,581 1.14 5,527 0.94 16,162 0.32 5,134 1.01 Inpatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Visits 124,310 144,376 0.86 275,295 0.45 476,432 0.26 124,127 1.00 Full-Time Equivalents (FTEs) 36,674 17,768 2.23 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Ancillary Nursing Personnel 112.6 39.7 2.84 137.7 0.82 148.8 0.76 106.7 1.06 Administrators 2.251.7 823.3 2.74 2.290.8 1.02 2.940.0 0.77 2.064.3 1.09 FtEs per 100 Patient Census (Adjusted) 8.7 17.0 0.51 16.3 0.54 14.	Total Hospital		4.3	4.5	0.96	5.7	0.75	5.0	0.86	4.1	1.05
Dutpatient Inpatient Dutpatient Source Dutpatient Source Dutpatient Source Dutpatient Source Dutpatient Source Source Display Display <thdisplay< th=""></thdisplay<>	Surgical Operations										
Inpatient as % of All Surgeries 34.0% 23.7% 1.43 36.0% 0.94 25.1% 1.36 37.9% 0.90 Outpatient Visits 124,310 144,376 0.86 275,295 0.45 476,432 0.26 124,127 1.00 Emergency Visits 39,674 17,768 2.23 46,822 0.85 47,460 0.84 38,970 1.02 Full-Time Equivalents (FTEs) Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Nurses, Licensed 565.9 251.3 2.25 763.8 0.74 913.4 0.62 532.5 1.06 All Other Personnel 112.6 39.7 2.84 137.7 0.82 148.8 0.76 106.7 1.06 All Other Personnel 1,547.3 509.3 3.04 1,250.1 1.24 1,805.9 0.86 1,398.1 1.11 Total FTEs 2,251.7 823.3 2.74 2,209.8 1.02 2,9	Inpatient		2,684	1,426	1.88					3,132	0.86
Outpatient Visits Non-Emergency Visits 124,310 144,376 0.86 275,295 0.45 476,432 0.26 124,127 1.00 Emergency Visits 39,674 17,768 2.23 46,822 0.85 47,460 0.84 38,970 1.02 Full-Time Equivalents (FTEs) Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Nurses, Licensed 565.9 251.3 2.25 763.8 0.74 913.4 0.62 532.5 1.06 Ancillary Nursing Personnel 112.6 39.7 2.84 137.7 0.82 148.8 0.76 106.7 1.06 All Other Personnel 1,547.3 509.3 3.04 1.250.1 1.24 1.805.9 0.86 1,398.1 1.11 Total FTEs 2.251.7 823.3 2.74 2.209.8 10.02 2.940.0 0.77 2.064.3 1.09 Administrators 8.7 17.0 0.51 16.3 0.54 14.7 <td>Outpatient</td> <td></td> <td>5,202</td> <td>4,581</td> <td>1.14</td> <td></td> <td></td> <td></td> <td>0.32</td> <td>5,134</td> <td>1.01</td>	Outpatient		5,202	4,581	1.14				0.32	5,134	1.01
Non-Emergency Visits 124,310 144,376 0.86 275,295 0.45 476,432 0.26 124,127 1.00 Emergency Visits 39,674 17,768 2.23 46,822 0.85 47,460 0.84 38,970 1.02 Full-Time Equivalents (FTEs) Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Nurses, Licensed 565.9 251.3 2.25 763.8 0.74 913.4 0.62 532.5 1.06 All Other Personnel 112.6 39.7 2.84 137.7 0.82 148.8 0.76 106.7 1.06 All Other Personnel 1,547.3 509.3 3.04 1,250.1 1.24 1,805.9 0.86 1,398.1 1.11 Total FTEs 2,251.7 823.3 2.74 2.209.8 1.02 2940.0 0.77 2.064.3 1.09 Administrators 8.7 17.0 0.51 16.3 0.54 14.7 0.59	Inpatient as % of All Surge	ries	34.0%	23.7%	1.43	36.0%	0.94	25.1%	1.36	37.9%	0.90
Emergency Visits 39,674 17,768 2.23 46,822 0.85 47,460 0.84 38,970 1.02 Full-Time Equivalents (FTEs) Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Nurses, Licensed 565.9 251.3 2.25 763.8 0.74 913.4 0.62 532.5 1.06 Ancillary Nursing Personnel 1,547.3 509.3 3.04 1,250.1 1.24 1,805.9 0.86 1,398.1 1.11 Total FTEs 2,251.7 823.3 2.74 2,209.8 1.02 2,940.0 0.77 2,064.3 1.09 FTEs per 100 Patient Census (Adjusted) Administrators 8.7 17.0 0.51 16.3 0.54 14.7 0.59 9.3 0.94 Nurses, Licensed 189.8 185.7 1.02 213.6 0.89 186.4 1.02 183.6 1.03 Ancillary Nursing Personnel 37.8 29.3 1.29 38.5 0.98 <t< td=""><td>Outpatient Visits</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	Outpatient Visits										
Full-Time Equivalents (FTEs) Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Nurses, Licensed 565.9 251.3 2.25 763.8 0.74 913.4 0.62 532.5 1.06 Ancillary Nursing Personnel 112.6 39.7 2.84 137.7 0.82 148.8 0.76 106.7 1.06 All Other Personnel 1,547.3 509.3 3.04 1,250.1 1.24 1.805.9 0.86 1,398.1 1.11 Total FTEs 2,251.7 823.3 2.74 2,209.8 1.02 2,940.0 0.77 2,064.3 1.09 FTEs per 100 Patient Census (Adjusted) Administrators 8.7 17.0 0.51 16.3 0.54 14.7 0.59 9.3 0.94 Nurses, Licensed 189.8 185.7 1.02 213.6 0.89 30.4 1.24 36.8 1.03 All Other Personnel 519.1 376.3 1.38 349.6 1.48 368.6 <td></td>											
Administrators 26.0 23.0 1.13 58.1 0.45 71.8 0.36 27.0 0.96 Nurses, Licensed 565.9 251.3 2.25 763.8 0.74 913.4 0.62 532.5 1.06 Ancillary Nursing Personnel 112.6 39.7 2.84 137.7 0.82 148.8 0.76 106.7 1.06 All Other Personnel 1,547.3 509.3 3.04 1,250.1 1.24 1,805.9 0.86 1,398.1 1.11 Total FTEs 2,251.7 823.3 2.74 2,209.8 1.02 2,940.0 0.77 2,064.3 1.09 FTEs per 100 Patient Census (Adjusted) Administrators 8.7 17.0 0.51 16.3 0.54 14.7 0.59 9.3 0.94 Nurses, Licensed 189.8 185.7 1.02 213.6 0.89 186.4 1.02 183.6 1.03 Ancillary Nursing Personnel 37.8 29.3 1.29 38.5 0.98 30.4 1.24 368.6 1.41 482.1 1.08 <t< td=""><td>Emergency Visits</td><td></td><td>39,674</td><td>17,768</td><td>2.23</td><td>46,822</td><td>0.85</td><td>47,460</td><td>0.84</td><td>38,970</td><td>1.02</td></t<>	Emergency Visits		39,674	17,768	2.23	46,822	0.85	47,460	0.84	38,970	1.02
Numses, Licensed 100 <td>Full-Time Equivalents (FTEs</td> <td>5)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	Full-Time Equivalents (FTEs	5)									
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Total FTEs 2,251.7 823.3 2.74 2,209.8 1.02 2,940.0 0.77 2,064.3 1.09 FTEs per 100 Patient Census (Adjusted) Administrators 8.7 17.0 0.51 16.3 0.54 14.7 0.59 9.3 0.94 Nurses, Licensed 189.8 185.7 1.02 213.6 0.89 186.4 1.02 183.6 1.03 Ancillary Nursing Personnel 37.8 29.3 1.29 38.5 0.98 30.4 1.24 36.8 1.03 All Other Personnel 519.1 376.3 1.38 349.6 1.48 368.6 1.41 482.1 1.08 Total FTEs Contract with: Medicare-certified Swing Beds: Newborn Nursery: Newborn Nursery: Newborn Nursery: Newborn Nursery: Newborn Nursery: Beds Set Up & Staffed 219 Health Maintenance Yes Discharges 0 Total Births 3,526 Inpatient Days 46,943 Preferred Provider Yes Discharges 0 Newborn Days 6,732		el		39.7							1.06
FTEs per 100 Patient Census (Adjusted) Administrators 8.7 17.0 0.51 16.3 0.54 14.7 0.59 9.3 0.94 Nurses, Licensed 189.8 185.7 1.02 213.6 0.89 186.4 1.02 183.6 1.03 Ancillary Nursing Personnel 37.8 29.3 1.29 38.5 0.98 30.4 1.24 36.8 1.03 All Other Personnel 519.1 376.3 1.38 349.6 1.48 368.6 1.41 482.1 1.08 Total FTEs 755.5 608.3 1.24 618.0 1.22 600.1 1.26 711.8 1.06 Total Hospital: Contract with: Medicare-certified Swing Beds: Newborn Nursery: Newborn Nursery: Newborn Nursery: Newborn Days 3,526 Discharges 10,946 Organization (HMO) Yes Newborn Days 0 Newborn Days 6,732	All Other Personnel										
Administrators 8.7 17.0 0.51 16.3 0.54 14.7 0.59 9.3 0.94 Nurses, Licensed 189.8 185.7 1.02 213.6 0.89 186.4 1.02 183.6 1.03 Ancillary Nursing Personnel 37.8 29.3 1.29 38.5 0.98 30.4 1.24 36.8 1.03 All Other Personnel 519.1 376.3 1.38 349.6 1.48 368.6 1.41 482.1 1.08 Total FTEs 755.5 608.3 1.24 618.0 1.22 600.1 1.26 711.8 1.06 Total Hospital: Contract with: Medicare-certified Swing Beds: Newborn Nursery: Newborn Nursery: Beds Set Up & Staffed 219 Health Maintenance Average Beds Used 0 Bassinets 37 Discharges 10.946 Organization (HMO) Yes Inpatient Days 0 Newborn Days 6,732			2,251.7	823.3	2.74	2,209.8	1.02	2,940.0	0.77	2,064.3	1.09
Nurses, Licensed 189.8 185.7 1.02 213.6 0.89 186.4 1.02 183.6 1.03 Ancillary Nursing Personnel 37.8 29.3 1.29 38.5 0.98 30.4 1.24 36.8 1.03 All Other Personnel 519.1 376.3 1.38 349.6 1.48 368.6 1.41 482.1 1.08 Total FTEs 755.5 608.3 1.24 618.0 1.22 600.1 1.26 711.8 1.06 Total Hospital: Contract with: Medicare-certified Swing Beds: Newborn Nursery: 0 Bassinets 37 Beds Set Up & Staffed 219 Health Maintenance Average Beds Used 0 Bassinets 37 Discharges 10,946 Organization (HMO) Yes Inpatient Days 0 Newborn Days 6,732	FTEs per 100 Patient Censu	s (Adjusted)									
Ancillary Nursing Personnel 37.8 29.3 1.29 38.5 0.98 30.4 1.24 36.8 1.03 All Other Personnel 519.1 376.3 1.38 349.6 1.48 368.6 1.41 482.1 1.08 Total FTEs 755.5 608.3 1.24 618.0 1.22 600.1 1.26 711.8 1.06 Total Hospital: Contract with: Medicare-certified Swing Beds: Newborn Nursery: Newborn Nursery: Beds Set Up & Staffed 219 Health Maintenance Average Beds Used 0 Bassinets 37 Discharges 10,946 Organization (HMO) Yes Discharges 0 Total Births 3,526 Inpatient Days 46,943 Preferred Provider Ver Inpatient Days 0 Newborn Days 6,732											
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Discharges10,946Organization (HMO)YesDischarges0Total Births3,526Inpatient Days46,943Preferred ProviderInpatient Days0Newborn Days6,732									-		
Inpatient Days 46,943 Preferred Provider Vac	•			Vaa		-					
			Organization (HMO)	Di							
Vee	Inpatient Days	46,943	Preferred Provider		Inj	patient Days		0	Newbo	orn Days	6,732
				Yes							

150 Aurora West Allis Medical Center

West Allis, WI 53227

	Level of	Beds Set Up & Staffed	Discharges &	Patient Days	Occupancy	Average Census	Average Length of Stay	
Inpatient Service Area	Service*	12/31/2019	Transfers**	of Care	Rate (%)	(Patients)	(Days)	
General Medical-Surgical								
Adult Medical-Surgical, Acute	1	93	4,316	19,508	57.5%	53.4	4.5	
Orthopedic	1	32	1,494	6,255	53.6%	17.1	4.2	
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0	
Hospice	3	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	3,824	10,402	51.8%	28.5	2.7	
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	339	3,783	64.8%	10.4	11.2	
Cardiac Intensive Unit	3	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	379	6,995	83.3%	19.2	18.5	
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. ** 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

	Number	Number	Number			Number	Number	Number
Occupation	Full-Time	Part-Time	FTE	Occupation		Full-Time	Part-Time	FTE
Administrators/Assistant Administrators	26	0	26.0	Surgical Personnel		18	9	21.0
Physicians & Dentists	91	20	92.7	Radiological Services Personnel		50	25	69.3
Medical & Dental Residents	0	0	0.0	Sonographers		13	22	26.5
Dental Hygienists	0	0	0.0	Respiratory Therapists		14	2	15.5
Registered Nurses	408	167	523.7	Occupational Therapists		8	14	17.5
Certified Nurse Midwives	5	1	5.6	Occupational Therapy Assistants/Aides		1	1	1.7
Licensed Practical Nurses	6	3	8.7	Physical Therapists		15	12	22.7
Ancillary Nursing Personnel	70	75	112.6	Physical Therapy Assistants/Aides		1	5	4.0
Medical Assistants	46	13	52.8	Recreational Therapists		0	2	1.3
Physician Assistants	11	1	11.6	Dietitians & Nutritionists		5	3	7.0
Nurse Practitioners	17	4	19.9	Psychologists		6	0	6.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers		6	5	8.3
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals		242	163	316.7
Health Info Mgmt-Administrators/Technicians	26	8	31.6	All Other Personnel		457	130	539.2
Pharmacy Personnel	38	7	40.5		Total	1,805	761	2,251.7
Clinical Laboratory Personnel	217	69	261.4			,		,

150 Aurora West Allis Medical Center

150 Aurora West Allis Medical	Center									
West Allis, WI 53227		All GMS Hospitals		spitals	Analysis Area		Volume Group		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total	Gross Patient Revenue									
Medicare	\$408,921,034	42.3%	46.3%	0.91	43.7%	0.97	46.7%	0.91	41.4%	1.02
Medical Assistance	\$160,580,032	16.6%	13.6%	1.22	20.7%	0.80	12.6%	1.32	16.5%	1.01
Commercial	\$366,874,103	38.0%	35.3%	1.08	31.5%	1.20	35.1%	1.08	39.0%	0.97
All Other	\$29,999,381	3.1%	4.8%	0.65	4.1%	0.75	5.6%	0.55	3.1%	0.99
Deductions as % of Total Gro	ss Patient Revenue									
Medicare	\$344,260,007	35.6%	34.9%	1.02	34.8%	1.02	36.2%	0.98	34.2%	1.04
Medical Assistance	\$126,868,617	13.1%	10.4%	1.27	15.6%	0.84	9.8%	1.33	13.0%	1.01
Commercial	\$180,526,586	18.7%	14.7%	1.27	14.2%	1.32	15.6%	1.19	18.9%	0.99
Charity Care	\$15,552,363	1.6%	1.0%	1.67	1.2%	1.31	0.9%	1.73	1.6%	1.01
Bad Debt	\$9,189,189	1.0%	1.1%	0.90	1.0%	1.00	0.9%	1.06	1.2%	0.82
All Other	\$9,398,920	1.0%	2.2%	0.45	1.2%	0.83	2.5%	0.39	1.0%	1.02
Total Deductions	\$685,795,681	71.0%	64.2%	1.11	67.9%	1.04	66.0%	1.08	69.8%	1.02
Other Revenue & Net Gains o										
Other Revenue as % of Tota	al Revenue	1.9%	5.5%	0.34	4.2%	0.45	6.8%	0.28	1.9%	0.99
Net Gains/Losses as % of N	let Income	0.1%	13.2%	0.01	N/A	N/A	13.1%	0.01	0.2%	0.54
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$95,836,522	43.2%	44.0%	0.98	35.6%	1.21	42.7%	1.01	43.0%	1.01
Supplies & Services	\$109,454,782	49.4%	49.2%	1.00	57.8%	0.85	51.1%	0.97	50.8%	0.97
Capital Component	\$16,500,339	7.4%	6.8%	1.09	6.6%	1.12	6.2%	1.20	6.2%	1.20
Fiscal Statistics										
Operating Margin (%)		22.4%	9.1%	2.47	11.0%	2.04	9.5%	2.37	25.3%	0.89
Total Hospital Net Income (%)		22.5%	10.3%	2.18	10.6%	2.11	10.8%	2.09	25.3%	0.89
Return on Equity (%)		6.8%	6.0%	1.14	7.3%	0.94	7.7%	0.89	8.3%	0.83
Current Ratio		56.0 51.2	4.7	11.91	10.4	5.40	5.5	10.15	55.2	1.02
Days in Net Patient Account	Days in Net Patient Accounts Receivable		64.0	0.80	48.4	1.06	55.7	0.92	54.3	0.94
Average Payment Period		25.9	56.5	0.46	30.5	0.85	45.6	0.57	25.1	1.03
Equity Financing (%)		98.2%	69.2%	1.42	87.0%	1.13	72.1%	1.36	98.4%	1.00
Long-Term Debt to Equity R	atio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		18.4	13.4	1.37	11.9	1.54	15.5	1.19	0.0	N/A
Total Asset Turnover		0.3	0.6	0.53	0.7	0.44	0.7	0.43	0.3	0.94
Average Age of Plant (Years	5)	12.8	12.6	1.02	10.5	1.22	12.1	1.06	12.1	1.06
Increase (Decrease) Total N	let Patient Revenue	0.7%	7.3%	0.10	4.6%	0.15	8.9%	0.08	2.6%	0.27
Outpatient Gross Revenue (% of Total GPR)	53.4%	63.3%	0.84	52.2%	1.02	58.2%	0.92	49.1%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per D	Discharge	\$13,171	\$16,906	0.78	\$22,775	0.58	\$19,324	0.68	\$12,562	1.05
Inpatient Net Revenue per D		\$2,845	\$3,675	0.77	\$3,908	0.73	\$3,829	0.74	\$2,909	0.98
Outpatient Net Revenue per	⁻ Visit	\$888	\$703	1.26	\$755	1.18	\$741	1.20	\$812	1.09
Income Statement			Assets				Liabili	Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$966,374,550	Cash & Cash Equivalents			\$791,152,647	Curre	Current Liabilities		\$14	,903,674
Less Deductions	\$685,795,681	Net Patient Receivables			\$39,332,240	Long-Term Debt			\$0	
Net Patient Revenue	\$280,578,869	Other Receivables			\$1,322,480	Other	Liabilities	\$1,836,608		
Plus Other Revenue						Subtotal			\$16,740,282	
Total Revenue \$285,982,143		Land, Build	lings & Equipmer	\$99,404,570	-					
Less Expenses \$221,791,643		Other Asse	Other Assets			Unres	stricted Fund Ba	\$922	2,398,973	
Non-Operating Gains/Losses	\$79,654			\$7,927,320	Restr	icted Fund Bala		\$0		
Net Income	\$64,270,154	Total Asset	S		\$939,139,257	Total	Liabilities & Fun	d Balance	\$939	9,139,255