

**150 Aurora West Allis Medical Center**  
 8901 W Lincoln Avenue  
 West Allis, WI 53227  
 414-328-6000

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**

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.3%	57.9%	0.92	68.4%	0.78	72.0%	0.74	47.4%	1.13
Obstetrics	46.4%	36.8%	1.26	42.5%	0.60	46.8%	0.99	47.5%	0.98
Pediatrics	0.0%	59.6%	N/A	78.9%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	53.2%	58.7%	0.91	68.1%	0.78	68.8%	0.77	52.6%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	48.5	26.8	1.81	106.2	0.46	108.1	0.45	43.1	1.13
Obstetrics	25.5	4.8	5.27	17.1	1.49	14.4	1.78	26.1	0.98
Pediatrics	0.0	1.5	N/A	7.5	N/A	5.0	N/A	0.0	N/A
Total Hospital	117.1	49.8	2.35	158.1	0.74	209.1	0.56	115.8	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.7	4.6	1.03	5.5	0.85	5.0	0.93	4.4	1.08
Obstetrics	2.6	2.4	1.05	2.6	0.98	2.6	1.00	2.6	1.00
Pediatrics	0.0	3.8	N/A	3.5	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	6.0	0.69	5.3	0.78	4.2	0.98
<b>Surgical Operations</b>									
Inpatient	2,087	1,037	2.01	2,696	0.77	3,842	0.54	2,153	0.97
Outpatient	5,473	3,865	1.42	4,901	1.12	11,153	0.49	4,233	1.29
Inpatient as % of All Surgeries	27.6%	21.2%	1.30	35.5%	0.78	25.6%	1.08	33.7%	0.82
<b>Outpatient Visits</b>									
Non-Emergency Visits	169,420	145,246	1.17	244,552	0.69	450,554	0.38	154,688	1.10
Emergency Visits	36,703	16,058	2.29	36,633	1.00	40,709	0.90	34,347	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	22.0	19.0	1.15	50.6	0.44	63.3	0.35	22.0	1.00
Nurses, Licensed	557.5	247.5	2.25	682.1	0.82	921.1	0.61	571.1	0.98
Ancillary Nursing Personnel	149.9	40.3	3.72	143.1	1.05	153.6	0.98	151.8	0.99
All Other Personnel	1,469.5	496.2	2.96	1,134.1	1.30	1,865.1	0.79	1,494.3	0.98
Total FTEs	2,198.9	803.0	2.74	2,009.8	1.09	3,003.0	0.73	2,239.2	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.9	13.0	0.53	14.7	0.47	11.7	0.59	7.9	0.87
Nurses, Licensed	173.9	168.4	1.03	198.5	0.88	170.7	1.02	205.5	0.85
Ancillary Nursing Personnel	46.8	27.4	1.71	41.6	1.12	28.5	1.64	54.6	0.86
All Other Personnel	458.5	337.6	1.36	330.0	1.39	345.6	1.33	537.6	0.85
Total FTEs	686.0	546.4	1.26	584.8	1.17	556.5	1.23	805.6	0.85

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	220	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	37
Discharges	10,331	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3,368
Inpatient Days	42,745			Inpatient Days	0	Newborn Days	5,859

**150 Aurora West Allis Medical Center**  
West Allis, WI 53227

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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	91	3,767	17,716	53.3%	48.5	4.7
Orthopedic	1	35	1,301	6,039	47.3%	16.5	4.6
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	55	3,613	9,307	46.4%	25.5	2.6
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	16	246	3,642	62.4%	10.0	14.8
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	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	381	6,041	72.0%	16.6	15.9
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	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	22	0	22.0	Surgical Personnel	50	14	57.1
Physicians & Dentists	107	22	112.7	Radiological Services Personnel	46	27	66.2
Medical & Dental Residents	0	0	0.0	Sonographers	11	21	24.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	15	3	16.3
Registered Nurses	395	169	510.3	Occupational Therapists	6	15	15.8
Certified Nurse Midwives	6	1	6.6	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	5	3	6.1	Physical Therapists	17	10	23.1
Ancillary Nursing Personnel	91	111	149.9	Physical Therapy Assistants/Aides	7	15	12.5
Medical Assistants	44	10	50.2	Recreational Therapists	0	2	1.1
Physician Assistants	10	1	10.7	Dietitians & Nutritionists	4	3	6.1
Nurse Practitioners	23	9	29.4	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	5	6	8.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	152	86	189.7
Health Info Mgmt-Administrators/Technicians	25	5	27.6	All Other Personnel	439	137	523.2
Pharmacy Personnel	36	9	40.3				
Clinical Laboratory Personnel	237	67	277.7	<b>Total</b>	<b>1,763</b>	<b>747</b>	<b>2,198.9</b>

**150 Aurora West Allis Medical Center**

West Allis, WI 53227

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$437,072,026	41.2%	46.6%	0.88	44.6%	0.92	46.9%	0.88	41.0%	1.00
Medical Assistance	\$192,912,320	18.2%	14.4%	1.26	21.6%	0.84	13.3%	1.37	18.4%	0.99
Commercial	\$395,677,344	37.3%	33.9%	1.10	30.1%	1.24	34.1%	1.09	37.5%	0.99
All Other	\$35,812,141	3.4%	5.1%	0.67	3.7%	0.92	5.7%	0.59	3.1%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$366,571,265	34.5%	35.2%	0.98	35.8%	0.96	36.2%	0.95	34.1%	1.01
Medical Assistance	\$154,077,639	14.5%	11.1%	1.31	16.4%	0.88	10.3%	1.41	14.0%	1.04
Commercial	\$201,559,219	19.0%	14.9%	1.27	14.1%	1.35	16.2%	1.17	18.4%	1.03
Charity Care	\$10,263,245	1.0%	0.7%	1.36	0.9%	1.10	0.7%	1.38	1.2%	0.79
Bad Debt	\$14,643,891	1.4%	1.0%	1.35	0.9%	1.47	0.8%	1.67	1.1%	1.21
All Other	\$15,002,449	1.4%	2.8%	0.51	1.3%	1.11	3.0%	0.46	1.3%	1.05
Total Deductions	\$762,117,708	71.8%	65.8%	1.09	69.4%	1.03	67.3%	1.07	70.2%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	6.5%	0.29	5.3%	0.35	6.7%	0.28	7.7%	0.24
Net Gains/Losses as % of Net Income		0.1%	29.4%	0.00	N/A	N/A	30.5%	0.00	0.2%	0.79
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$98,690,901	41.8%	42.4%	0.99	34.5%	1.21	41.3%	1.01	43.4%	0.96
Supplies & Services	\$123,664,309	52.4%	51.3%	1.02	59.5%	0.88	53.3%	0.98	50.2%	1.04
Capital Component	\$13,683,735	5.8%	6.2%	0.93	6.0%	0.97	5.4%	1.07	6.5%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)		22.6%	10.4%	2.17	11.2%	2.02	9.3%	2.43	22.0%	1.03
Total Hospital Net Income (%)		22.7%	14.1%	1.60	10.9%	2.08	12.9%	1.76	22.0%	1.03
Return on Equity (%)		6.4%	6.3%	1.01	7.1%	0.90	8.9%	0.72	6.2%	1.03
Current Ratio		38.3	4.1	9.30	6.9	5.56	4.8	8.04	44.0	0.87
Days in Net Patient Accounts Receivable		59.3	87.5	0.68	56.9	1.04	61.8	0.96	56.7	1.05
Average Payment Period		41.8	89.9	0.46	51.3	0.81	62.8	0.67	35.8	1.17
Equity Financing (%)		97.5%	64.7%	1.51	83.8%	1.16	69.5%	1.40	97.0%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		30.1	21.0	1.43	14.2	2.12	24.3	1.24	29.1	1.04
Total Asset Turnover		0.3	0.4	0.66	0.7	0.43	0.7	0.43	0.3	1.00
Average Age of Plant (Years)		15.9	17.1	0.93	11.7	1.37	13.3	1.20	14.2	1.12
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	0.99	11.5%	1.10	11.2%	1.13	-5.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.8%	64.9%	0.91	52.8%	1.11	59.3%	0.99	54.1%	1.09
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,817		\$18,658	0.74	\$25,873	0.53	\$21,058	0.66	\$13,748	1.00
Inpatient Net Revenue per Day	\$2,962		\$3,656	0.81	\$4,216	0.70	\$3,785	0.78	\$2,967	1.00
Outpatient Net Revenue per Visit	\$831		\$781	1.06	\$852	0.97	\$881	0.94	\$727	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,061,473,830	Cash & Cash Equivalents	\$935,959,815	Current Liabilities	\$25,841,918
Less Deductions	\$762,117,708	Net Patient Receivables	\$48,663,936	Long-Term Debt	\$0
Net Patient Revenue	\$299,356,122	Other Receivables	\$1,643,842	Other Liabilities	\$1,305,682
Plus Other Revenue	\$5,715,475			Subtotal	\$27,147,600
Total Revenue	\$305,071,598	Land, Buildings & Equipment (Net)	\$88,409,776	Unrestricted Fund Balance	\$1,053,594,583
Less Expenses	\$236,038,945	Other Assets	\$6,064,814	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$97,122			Total Liabilities & Fund Balance	\$1,080,742,183
Net Income	\$69,129,775	Total Assets	\$1,080,742,183		