

168 Aurora Sinai Medical Center
 945 N 12th Street, PO Box 342
 Milwaukee, WI 53233
 414-219-2000

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: 6

| Selected Utilization Statistics | FY 2019 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 6 | | FY 2019 vs. 2018 | |
|-----------------------------------------------|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2018 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 39.9% | 55.2% | 0.72 | 67.1% | 0.59 | 50.7% | 0.79 | 62.1% | 0.64 |
| Obstetrics | 47.7% | 38.0% | 1.26 | 48.2% | 0.46 | 34.4% | 1.39 | 51.5% | 0.93 |
| Pediatrics | 0.0% | 51.3% | N/A | 100.5% | N/A | 78.2% | N/A | 0.0% | N/A |
| Total Hospital | 49.7% | 57.4% | 0.87 | 70.0% | 0.71 | 54.8% | 0.91 | 54.5% | 0.91 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 40.3 | 26.0 | 1.55 | 108.6 | 0.37 | 27.5 | 1.47 | 50.3 | 0.80 |
| Obstetrics | 21.9 | 4.9 | 4.44 | 19.5 | 1.12 | 6.2 | 3.55 | 23.7 | 0.93 |
| Pediatrics | 0.0 | 1.3 | N/A | 9.3 | N/A | 4.2 | N/A | 0.0 | N/A |
| Total Hospital | 100.4 | 49.0 | 2.05 | 166.8 | 0.60 | 63.1 | 1.59 | 110.1 | 0.91 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.3 | 4.1 | 1.30 | 5.2 | 1.01 | 3.6 | 1.45 | 4.0 | 1.31 |
| Obstetrics | 2.9 | 2.6 | 1.15 | 2.8 | 1.06 | 2.5 | 1.17 | 2.9 | 1.01 |
| Pediatrics | 0.0 | 3.3 | N/A | 3.4 | N/A | 3.4 | N/A | 0.0 | N/A |
| Total Hospital | 5.2 | 4.5 | 1.15 | 5.7 | 0.91 | 4.3 | 1.20 | 4.4 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,728 | 1,426 | 1.21 | 3,115 | 0.55 | 1,501 | 1.15 | 1,935 | 0.89 |
| Outpatient | 2,376 | 4,581 | 0.52 | 5,527 | 0.43 | 5,596 | 0.42 | 2,158 | 1.10 |
| Inpatient as % of All Surgeries | 42.1% | 23.7% | 1.77 | 36.0% | 1.17 | 21.2% | 1.99 | 47.3% | 0.89 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 177,433 | 144,376 | 1.23 | 275,295 | 0.64 | 193,333 | 0.92 | 183,025 | 0.97 |
| Emergency Visits | 56,044 | 17,768 | 3.15 | 46,822 | 1.20 | 29,751 | 1.88 | 56,798 | 0.99 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 36.0 | 23.0 | 1.57 | 58.1 | 0.62 | 31.4 | 1.15 | 37.0 | 0.97 |
| Nurses, Licensed | 531.0 | 251.3 | 2.11 | 763.8 | 0.70 | 357.1 | 1.49 | 509.6 | 1.04 |
| Ancillary Nursing Personnel | 114.3 | 39.7 | 2.88 | 137.7 | 0.83 | 53.7 | 2.13 | 104.6 | 1.09 |
| All Other Personnel | 1,216.1 | 509.3 | 2.39 | 1,250.1 | 0.97 | 692.3 | 1.76 | 1,119.0 | 1.09 |
| Total FTEs | 1,897.4 | 823.3 | 2.30 | 2,209.8 | 0.86 | 1,134.4 | 1.67 | 1,770.2 | 1.07 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 13.0 | 17.0 | 0.77 | 16.3 | 0.80 | 16.1 | 0.81 | 14.7 | 0.89 |
| Nurses, Licensed | 192.4 | 185.7 | 1.04 | 213.6 | 0.90 | 183.4 | 1.05 | 202.6 | 0.95 |
| Ancillary Nursing Personnel | 41.4 | 29.3 | 1.41 | 38.5 | 1.08 | 27.6 | 1.50 | 41.6 | 1.00 |
| All Other Personnel | 440.8 | 376.3 | 1.17 | 349.6 | 1.26 | 355.6 | 1.24 | 445.0 | 0.99 |
| Total FTEs | 687.7 | 608.3 | 1.13 | 618.0 | 1.11 | 582.6 | 1.18 | 704.0 | 0.98 |

Total Hospital:
 Beds Set Up & Staffed 202
 Discharges 7,096
 Inpatient Days 36,638

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:
 Bassinets 38
 Total Births 2,364
 Newborn Days 4,312

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

| 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 | 101 | 2,777 | 14,706 | 39.9% | 40.3 | 5.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 88 | 1,220 | 0.0% | 3.3 | 13.9 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 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 | 46 | 2,728 | 8,004 | 47.7% | 21.9 | 2.9 |
| 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 | 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 | 1 | 12 | 314 | 2,579 | 58.9% | 7.1 | 8.2 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 43 | 461 | 10,129 | 64.5% | 27.8 | 22.0 |
| 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.

* 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 | 36 | 0 | 36.0 | Surgical Personnel | 10 | 8 | 15.1 |
| Physicians & Dentists | 84 | 52 | 109.6 | Radiological Services Personnel | 39 | 18 | 48.1 |
| Medical & Dental Residents | 55 | 0 | 55.0 | Sonographers | 20 | 10 | 25.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 22 | 10 | 27.8 |
| Registered Nurses | 361 | 189 | 491.8 | Occupational Therapists | 8 | 8 | 12.4 |
| Certified Nurse Midwives | 10 | 2 | 11.3 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Licensed Practical Nurses | 2 | 0 | 2.0 | Physical Therapists | 22 | 17 | 29.8 |
| Ancillary Nursing Personnel | 58 | 82 | 114.3 | Physical Therapy Assistants/Aides | 2 | 2 | 2.0 |
| Medical Assistants | 32 | 5 | 34.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 28 | 7 | 29.9 | Dietitians & Nutritionists | 6 | 7 | 10.0 |
| Nurse Practitioners | 16 | 3 | 18.2 | Psychologists | 4 | 1 | 4.2 |
| Certified Registered Nurse Anesthetists | 3 | 2 | 3.7 | Social Workers | 24 | 9 | 29.6 |
| Clinical Nurse Specialists | 4 | 0 | 4.0 | All Other Health Professionals | 220 | 122 | 282.4 |
| Health Info Mgmt-Administrators/Technicians | 22 | 2 | 23.2 | All Other Personnel | 335 | 66 | 373.5 |
| Pharmacy Personnel | 61 | 18 | 69.4 | | | | |
| Clinical Laboratory Personnel | 24 | 15 | 33.1 | Total | 1,509 | 655 | 1,897.4 |

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

| Selected Financial Statistics | FY 2019 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2019 vs. 2018 | | |
|----------------------------------------------------------|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 6 Value | Ratio | FY 2018 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$247,616,632 | 30.5% | 46.3% | 0.66 | 43.7% | 0.70 | 41.9% | 0.73 | 28.9% | 1.05 |
| Medical Assistance | \$365,980,233 | 45.0% | 13.6% | 3.30 | 20.7% | 2.18 | 19.2% | 2.35 | 47.1% | 0.96 |
| Commercial | \$164,429,769 | 20.2% | 35.3% | 0.57 | 31.5% | 0.64 | 35.7% | 0.57 | 20.0% | 1.01 |
| All Other | \$34,657,731 | 4.3% | 4.8% | 0.89 | 4.1% | 1.03 | 3.3% | 1.30 | 3.9% | 1.10 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$212,537,180 | 26.2% | 34.9% | 0.75 | 34.8% | 0.75 | 32.2% | 0.81 | 23.6% | 1.11 |
| Medical Assistance | \$291,156,921 | 35.8% | 10.4% | 3.46 | 15.6% | 2.29 | 14.2% | 2.53 | 37.5% | 0.96 |
| Commercial | \$76,121,601 | 9.4% | 14.7% | 0.64 | 14.2% | 0.66 | 13.6% | 0.69 | 9.0% | 1.04 |
| Charity Care | \$25,387,219 | 3.1% | 1.0% | 3.24 | 1.2% | 2.55 | 1.0% | 3.07 | 2.5% | 1.24 |
| Bad Debt | \$10,111,585 | 1.2% | 1.1% | 1.17 | 1.0% | 1.30 | 1.2% | 1.07 | 1.4% | 0.88 |
| All Other | -\$2,086,039 | -0.3% | 2.2% | N/A | 1.2% | N/A | 1.5% | N/A | 0.7% | N/A |
| Total Deductions | \$613,228,467 | 75.5% | 64.2% | 1.18 | 67.9% | 1.11 | 63.7% | 1.18 | 74.8% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.0% | 5.5% | 0.90 | 4.2% | 1.17 | 3.9% | 1.27 | 5.0% | 1.00 | |
| Net Gains/Losses as % of Net Income | 0.8% | 13.2% | 0.06 | N/A | N/A | 14.4% | 0.06 | 0.8% | 1.05 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$93,105,463 | 44.0% | 44.0% | 1.00 | 35.6% | 1.23 | 44.1% | 1.00 | 43.4% | 1.01 |
| Supplies & Services | \$107,382,865 | 50.7% | 49.2% | 1.03 | 57.8% | 0.88 | 48.5% | 1.05 | 52.8% | 0.96 |
| Capital Component | \$11,350,300 | 5.4% | 6.8% | 0.79 | 6.6% | 0.81 | 7.4% | 0.72 | 3.8% | 1.39 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -0.9% | 9.1% | N/A | 11.0% | N/A | 9.4% | N/A | -0.8% | 1.16 | |
| Total Hospital Net Income (%) | -0.9% | 10.3% | N/A | 10.6% | N/A | 10.8% | N/A | -0.8% | 1.16 | |
| Return on Equity (%) | 0.0% | 6.0% | N/A | 7.3% | N/A | 4.3% | N/A | 0.0% | N/A | |
| Current Ratio | 0.0 | 4.7 | N/A | 10.4 | N/A | 4.3 | N/A | 0.0 | N/A | |
| Days in Net Patient Accounts Receivable | 0.0 | 64.0 | N/A | 48.4 | N/A | 85.1 | N/A | 0.0 | N/A | |
| Average Payment Period | 0.0 | 56.5 | N/A | 30.5 | N/A | 80.6 | N/A | 0.0 | N/A | |
| Equity Financing (%) | 0.0% | 69.2% | N/A | 87.0% | N/A | 65.0% | N/A | 0.0% | N/A | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.3 | N/A | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.2 | 13.4 | 0.02 | 11.9 | 0.02 | 11.7 | 0.02 | 0.0 | N/A | |
| Total Asset Turnover | 0.0 | 0.6 | N/A | 0.7 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Average Age of Plant (Years) | 0.0 | 12.6 | N/A | 10.5 | N/A | 14.3 | N/A | 0.0 | N/A | |
| Increase (Decrease) Total Net Patient Revenue | 2.8% | 7.3% | 0.38 | 4.6% | 0.60 | 7.2% | 0.39 | 0.6% | 4.41 | |
| Outpatient Gross Revenue (% of Total GPR) | 59.7% | 63.3% | 0.94 | 52.2% | 1.14 | 66.6% | 0.90 | 54.1% | 1.10 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,989 | \$16,906 | 0.83 | \$22,775 | 0.61 | \$15,576 | 0.90 | \$11,537 | 1.21 | |
| Inpatient Net Revenue per Day | \$2,444 | \$3,675 | 0.66 | \$3,908 | 0.63 | \$3,515 | 0.70 | \$2,474 | 0.99 | |
| Outpatient Net Revenue per Visit | \$472 | \$703 | 0.67 | \$755 | 0.63 | \$685 | 0.69 | \$420 | 1.13 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----|----------------------------------|-----|
| Gross Patient Revenue (GPR) | \$812,684,364 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$0 |
| Less Deductions | \$613,228,467 | Net Patient Receivables | \$0 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$199,455,897 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$10,438,223 | | | Subtotal | \$0 |
| Total Revenue | \$209,894,121 | Land, Buildings & Equipment (Net) | \$0 | Unrestricted Fund Balance | \$0 |
| Less Expenses | \$211,838,629 | Other Assets | \$0 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$16,273 | Total Assets | \$0 | Total Liabilities & Fund Balance | \$0 |
| Net Income | -\$1,960,781 | | | | |