

182 Aurora St Luke's Medical Center - South Shore
 5900 S Lake Dr
 Cudahy, WI 53110
 414-489-9000

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: 4

| Selected Utilization Statistics | FY 2021 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 4 | | FY 2021 vs. | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|-------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 45.5% | 57.9% | 0.78 | 68.4% | 0.66 | 42.2% | 1.08 | 0.0% | N/A |
| Obstetrics | 0.0% | 36.8% | N/A | 42.5% | N/A | 19.9% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 59.6% | N/A | 78.9% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 47.8% | 58.7% | 0.81 | 68.1% | 0.70 | 42.0% | 1.14 | 0.0% | N/A |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 34.1 | 26.8 | 1.27 | 106.2 | 0.32 | 12.3 | 2.77 | 0.0 | N/A |
| Obstetrics | 0.0 | 4.8 | N/A | 17.1 | N/A | 1.4 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.5 | N/A | 7.5 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 52.6 | 49.8 | 1.06 | 158.1 | 0.33 | 19.1 | 2.75 | 0.0 | N/A |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.1 | 4.6 | 1.11 | 5.5 | 0.91 | 3.8 | 1.34 | 0.0 | N/A |
| Obstetrics | 0.0 | 2.4 | N/A | 2.6 | N/A | 2.1 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 3.8 | N/A | 3.5 | N/A | 2.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.2 | 4.9 | 1.06 | 6.0 | 0.86 | 4.0 | 1.28 | 0.0 | N/A |
| Surgical Operations | | | | | | | | | |
| Inpatient | 365 | 1,037 | 0.35 | 2,696 | 0.14 | 334 | 1.09 | 0 | N/A |
| Outpatient | 1,377 | 3,865 | 0.36 | 4,901 | 0.28 | 2,451 | 0.56 | 0 | N/A |
| Inpatient as % of All Surgeries | 21.0% | 21.2% | 0.99 | 35.5% | 0.59 | 12.0% | 1.75 | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 31,143 | 145,246 | 0.21 | 244,552 | 0.13 | 76,359 | 0.41 | 0 | N/A |
| Emergency Visits | 22,148 | 16,058 | 1.38 | 36,633 | 0.60 | 11,733 | 1.89 | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 19.0 | 0.26 | 50.6 | 0.10 | 12.6 | 0.40 | 0.0 | N/A |
| Nurses, Licensed | 203.8 | 247.5 | 0.82 | 682.1 | 0.30 | 121.7 | 1.67 | 0.0 | N/A |
| Ancillary Nursing Personnel | 84.4 | 40.3 | 2.10 | 143.1 | 0.59 | 21.5 | 3.93 | 0.0 | N/A |
| All Other Personnel | 351.5 | 496.2 | 0.71 | 1,134.1 | 0.31 | 244.0 | 1.44 | 0.0 | N/A |
| Total FTEs | 644.7 | 803.0 | 0.80 | 2,009.8 | 0.32 | 399.8 | 1.61 | 0.0 | N/A |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 3.3 | 13.0 | 0.25 | 14.7 | 0.22 | 14.8 | 0.22 | 0.0 | N/A |
| Nurses, Licensed | 134.2 | 168.4 | 0.80 | 198.5 | 0.68 | 143.7 | 0.93 | 0.0 | N/A |
| Ancillary Nursing Personnel | 55.6 | 27.4 | 2.03 | 41.6 | 1.34 | 25.4 | 2.19 | 0.0 | N/A |
| All Other Personnel | 231.5 | 337.6 | 0.69 | 330.0 | 0.70 | 288.0 | 0.80 | 0.0 | N/A |
| Total FTEs | 424.5 | 546.4 | 0.78 | 584.8 | 0.73 | 471.8 | 0.90 | 0.0 | N/A |

Total Hospital:
 Beds Set Up & Staffed 110
 Discharges 3,716
 Inpatient Days 19,197

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 0
 Total Births 0
 Newborn Days 0

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| 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) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 75 | 2,456 | 12,444 | 45.5% | 34.1 | 5.1 |
| 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 | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 1 | 23 | 1,094 | 3,936 | 46.9% | 10.8 | 3.6 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 12 | 184 | 2,817 | 64.3% | 7.7 | 15.3 |
| 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 | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| 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 | 5 | 0 | 5.0 | Surgical Personnel | 10 | 6 | 13.2 |
| Physicians & Dentists | 27 | 14 | 27.3 | Radiological Services Personnel | 25 | 11 | 29.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Sonographers | 3 | 3 | 6.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 7 | 6 | 9.6 |
| Registered Nurses | 157 | 70 | 192.2 | Occupational Therapists | 3 | 7 | 6.3 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Occupational Therapy Assistants/Aides | 0 | 3 | 1.7 |
| Licensed Practical Nurses | 6 | 1 | 6.0 | Physical Therapists | 7 | 3 | 9.0 |
| Ancillary Nursing Personnel | 42 | 82 | 84.4 | Physical Therapy Assistants/Aides | 0 | 3 | 2.5 |
| Medical Assistants | 12 | 0 | 12.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 0 | 3.0 | Dietitians & Nutritionists | 1 | 1 | 1.6 |
| Nurse Practitioners | 5 | 1 | 5.6 | Psychologists | 5 | 1 | 5.9 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 5 | 2 | 6.9 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 34 | 20 | 41.2 |
| Health Info Mgmt-Administrators/Technicians | 5 | 4 | 8.2 | All Other Personnel | 96 | 55 | 124.6 |
| Pharmacy Personnel | 17 | 5 | 20.1 | | | | |
| Clinical Laboratory Personnel | 19 | 6 | 22.7 | | | | |
| | | | | Total | 494 | 304 | 644.7 |

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| Selected Financial Statistics | FY 2021 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2021 vs. | | |
|--|---------------|-------------------|----------|---------------|----------|--------------|----------|-------------|-------|-----|
| | | Value | Ratio | 2B Value | Ratio | 4 Value | Ratio | FY | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$240,612,742 | 53.6% | 46.6% | 1.15 | 44.6% | 1.20 | 49.5% | 1.08 | 0.0% | N/A |
| Medical Assistance | \$83,251,560 | 18.5% | 14.4% | 1.29 | 21.6% | 0.86 | 13.2% | 1.41 | 0.0% | N/A |
| Commercial | \$113,642,170 | 25.3% | 33.9% | 0.75 | 30.1% | 0.84 | 33.6% | 0.75 | 0.0% | N/A |
| All Other | \$11,297,835 | 2.5% | 5.1% | 0.50 | 3.7% | 0.69 | 3.7% | 0.67 | 0.0% | N/A |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$193,048,194 | 43.0% | 35.2% | 1.22 | 35.8% | 1.20 | 35.9% | 1.20 | 0.0% | N/A |
| Medical Assistance | \$74,848,264 | 16.7% | 11.1% | 1.51 | 16.4% | 1.01 | 10.4% | 1.61 | 0.0% | N/A |
| Commercial | \$55,762,327 | 12.4% | 14.9% | 0.83 | 14.1% | 0.88 | 13.9% | 0.90 | 0.0% | N/A |
| Charity Care | \$4,745,417 | 1.1% | 0.7% | 1.48 | 0.9% | 1.20 | 0.8% | 1.40 | 0.0% | N/A |
| Bad Debt | \$5,380,928 | 1.2% | 1.0% | 1.18 | 0.9% | 1.28 | 1.3% | 0.93 | 0.0% | N/A |
| All Other | \$3,814,276 | 0.8% | 2.8% | 0.30 | 1.3% | 0.67 | 2.3% | 0.37 | 0.0% | N/A |
| Total Deductions | \$337,599,406 | 75.2% | 65.8% | 1.14 | 69.4% | 1.08 | 64.5% | 1.17 | 0.0% | N/A |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 2.7% | 6.5% | 0.42 | 5.3% | 0.52 | 7.3% | 0.38 | 0.0% | N/A |
| Net Gains/Losses as % of Net Income | | 0.0% | 29.4% | N/A | N/A | N/A | 21.5% | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$41,814,507 | 44.0% | 42.4% | 1.04 | 34.5% | 1.28 | 44.5% | 0.99 | 0.0% | N/A |
| Supplies & Services | \$49,541,633 | 52.1% | 51.3% | 1.01 | 59.5% | 0.87 | 48.6% | 1.07 | 0.0% | N/A |
| Capital Component | \$3,726,710 | 3.9% | 6.2% | 0.63 | 6.0% | 0.66 | 6.9% | 0.57 | 0.0% | N/A |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 16.8% | 10.4% | 1.62 | 11.2% | 1.51 | 13.9% | 1.22 | 0.0% | N/A |
| Total Hospital Net Income (%) | | 16.8% | 14.1% | 1.19 | 10.9% | 1.55 | 17.0% | 0.99 | 0.0% | N/A |
| Return on Equity (%) | | 0.0% | 6.3% | N/A | 7.1% | N/A | 13.1% | N/A | 0.0% | N/A |
| Current Ratio | | 0.0 | 4.1 | N/A | 6.9 | N/A | 4.4 | N/A | 0.0 | N/A |
| Days in Net Patient Accounts Receivable | | 0.0 | 87.5 | N/A | 56.9 | N/A | 43.9 | N/A | 0.0 | N/A |
| Average Payment Period | | 0.0 | 89.9 | N/A | 51.3 | N/A | 61.1 | N/A | 0.0 | N/A |
| Equity Financing (%) | | 0.0% | 64.7% | N/A | 83.8% | N/A | 78.9% | N/A | 0.0% | N/A |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.3 | N/A | 0.1 | N/A | 0.1 | N/A | 0.0 | N/A |
| Times Interest Earned | | 25.8 | 21.0 | 1.23 | 14.2 | 1.82 | 25.9 | 1.00 | 0.0 | N/A |
| Total Asset Turnover | | 0.0 | 0.4 | N/A | 0.7 | N/A | 0.7 | N/A | 0.0 | N/A |
| Average Age of Plant (Years) | | 0.0 | 17.1 | N/A | 11.7 | N/A | 10.3 | N/A | 0.0 | N/A |
| Increase (Decrease) Total Net Patient Revenue | | 18.0% | 12.7% | 1.41 | 11.5% | 1.56 | 14.2% | 1.27 | 0.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 61.7% | 64.9% | 0.95 | 52.8% | 1.17 | 76.7% | 0.80 | N/A | N/A |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$8,829 | | \$18,658 | 0.47 | \$25,873 | 0.34 | \$12,297 | 0.72 | \$0 | N/A |
| Inpatient Net Revenue per Day | \$1,545 | | \$3,656 | 0.42 | \$4,216 | 0.37 | \$2,830 | 0.55 | \$0 | N/A |
| Outpatient Net Revenue per Visit | \$1,572 | | \$781 | 2.01 | \$852 | 1.84 | \$806 | 1.95 | \$0 | N/A |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----|----------------------------------|-----|
| Gross Patient Revenue (GPR) | \$448,804,307 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$0 |
| Less Deductions | \$337,599,406 | Net Patient Receivables | \$0 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$111,204,901 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$3,142,766 | | | Subtotal | \$0 |
| Total Revenue | \$114,347,667 | Land, Buildings & Equipment (Net) | \$0 | Unrestricted Fund Balance | \$0 |
| Less Expenses | \$95,082,850 | Other Assets | \$0 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$0 | | | Total Liabilities & Fund Balance | \$0 |
| Net Income | \$19,264,817 | Total Assets | \$0 | | |