

**149 Aurora Psychiatric Hospital**  
1220 Dewey Avenue  
Wauwatosa, WI 53213  
414-454-6600

Fiscal Year: 01/01 to 12/31  
Type: Psychiatric

County: Milwaukee  
Analysis Area: Milwaukee County (2B)  
Volume Group:

Control:

|                                               |         | All PSYCH Hospitals |       | FY 2024 vs. 2023 |       |
|-----------------------------------------------|---------|---------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2024 | Value               | Ratio | FY 2023          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                     |       |                  |       |
| Psychiatric                                   | 78.7%   | 72.7%               | 1.08  | 71.2%            | 1.10  |
| Alcoholism/Chemical Dependency                | 0.0%    | 61.1%               | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 78.7%   | 70.6%               | 1.11  | 76.0%            | 1.03  |
| <b>Average Census (Patients)</b>              |         |                     |       |                  |       |
| Psychiatric                                   | 58.2    | 19.0                | 3.06  | 52.7             | 1.10  |
| Alcoholism/Chemical Dependency                | 0.0     | 3.7                 | N/A   | 3.6              | 0.00  |
| Total Hospital                                | 58.2    | 31.2                | 1.87  | 56.3             | 1.03  |
| <b>Average Length of Stay (Days)</b>          |         |                     |       |                  |       |
| Psychiatric                                   | 4.3     | 6.0                 | 0.73  | 4.5              | 0.96  |
| Alcoholism/Chemical Dependency                | 0.0     | 4.4                 | N/A   | 3.2              | 0.00  |
| Total Hospital                                | 4.4     | 6.5                 | 0.68  | 4.4              | 0.99  |
| <b>Outpatient Visits</b>                      |         |                     |       |                  |       |
| Non-Emergency Visits                          | 50,395  | 46,690              | 1.08  | 51,082           | 0.99  |
| Emergency Visits                              | 0       | 1,340               | N/A   | 0                | N/A   |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                     |       |                  |       |
| Administrators                                | 6.1     | 3.9                 | 1.59  | 10.0             | 0.61  |
| Nurses, Licensed                              | 129.7   | 40.1                | 3.23  | 114.4            | 1.13  |
| Psychologists                                 | 0.7     | 0.9                 | 0.79  | 2.0              | 0.34  |
| Social Workers                                | 74.7    | 29.9                | 2.50  | 84.5             | 0.88  |
| All Other Personnel                           | 134.7   | 69.4                | 1.94  | 246.2            | 0.55  |
| Total FTEs                                    | 468.9   | 210.8               | 2.22  | 457.1            | 1.03  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                     |       |                  |       |
| Administrators                                | 6.6     | 6.7                 | 0.99  | 12.7             | 0.52  |
| Nurses, Licensed                              | 139.4   | 69.1                | 2.02  | 145.6            | 0.96  |
| Psychologists                                 | 0.7     | 1.5                 | 0.49  | 2.5              | 0.29  |
| Social Workers                                | 80.2    | 51.4                | 1.56  | 107.5            | 0.75  |
| All Other Personnel                           | 144.7   | 119.5               | 1.21  | 313.4            | 0.46  |
| Total FTEs                                    | 503.9   | 362.9               | 1.39  | 581.9            | 0.87  |

**Total Hospital:**

Beds Set Up & Staffed 74  
Discharges 4,876  
Inpatient Days 21,315

**Contract with:**

Health Maintenance Organization (HMO) Yes  
Preferred Provider Organization (PPO) Yes

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>12/31/2024 | 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         | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Orthopedic                            | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Palliative Care                       | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Geriatric, acute</b>               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Psychiatric</b>                    | H                 | 74                                  | 4,905                    | 21,315               | 78.7%              | 58.2                      | 4.3                           |
| <b>Alcoholism/chemical dependency</b> | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Step-Down (Special Care)              | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | S                 | 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.

\* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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| Occupation                                  | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE | Occupation                            | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE |
|---------------------------------------------|---------------------|---------------------|---------------|---------------------------------------|---------------------|---------------------|---------------|
| Administrators                              | 5                   | 1                   | 6.1           | Radiological Services Personnel       | 0                   | 0                   | 0.0           |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 0                   | 0                   | 0.0           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 2                   | 0                   | 2.0           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | Surgical Technicians                  | 0                   | 0                   | 0.0           |
| Registered Nurses                           | 84                  | 61                  | 117.1         | Respiratory Therapists                | 0                   | 0                   | 0.0           |
| Certified Nurse Midwives                    | 0                   | 0                   | 0.0           | Occupational Therapists               | 1                   | 1                   | 1.8           |
| Licensed Practical Nurses                   | 3                   | 1                   | 3.6           | Occupational Therapy Assistants/Aides | 1                   | 2                   | 2.6           |
| Ancillary Nursing Personnel                 | 5                   | 15                  | 11.5          | Physical Therapists                   | 0                   | 0                   | 0.0           |
| Medical Assistants                          | 7                   | 0                   | 7.0           | Physical Therapy Assistants/Aides     | 0                   | 0                   | 0.0           |
| Nurse Practitioners                         | 8                   | 2                   | 9.1           | Recreational Therapists               | 3                   | 2                   | 3.9           |
| Certified Registered Nurse Anesthetists     | 0                   | 0                   | 0.0           | Dietitians & Nutritionists            | 0                   | 4                   | 3.1           |
| Clinical Nurse Specialists                  | 0                   | 0                   | 0.0           | Psychologists                         | 0                   | 1                   | 0.7           |
| Health Info Mgmt-Administrators/Technicians | 2                   | 1                   | 2.5           | Social Workers                        | 62                  | 29                  | 74.7          |
| Pharmacists                                 | 5                   | 0                   | 5.0           | Psychiatric Technicians               | 37                  | 30                  | 57.1          |
| Medical & Clinical Laboratory Technicians   | 0                   | 0                   | 0.0           | Pharmacy Technicians                  | 3                   | 4                   | 3.9           |
| Surgical Personnel                          | 0                   | 0                   | 0.0           | Medical Coding Technicians            | 1                   | 0                   | 1.0           |
| Directors/Managers                          | 22                  | 0                   | 22.0          | All Other Contracted Staff            | 0                   | 0                   | 0.0           |
| Food Service Workers                        | 23                  | 12                  | 26.6          | All Other Health Professionals        | 7                   | 6                   | 8.5           |
| Environmental Services Workers              | 14                  | 4                   | 16.4          | All Other Personnel                   | 79                  | 9                   | 82.9          |
| Medical & Clinical Laboratory Technologists | 0                   | 0                   | 0.0           |                                       |                     |                     |               |
| All Other Radiologic Personnel              | 0                   | 0                   | 0.0           |                                       |                     |                     |               |
|                                             |                     |                     |               | <b>Total</b>                          | <b>374</b>          | <b>185</b>          | <b>468.9</b>  |
| Total Active Privileged Medical Staff: 44   |                     |                     |               |                                       |                     |                     |               |

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|                                                          |               |         | All PSYCH Hospitals               |               | FY 2024 vs. 2023                       |              |
|----------------------------------------------------------|---------------|---------|-----------------------------------|---------------|----------------------------------------|--------------|
| Selected Financial Statistics                            |               | FY 2024 | Value                             | Ratio         | FY 2023                                | Ratio        |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |               |         |                                   |               |                                        |              |
| Medicare                                                 | \$24,755,440  | 15.6%   | 11.0%                             | 1.42          | 14.4%                                  | 1.08         |
| Medical Assistance                                       | \$70,474,339  | 44.4%   | 36.9%                             | 1.20          | 46.9%                                  | 0.95         |
| Commercial                                               | \$58,721,183  | 37.0%   | 48.4%                             | 0.76          | 36.0%                                  | 1.03         |
| All Other                                                | \$4,657,736   | 2.9%    | 3.7%                              | 0.80          | 2.6%                                   | 1.11         |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |               |         |                                   |               |                                        |              |
| Medicare                                                 | \$18,760,912  | 11.8%   | 7.6%                              | 1.55          | 11.1%                                  | 1.06         |
| Medical Assistance                                       | \$54,721,995  | 34.5%   | 23.0%                             | 1.50          | 36.1%                                  | 0.96         |
| Commercial                                               | \$29,831,828  | 18.8%   | 21.9%                             | 0.86          | 18.9%                                  | 0.99         |
| Charity Care                                             | \$1,999,005   | 1.3%    | 1.1%                              | 1.12          | 0.6%                                   | 2.22         |
| Bad Debt                                                 | \$1,887,490   | 1.2%    | 1.0%                              | 1.22          | 0.7%                                   | 1.74         |
| All Other                                                | \$2,330,781   | 1.5%    | 2.4%                              | 0.60          | 1.7%                                   | 0.86         |
| Total Deductions                                         | \$109,532,011 | 69.1%   | 57.1%                             | 1.21          | 69.1%                                  | 1.00         |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |               |         |                                   |               |                                        |              |
| Other Revenue as % of Total Revenue                      |               | 1.4%    | 5.9%                              | 0.23          | 2.1%                                   | 0.67         |
| Net Gains/Losses as % of Net Income                      |               | N/A     | 196.4%                            | N/A           | N/A                                    | N/A          |
| <b>Expenses as % of Total Expenses</b>                   |               |         |                                   |               |                                        |              |
| Salary/Fringe Benefits                                   | \$36,695,018  | 70.4%   | 61.3%                             | 1.15          | 59.9%                                  | 1.18         |
| Supplies & Services                                      | \$12,271,035  | 23.6%   | 33.1%                             | 0.71          | 34.0%                                  | 0.69         |
| Capital Component                                        | \$3,123,953   | 6.0%    | 5.6%                              | 1.07          | 6.0%                                   | 1.00         |
| <b>Fiscal Statistics</b>                                 |               |         |                                   |               |                                        |              |
| Operating Margin (%)                                     |               | -4.7%   | -2.0%                             | 2.32          | -5.6%                                  | 0.84         |
| Total Hospital Net Income (%)                            |               | -4.7%   | 2.0%                              | N/A           | -5.6%                                  | 0.84         |
| Return on Equity (%)                                     |               | -7.0%   | 3.6%                              | N/A           | -6.8%                                  | 1.02         |
| Current Ratio                                            |               | -0.86   | 1.3                               | N/A           | 0.77                                   | N/A          |
| Days in Net Patient Accounts Receivable                  |               | 49.89   | 48.9                              | 1.02          | 55.15                                  | 0.90         |
| Equity Financing (%)                                     |               | 89.7%   | 48.7%                             | 1.84          | 91.9%                                  | 0.98         |
| Long-Term Debt to Equity Ratio                           |               | 0.00    | 0.4                               | N/A           | 0.00                                   | N/A          |
| Times Interest Earned                                    |               | -1.94   | 3.2                               | N/A           | -2.19                                  | 0.89         |
| Total Asset Turnover                                     |               | 1.34    | 0.8                               | 1.70          | 1.23                                   | 1.09         |
| Average Age of Plant (Years)                             |               | 10.87   | 6.8                               | 1.59          | 9.99                                   | 1.09         |
| Increase (Decrease) Total Net Patient Revenue            |               | 7.9%    | 6.3%                              | 1.25          | 3.5%                                   | 2.22         |
| Outpatient Gross Revenue (% of Total GPR)                |               | 36.6%   | 48.8%                             | 0.75          | 37.2%                                  | 0.99         |
| <b>Income Statement</b>                                  |               |         | <b>Assets</b>                     |               | <b>Liabilities &amp; Fund Balances</b> |              |
| Gross Patient Revenue (GPR)                              | \$158,608,698 |         | Cash & Cash Equivalents           | -\$10,042,664 | Current Liabilities                    | \$3,816,118  |
| Less Deductions                                          | \$109,532,011 |         | Net Patient Receivables           | \$6,690,321   | Long-Term Debt                         | \$0          |
| Net Patient Revenue                                      | \$49,076,687  |         | Other Receivables                 | \$11,770      | Other Liabilities                      | \$0          |
| Plus Other Revenue                                       | \$686,872     |         |                                   |               | Subtotal                               | \$3,816,118  |
| Total Revenue                                            | \$49,763,557  |         | Land, Buildings & Equipment (Net) | \$40,443,066  | Unrestricted Fund Balance              | \$33,346,252 |
| Less Expenses                                            | \$52,090,006  |         | Other Assets                      | \$59,875      | Restricted Fund Balance                | \$0          |
| Non-Operating Gains/Losses                               | \$2,565       |         |                                   |               | Total Liabilities & Fund Balance       | \$37,162,370 |
| Net Income                                               | -\$2,323,884  |         | Total Assets                      | \$37,162,368  |                                        |              |