

**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: Religious Organization

County: Milwaukee  
Analysis Area: Milwaukee County (2B)  
Volume Group: 7

|                                               |         | All GMS Hospitals |       | Analysis Area 2B |       | Volume Group 7 |       | FY 2025 vs. 2024 |       |
|-----------------------------------------------|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| Selected Utilization Statistics               |         | Value             | Ratio | Value            | Ratio | Value          | Ratio | FY 2024          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 56.8%   | 65.1%             | 0.87  | 78.2%            | 0.73  | 79.9%          | 0.71  | 56.1%            | 1.01  |
| Obstetrics                                    | 47.7%   | 43.7%             | 1.09  | 54.7%            | 0.87  | 51.0%          | 0.94  | 46.2%            | 1.03  |
| Pediatrics                                    | 0.0%    | 77.8%             | N/A   | 102.3%           | N/A   | 68.5%          | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 54.8%   | 65.1%             | 0.84  | 77.9%            | 0.70  | 73.6%          | 0.75  | 53.9%            | 1.02  |
| <b>Average Census (Patients)</b>              |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 51.6    | 26.0              | 1.98  | 73.5             | 0.70  | 93.6           | 0.55  | 51.0             | 1.01  |
| Obstetrics                                    | 26.2    | 5.4               | 4.87  | 20.8             | 1.26  | 13.0           | 2.02  | 25.4             | 1.03  |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 18.9             | N/A   | 6.0            | N/A   | 0.0              | N/A   |
| Total Hospital                                | 120.7   | 47.2              | 2.55  | 128.6            | 0.94  | 182.5          | 0.66  | 118.5            | 1.02  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                  |       |                |       |                  |       |
| Adult Medical-Surgical                        | 3.9     | 4.2               | 0.91  | 5.1              | 0.76  | 4.5            | 0.85  | 3.9              | 0.98  |
| Obstetrics                                    | 2.7     | 2.4               | 1.10  | 2.6              | 1.03  | 2.5            | 1.06  | 2.6              | 1.03  |
| Pediatrics                                    | 0.0     | 4.0               | N/A   | 3.7              | N/A   | 4.3            | N/A   | 0.0              | N/A   |
| Total Hospital                                | 4.2     | 4.7               | 0.88  | 5.8              | 0.71  | 5.1            | 0.82  | 4.2              | 0.99  |
| <b>Surgical Operations</b>                    |         |                   |       |                  |       |                |       |                  |       |
| Inpatient                                     | 2,307   | 1,075             | 2.15  | 2,764            | 0.83  | 3,626          | 0.64  | 2,295            | 1.01  |
| Outpatient                                    | 7,360   | 4,478             | 1.64  | 5,312            | 1.39  | 11,577         | 0.64  | 6,773            | 1.09  |
| Inpatient as % of All Surgeries               | 23.9%   | 18.4%             | 1.30  | 34.2%            | 0.70  | 23.8%          | 1.00  | 25.3%            | 0.94  |
| <b>Outpatient Visits</b>                      |         |                   |       |                  |       |                |       |                  |       |
| Non-Emergency Visits                          | 143,726 | 149,200           | 0.96  | 208,288          | 0.69  | 410,658        | 0.35  | 135,532          | 1.06  |
| Emergency Visits                              | 42,898  | 17,658            | 2.43  | 34,683           | 1.24  | 42,095         | 1.02  | 41,860           | 1.02  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                  |       |                |       |                  |       |
| Administrators                                | 3.0     | 3.6               | 0.84  | 5.6              | 0.54  | 9.2            | 0.33  | 10.0             | 0.30  |
| Nurses, Licensed                              | 501.4   | 231.2             | 2.17  | 519.1            | 0.97  | 782.3          | 0.64  | 582.1            | 0.86  |
| Ancillary Nursing Personnel                   | 119.9   | 36.8              | 3.26  | 105.3            | 1.14  | 126.2          | 0.95  | 163.6            | 0.73  |
| All Other Personnel                           | 1,529.1 | 472.1             | 3.24  | 1,037.0          | 1.47  | 1,569.3        | 0.97  | 1,359.9          | 1.12  |
| Total FTEs                                    | 2,153.3 | 743.6             | 2.90  | 1,666.9          | 1.29  | 2,486.9        | 0.87  | 2,115.7          | 1.02  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                  |       |                |       |                  |       |
| Administrators                                | 1.0     | 2.4               | 0.40  | 1.9              | 0.51  | 1.8            | 0.52  | 3.3              | 0.29  |
| Nurses, Licensed                              | 159.4   | 155.9             | 1.02  | 174.5            | 0.91  | 156.7          | 1.02  | 190.7            | 0.84  |
| Ancillary Nursing Personnel                   | 38.1    | 24.8              | 1.53  | 35.4             | 1.08  | 25.3           | 1.51  | 53.6             | 0.71  |
| All Other Personnel                           | 486.3   | 318.4             | 1.53  | 348.7            | 1.39  | 314.4          | 1.55  | 445.5            | 1.09  |
| Total FTEs                                    | 684.8   | 501.6             | 1.37  | 560.5            | 1.22  | 498.3          | 1.37  | 693.1            | 0.99  |

**Total Hospital:**

Beds Set Up & Staffed 220  
Discharges 10,601  
Inpatient Days 44,043

**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 37  
Total Births 3,345  
Newborn Days 5,631

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>12/31/2025 | 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         | H                 | 91                                  | 4,888                    | 18,852               | 56.8%              | 51.6                      | 3.9                           |
| Orthopedic                            | H                 | 35                                  | 1,520                    | 6,488                | 50.8%              | 17.8                      | 4.3                           |
| Rehabilitation & Physical Medicine    | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | H                 | 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                  | C                 | 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>               | H                 | 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>                     | H                 | 55                                  | 3,605                    | 9,568                | 47.7%              | 26.2                      | 2.7                           |
| <b>Psychiatric</b>                    | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Alcoholism/chemical dependency</b> | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | H                 | 16                                  | 360                      | 2,908                | 49.8%              | 8.0                       | 8.1                           |
| Cardiac Intensive Unit                | H                 | 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  | H                 | 23                                  | 411                      | 6,227                | 74.2%              | 17.1                      | 15.2                          |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | C                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | C                 | 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                              | 3                   | 0                   | 3.0           | Radiological Services Personnel       | 29                  | 23                  | 47.2           |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 19                  | 13                  | 27.4           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 8                   | 5                   | 11.3           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | All Other Radiologic Personnel        | 23                  | 10                  | 30.5           |
| Registered Nurses                           | 366                 | 124                 | 453.9         | Respiratory Therapists                | 14                  | 3                   | 16.1           |
| Certified Nurse Midwives                    | 2                   | 0                   | 2.0           | Occupational Therapists               | 10                  | 9                   | 16.8           |
| Licensed Practical Nurses                   | 2                   | 1                   | 2.7           | Occupational Therapy Assistants/Aides | 1                   | 0                   | 1.0            |
| Ancillary Nursing Personnel                 | 76                  | 66                  | 119.9         | Physical Therapists                   | 24                  | 7                   | 30.7           |
| Medical Assistants                          | 43                  | 9                   | 49.5          | Physical Therapy Assistants/Aides     | 1                   | 2                   | 2.6            |
| Nurse Practitioners                         | 22                  | 7                   | 26.3          | Recreational Therapists               | 0                   | 1                   | 0.6            |
| Certified Registered Nurse Anesthetists     | 13                  | 5                   | 16.4          | Dietitians & Nutritionists            | 3                   | 2                   | 4.1            |
| Clinical Nurse Specialists                  | 0                   | 0                   | 0.0           | Psychologists                         | 0                   | 0                   | 0.0            |
| Health Info Mgmt-Administrators/Technicians | 52                  | 7                   | 56.9          | Social Workers                        | 16                  | 6                   | 19.7           |
| Pharmacists                                 | 11                  | 1                   | 11.9          | Psychiatric Technicians               | 0                   | 0                   | 0.0            |
| Medical & Clinical Laboratory Technicians   | 44                  | 19                  | 55.4          | Pharmacy Technicians                  | 22                  | 6                   | 26.8           |
| Surgical Personnel                          | 19                  | 6                   | 23.5          | Medical Coding Technicians            | 1                   | 0                   | 1.0            |
| Directors/Managers                          | 121                 | 6                   | 124.5         | All Other Contracted Staff            | 0                   | 4                   | 0.9            |
| Food Service Workers                        | 26                  | 34                  | 36.1          | All Other Health Professionals        | 110                 | 27                  | 129.1          |
| Environmental Services Workers              | 57                  | 16                  | 66.9          | All Other Personnel                   | 567                 | 183                 | 685.6          |
| Medical & Clinical Laboratory Technologists | 73                  | 25                  | 89.7          |                                       |                     |                     |                |
|                                             |                     |                     |               | <b>Total</b>                          | <b>1,750</b>        | <b>613</b>          | <b>2,153.3</b> |
| Total Active Privileged Medical Staff: 264  |                     |                     |               |                                       |                     |                     |                |

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| Selected Financial Statistics                            |                 |       | All GMS Hospitals |       | Analysis Area |       | Volume Group |       | FY 2025 vs. 2024 |       |
|----------------------------------------------------------|-----------------|-------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|
| FY 2025                                                  |                 |       | Value             | Ratio | 2B<br>Value   | Ratio | 7<br>Value   | Ratio | FY 2024          | Ratio |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |                 |       |                   |       |               |       |              |       |                  |       |
| Medicare                                                 | \$665,502,630   | 45.3% | 49.8%             | 0.91  | 49.2%         | 0.92  | 50.1%        | 0.91  | 44.7%            | 1.01  |
| Medical Assistance                                       | \$234,290,850   | 16.0% | 12.1%             | 1.32  | 17.9%         | 0.89  | 11.3%        | 1.41  | 16.6%            | 0.96  |
| Commercial                                               | \$494,982,994   | 33.7% | 31.6%             | 1.07  | 28.8%         | 1.17  | 31.5%        | 1.07  | 35.1%            | 0.96  |
| All Other                                                | \$73,788,863    | 5.0%  | 6.4%              | 0.78  | 4.1%          | 1.23  | 7.1%         | 0.70  | 3.6%             | 1.39  |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |                 |       |                   |       |               |       |              |       |                  |       |
| Medicare                                                 | \$569,381,068   | 38.8% | 39.1%             | 0.99  | 40.3%         | 0.96  | 40.0%        | 0.97  | 38.0%            | 1.02  |
| Medical Assistance                                       | \$186,210,745   | 12.7% | 9.5%              | 1.33  | 13.9%         | 0.91  | 9.1%         | 1.39  | 13.4%            | 0.95  |
| Commercial                                               | \$273,194,704   | 18.6% | 15.5%             | 1.20  | 14.9%         | 1.25  | 16.2%        | 1.15  | 18.9%            | 0.98  |
| Charity Care                                             | \$22,995,235    | 1.6%  | 1.0%              | 1.58  | 1.4%          | 1.14  | 1.1%         | 1.47  | 1.5%             | 1.02  |
| Bad Debt                                                 | \$13,951,921    | 1.0%  | 1.0%              | 0.98  | 0.8%          | 1.16  | 0.8%         | 1.17  | 1.4%             | 0.68  |
| All Other                                                | \$32,945,164    | 2.2%  | 3.7%              | 0.61  | 1.9%          | 1.15  | 4.0%         | 0.56  | 1.4%             | 1.62  |
| Total Deductions                                         | \$1,098,678,837 | 74.8% | 69.8%             | 1.07  | 73.2%         | 1.02  | 71.2%        | 1.05  | 74.7%            | 1.00  |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |                 |       |                   |       |               |       |              |       |                  |       |
| Other Revenue as % of Total Revenue                      |                 | 2.3%  | 8.6%              | 0.26  | 13.1%         | 0.17  | 9.5%         | 0.24  | 2.1%             | 1.09  |
| Net Gains/Losses as % of Net Income                      |                 | 0.1%  | 20.2%             | 0.01  | N/A           | N/A   | 24.0%        | 0.01  | 0.2%             | 0.77  |
| <b>Expenses as % of Total Expenses</b>                   |                 |       |                   |       |               |       |              |       |                  |       |
| Salary/Fringe Benefits                                   | \$139,735,903   | 49.3% | 40.7%             | 1.21  | 33.3%         | 1.48  | 39.5%        | 1.25  | 47.7%            | 1.03  |
| Supplies & Services                                      | \$128,440,239   | 45.3% | 54.1%             | 0.84  | 62.1%         | 0.73  | 55.9%        | 0.81  | 47.3%            | 0.96  |
| Capital Component                                        | \$15,071,226    | 5.3%  | 5.2%              | 1.02  | 4.6%          | 1.16  | 4.6%         | 1.15  | 5.0%             | 1.06  |
| <b>Fiscal Statistics</b>                                 |                 |       |                   |       |               |       |              |       |                  |       |
| Operating Margin (%)                                     |                 | 25.2% | 7.7%              | 3.28  | 11.2%         | 2.25  | 7.3%         | 3.44  | 22.9%            | 1.10  |
| Total Hospital Net Income (%)                            |                 | 25.2% | 9.4%              | 2.67  | 10.8%         | 2.33  | 9.4%         | 2.68  | 23.0%            | 1.10  |
| Current Ratio                                            |                 | 62.2  | 2.3               | 26.54 | 16.7          | 3.73  | 4.3          | 14.53 | 56.8             | 1.10  |
| Days in Net Patient Accounts Receivable                  |                 | 50.7  | 62.7              | 0.81  | 55.7          | 0.91  | 63.1         | 0.80  | 51.6             | 0.98  |
| Equity Financing (%)                                     |                 | 98.5% | 62.3%             | 1.58  | 89.8%         | 1.10  | 70.2%        | 1.40  | 98.3%            | 1.00  |
| Long-Term Debt to Equity Ratio                           |                 | 0.0   | 0.4               | N/A   | 0.0           | N/A   | 0.3          | N/A   | 0.0              | N/A   |
| Times Interest Earned                                    |                 | 50.3  | 16.0              | 3.15  | 19.4          | 2.59  | 18.1         | 2.77  | 45.1             | 1.12  |
| Total Asset Turnover                                     |                 | 0.3   | 0.2               | 1.28  | 0.7           | 0.37  | 0.4          | 0.63  | 0.3              | 1.00  |
| Average Age of Plant (Years)                             |                 | 17.8  | 14.2              | 1.26  | 15.2          | 1.17  | 14.1         | 1.26  | 17.8             | 1.00  |
| Increase (Decrease) Total Net Patient Revenue            |                 | 7.8%  | 6.9%              | 1.13  | 6.1%          | 1.28  | 7.7%         | 1.01  | 7.4%             | 1.05  |
| Outpatient Gross Revenue (% of Total GPR)                |                 | 61.7% | 67.9%             | 0.91  | 56.3%         | 1.10  | 63.1%        | 0.98  | 60.4%            | 1.02  |

| Income Statement            |                 | Assets                            |                 | Liabilities & Fund Balances      |                  |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|------------------|
| Gross Patient Revenue (GPR) | \$1,468,565,337 | Cash & Cash Equivalents           | \$1,214,926,405 | Current Liabilities              | \$20,506,200     |
| Less Deductions             | \$1,098,678,837 | Net Patient Receivables           | \$51,391,897    | Long-Term Debt                   | \$0              |
| Net Patient Revenue         | \$369,886,500   | Other Receivables                 | -\$995,048      | Other Liabilities                | \$285,643        |
| Plus Other Revenue          | \$8,542,382     |                                   |                 | Subtotal                         | \$20,791,843     |
| Total Revenue               | \$378,428,882   | Land, Buildings & Equipment (Net) | \$94,273,779    |                                  |                  |
| Less Expenses               | \$283,247,368   | Other Assets                      | \$10,677,912    | Unrestricted Fund Balance        | 1,349,483,102.00 |
| Non-Operating Gains/Losses  | \$126,768       |                                   |                 | Restricted Fund Balance          | \$0              |
| Net Income                  | \$95,308,282    | Total Assets                      | \$1,370,274,945 | Total Liabilities & Fund Balance | \$1,370,274,945  |