

**032 Aurora Lakeland Medical Center**  
W3985 Cty Rd NN  
Elkhorn, WI 53121  
262-741-2000

Type:           GMS - General Medical & Surgical  
Control:        Other Not-For-Profit  
Fiscal Year:    01/01/2003 to 12/31/2003

County:         Walworth  
Analysis Area:  Southeastern (2A)  
Volume Group:  5

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	78.4%	58.2%	1.35	69.3%	1.13	51.0%	1.54	83.1%	0.94
Obstetrics	31.6%	39.8%	0.80	41.0%	0.77	30.5%	1.04	21.5%	1.47
Pediatrics	0.0%	48.9%	N/A	19.6%	N/A	18.0%	N/A	0.0%	N/A
Total Hospital	56.6%	56.2%	1.01	68.1%	0.83	54.8%	1.03	66.3%	0.85
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	31.4	31.7	0.99	43.9	0.71	27.0	1.16	33.2	0.95
Obstetrics	3.8	5.1	0.74	6.9	0.55	3.5	1.08	2.6	1.46
Pediatrics	0.0	2.0	N/A	0.8	N/A	0.4	N/A	0.0	N/A
Total Hospital	42.5	54.7	0.78	74.7	0.57	45.4	0.94	43.1	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.92	3.9	0.92	3.6	0.99	3.7	0.97
Obstetrics	2.2	2.4	0.91	2.5	0.87	2.3	0.95	1.6	1.36
Pediatrics	0.0	2.4	N/A	1.9	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.4	4.5	0.75	4.7	0.72	4.1	0.83	3.0	1.13
<b>Surgical Operations</b>									
Inpatient	1,026	1,579	0.65	1,723	0.60	1,115	0.92	1,241	0.83
Outpatient	2,442	3,500	0.70	3,945	0.62	2,804	0.87	3,352	0.73
Inpatient as % of All Surgeries	29.6%	31.1%	0.95	30.4%	0.97	28.5%	1.04	27.0%	1.10
<b>Outpatient Visits</b>									
Non-Emergency Visits	41,704	78,926	0.53	103,682	0.40	64,153	0.65	41,769	1.00
Emergency Visits	14,146	14,405	0.98	18,454	0.77	16,051	0.88	14,580	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	16.5	0.06	17.4	0.06	12.4	0.08	1.0	1.00
Nurses, Licensed	115.2	164.2	0.70	187.2	0.62	142.6	0.81	118.6	0.97
Ancillary Nursing Personnel	38.2	57.5	0.66	66.8	0.57	33.5	1.14	33.2	1.15
All Other Personnel	266.9	379.9	0.70	414.9	0.64	332.2	0.80	275.1	0.97
Total FTEs	421.3	618.1	0.68	686.2	0.61	520.7	0.81	427.9	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.1	16.7	0.07	10.8	0.10	12.1	0.09	1.0	1.10
Nurses, Licensed	127.1	166.1	0.77	116.2	1.09	139.8	0.91	122.5	1.04
Ancillary Nursing Personnel	42.2	58.2	0.72	41.4	1.02	32.9	1.28	34.3	1.23
All Other Personnel	294.5	384.3	0.77	257.5	1.14	325.7	0.90	284.0	1.04
Total FTEs	464.9	625.4	0.74	425.9	1.09	510.4	0.91	441.8	1.05

**Total Hospital:**  
Beds Set Up & Staffed    75  
Discharges                4,562  
Inpatient Days            15,496

**Contract with:**  
Health Maintenance Organization (HMO)    Yes  
Preferred Provider Organization (PPO)       Yes

**Medicare-certified Swing Beds:**  
Beds Set Up & Staffed    0  
Discharges                0  
Inpatient Days            0

**Newborn Nursery:**  
Bassinets                 13  
Total Births              636  
Newborn Days            1,277

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2003	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	40	3,207	11,453	78.4%	31.4	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	21	126	3.5%	0.3	6.0
Hospice	2	1	22	100	27.4%	0.3	4.5
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	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	12	636	1,386	31.6%	3.8	2.2
<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	2	0	0	0	0.0%	0.0	0.0
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	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	236	1,197	54.7%	3.3	5.1
Step-Down (Special Care)	1	6	440	1,234	56.3%	3.4	2.8
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	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  
4 = Contracted, 5 = Service Not Provided

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Radiological Services Personnel	10	9	11.8
Physicians & Dentists	0	0	0.0	Occupational Therapists	3	2	3.1
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Registered Nurses	63	83	111.0	Physical Therapists	0	5	4.2
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	3	2	4.2	Recreational Therapists	0	2	0.7
Ancillary Nursing Personnel	17	41	38.2	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	2	6	3.2
Nurse Practitioners	0	0	0.0	All Other Health Professionals	72	43	90.1
Medical Records Personnel	16	7	19.7	All Other Personnel	73	58	105.9
Pharmacy Personnel	7	5	7.9				
Clinical Laboratory Personnel	12	8	17.3				
				<b>Total</b>	<b>282</b>	<b>271</b>	<b>421.3</b>

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$51,709,371	48.3%	41.6%	1.16	43.3%	1.11	41.7%	1.16	46.3%	1.04
Medical Assistance	\$7,618,425	7.1%	9.7%	0.73	6.5%	1.09	9.2%	0.77	5.3%	1.34
Commercial	\$38,415,483	35.9%	42.4%	0.85	46.3%	0.77	43.1%	0.83	39.7%	0.90
All Other	\$9,393,041	8.8%	6.2%	1.41	4.0%	2.19	6.0%	1.46	8.7%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$35,649,081	33.3%	24.8%	1.34	27.0%	1.23	25.6%	1.30	31.5%	1.06
Medical Assistance	\$6,398,915	6.0%	6.7%	0.89	4.5%	1.33	6.4%	0.93	4.4%	1.36
Commercial	\$5,851,018	5.5%	9.4%	0.58	11.1%	0.49	6.8%	0.80	5.6%	0.98
Charity Care	\$1,089,535	1.0%	1.1%	0.92	0.9%	1.13	1.1%	0.92	1.4%	0.73
All Other	\$909,386	0.8%	1.3%	0.65	0.3%	2.83	0.8%	1.06	0.5%	1.70
Total Deductions	\$49,897,936	46.6%	43.3%	1.08	43.9%	1.06	40.7%	1.14	43.5%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.6%	4.8%	1.17	3.0%	1.88	4.7%	1.20	4.6%	1.22
Net Gains/Losses as % of Net Income		0.0%	12.0%	N/A	N/A	N/A	6.4%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$24,070,308	46.0%	48.0%	0.96	47.8%	0.96	51.7%	0.89	44.3%	1.04
Supplies & Services	\$23,555,415	45.0%	40.2%	1.12	39.4%	1.14	34.7%	1.30	46.4%	0.97
Capital Component	\$3,127,719	6.0%	8.7%	0.69	9.6%	0.62	10.2%	0.59	5.2%	1.15
Bad Debt	\$1,579,000	3.0%	3.1%	0.97	3.2%	0.94	3.4%	0.89	4.1%	0.74
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.7%	6.4%	2.14	9.9%	1.39	5.6%	2.45	17.8%	0.77
Total Hospital Net Income (%)		13.7%	7.1%	1.93	9.8%	1.40	5.9%	2.33	17.8%	0.77
Return on Equity (%)		15.8%	11.2%	1.41	13.2%	1.20	10.0%	1.58	24.1%	0.66
Current Ratio		7.7	2.5	3.10	3.0	2.58	2.4	3.23	6.0	1.29
Days in Net Patient Accounts Receivable		57.3	56.1	1.02	59.7	0.96	55.7	1.03	63.8	0.90
Average Payment Period		57.4	52.7	1.09	53.4	1.08	58.2	0.99	67.3	0.85
Equity Financing (%)		71.3%	57.8%	1.23	59.2%	1.20	53.5%	1.33	69.7%	1.02
Long-Term Debt to Equity Ratio		0.0	0.5	0.09	0.4	0.11	0.5	0.09	0.1	0.45
Times Interest Earned		8.0	5.4	1.49	7.1	1.13	3.7	2.17	20.6	0.39
Total Asset Turnover		0.8	0.9	0.91	0.8	1.03	0.9	0.91	0.9	0.91
Average Age of Plant (Years)		8.1	9.6	0.84	9.0	0.90	8.3	0.97	6.6	1.22
Increase (Decrease) Total Net Patient Revenue		0.7%	10.1%	0.07	14.8%	0.05	7.2%	0.10	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		53.2%	44.7%	1.19	51.1%	1.04	55.5%	0.96	51.9%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$5,644	\$8,772	0.64	\$7,402	0.76	\$5,987	0.94	\$4,928	1.15
Inpatient Net Revenue per Day		\$1,661	\$1,944	0.85	\$1,585	1.05	\$1,457	1.14	\$1,535	1.08
Outpatient Net Revenue per Visit		\$564	\$373	1.51	\$386	1.46	\$418	1.35	\$546	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$107,136,320	Cash & Cash Equivalents	\$52,967,895	Current Liabilities	\$8,034,158
Less Deductions	\$49,897,936	Net Patient Receivables	\$8,983,137	Long-Term Debt	\$2,375,972
Net Patient Revenue	\$57,238,384	Other Receivables	\$20,206	Other Liabilities	\$10,724,212
Plus Other Revenue	\$3,417,980			Subtotal	\$21,134,342
Total Revenue	\$60,656,365	Land, Buildings & Equipment (Net)	\$11,046,957	Unrestricted Fund Balance	\$52,562,170
Less Expenses	\$52,332,442	Other Assets	\$678,317	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$73,696,512	Total Liabilities & Fund Balance	\$73,696,512
Net Income	\$8,323,923				