

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: Jan 1 to Dec 31

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.3%	59.8%	1.31	65.6%	1.19	51.8%	1.51	78.4%	1.00
Obstetrics	33.0%	40.6%	0.81	40.3%	0.82	33.8%	0.98	31.6%	1.04
Pediatrics	0.0%	50.6%	N/A	19.0%	N/A	19.7%	N/A	0.0%	N/A
Total Hospital	65.2%	56.6%	1.15	59.6%	1.09	48.9%	1.33	56.6%	1.15
Average Census (Patients)									
Adult Medical-Surgical	31.3	32.3	0.97	48.8	0.64	26.2	1.19	31.4	1.00
Obstetrics	4.0	5.4	0.73	7.1	0.56	3.7	1.07	3.8	1.04
Pediatrics	0.0	2.1	N/A	0.8	N/A	0.6	N/A	0.0	N/A
Total Hospital	48.9	55.0	0.89	80.2	0.61	39.4	1.24	42.5	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.91	3.9	0.91	3.5	1.02	3.6	1.00
Obstetrics	2.2	2.4	0.91	2.5	0.87	2.3	0.95	2.2	1.00
Pediatrics	0.0	2.4	N/A	1.8	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.84	4.3	0.86	3.8	0.98	3.4	1.09
Surgical Operations									
Inpatient	1,176	1,553	0.76	2,004	0.59	1,201	0.98	1,026	1.15
Outpatient	2,434	3,651	0.67	4,027	0.60	3,237	0.75	2,442	1.00
Inpatient as % of All Surgeries	32.6%	29.9%	1.09	33.2%	0.98	27.1%	1.20	29.6%	1.10
Outpatient Visits									
Non-Emergency Visits	41,636	80,062	0.52	124,020	0.34	67,729	0.61	41,704	1.00
Emergency Visits	13,878	14,837	0.94	21,636	0.64	16,387	0.85	14,146	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	17.5	0.06	26.7	0.04	12.6	0.08	1.0	1.00
Nurses, Licensed	115.0	168.8	0.68	216.0	0.53	144.7	0.79	115.2	1.00
Ancillary Nursing Personnel	32.0	34.3	0.93	44.9	0.71	24.8	1.29	38.2	0.84
All Other Personnel	281.9	405.3	0.70	528.9	0.53	367.2	0.77	266.9	1.06
Total FTEs	429.9	626.0	0.69	816.4	0.53	549.3	0.78	421.3	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.0	17.4	0.06	15.4	0.07	13.9	0.07	1.1	0.94
Nurses, Licensed	119.5	167.9	0.71	124.5	0.96	159.7	0.75	127.1	0.94
Ancillary Nursing Personnel	33.3	34.2	0.97	25.9	1.28	27.4	1.21	42.2	0.79
All Other Personnel	292.9	403.1	0.73	304.8	0.96	405.3	0.72	294.5	0.99
Total FTEs	446.7	622.6	0.72	470.5	0.95	606.3	0.74	464.9	0.96

Total Hospital:
Beds Set Up & Staffed 75
Discharges 4,817
Inpatient Days 17,887

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 665
Newborn Days 1,257

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Dec 31, 2004	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	40	3,221	11,456	78.3%	31.3	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	278	2,122	58.0%	5.8	7.6
Hospice	2	1	39	171	46.7%	0.5	4.4
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	665	1,450	33.0%	4.0	2.2
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	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	182	1,366	62.2%	3.7	7.5
Step-Down (Special Care)	1	6	432	1,322	60.2%	3.6	3.1
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
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	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	15	12	16.9
Physicians & Dentists	0	0	0.0	Respiratory Therapists	4	3	5.5
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	3	3.6
Registered Nurses	72	76	111.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	6	6.4
Licensed Practical Nurses	3	2	3.8	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	14	30	32.0	Recreational Therapists	0	1	0.5
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	25	9	29.1	Social Workers	2	1	2.5
Pharmacy Personnel	7	8	8.8	All Other Health Professionals	69	35	87.1
Clinical Laboratory Personnel	9	3	11.2	All Other Personnel	66	67	101.8
Surgical Personnel	4	0	4.0				
				Total	300	258	429.9

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Selected Financial Statistics	FY 2004	All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$61,068,811	50.5%	41.6%	1.21	43.0%	1.17	42.5%	1.19	48.3%	1.05
Medical Assistance	\$9,549,696	7.9%	10.2%	0.77	7.0%	1.13	8.5%	0.93	7.1%	1.11
Commercial	\$41,842,689	34.6%	41.9%	0.83	46.0%	0.75	42.6%	0.81	35.9%	0.97
All Other	\$8,437,819	7.0%	6.2%	1.13	4.0%	1.74	6.4%	1.09	8.8%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$42,598,493	35.2%	25.3%	1.39	27.7%	1.27	26.3%	1.34	33.3%	1.06
Medical Assistance	\$8,484,968	7.0%	7.5%	0.94	4.9%	1.43	6.2%	1.13	6.0%	1.18
Commercial	\$6,487,242	5.4%	9.6%	0.56	11.4%	0.47	6.9%	0.78	5.5%	0.98
Charity Care	\$741,088	0.6%	1.1%	0.56	1.0%	0.61	1.1%	0.56	1.0%	0.60
All Other	\$650,699	0.5%	1.3%	0.41	0.3%	1.79	1.1%	0.49	0.8%	0.63
Total Deductions	\$58,962,490	48.8%	44.8%	1.09	45.3%	1.08	41.7%	1.17	46.6%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.5%	4.5%	1.00	2.7%	1.66	4.1%	1.09	5.6%	0.80
Net Gains/Losses as % of Net Income		0.0%	15.4%	N/A	10.6%	N/A	19.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,839,656	46.9%	48.4%	0.97	47.8%	0.98	51.7%	0.91	46.0%	1.02
Supplies & Services	\$24,186,571	43.9%	39.5%	1.11	38.3%	1.15	33.9%	1.29	45.0%	0.97
Capital Component	\$2,476,276	4.5%	8.8%	0.51	9.6%	0.47	10.5%	0.43	6.0%	0.75
Bad Debt	\$2,641,500	4.8%	3.4%	1.41	4.2%	1.14	3.9%	1.23	3.0%	1.59
Fiscal Statistics										
Operating Margin (%)		15.0%	6.5%	2.30	10.0%	1.50	5.5%	2.72	13.7%	1.09
Total Hospital Net Income (%)		15.0%	7.6%	1.97	11.0%	1.36	6.8%	2.20	13.7%	1.09
Return on Equity (%)		13.3%	11.5%	1.16	14.0%	0.95	10.8%	1.23	15.8%	0.84
Current Ratio		9.8	2.6	3.76	3.4	2.88	2.2	4.45	7.7	1.26
Days in Net Patient Accounts Receivable		69.0	52.8	1.31	58.2	1.19	57.5	1.20	57.3	1.20
Average Payment Period		51.1	53.7	0.95	49.4	1.03	55.9	0.91	57.4	0.89
Equity Financing (%)		85.7%	57.5%	1.49	62.2%	1.38	50.7%	1.69	71.3%	1.20
Long-Term Debt to Equity Ratio		0.0	0.5	0.06	0.4	0.08	0.6	0.05	0.0	0.71
Times Interest Earned		73.9	6.2	11.91	9.6	7.69	3.8	19.44	8.0	9.19
Total Asset Turnover		0.8	0.9	0.85	0.8	0.95	0.8	0.95	0.8	0.92
Average Age of Plant (Years)		8.7	9.1	0.95	9.0	0.96	7.9	1.10	8.1	1.08
Increase (Decrease) Total Net Patient Revenue		8.2%	9.1%	0.90	10.9%	0.75	16.4%	0.50	0.7%	11.57
Outpatient Gross Revenue (% of Total GPR)		49.2%	45.3%	1.09	51.5%	0.96	56.6%	0.87	53.2%	0.93
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,071	\$9,256	0.66	\$7,742	0.78	\$6,572	0.92	\$5,644	1.08
Inpatient Net Revenue per Day		\$1,635	\$2,088	0.78	\$1,816	0.90	\$1,770	0.92	\$1,661	0.98
Outpatient Net Revenue per Visit		\$589	\$404	1.46	\$421	1.40	\$438	1.34	\$564	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$120,899,015	Cash & Cash Equivalents	\$61,591,544	Current Liabilities	\$7,516,182
Less Deductions	\$58,962,490	Net Patient Receivables	\$11,676,301	Long-Term Debt	\$2,352,756
Net Patient Revenue	\$61,936,525	Other Receivables	\$9,807	Other Liabilities	\$2,330,977
Plus Other Revenue	\$2,910,806			Subtotal	\$12,199,915
Total Revenue	\$64,847,331	Land, Buildings & Equipment (Net)	\$11,123,215	Unrestricted Fund Balance	\$73,017,669
Less Expenses	\$55,144,003	Other Assets	\$816,717	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$85,217,584	Total Liabilities & Fund Balance	\$85,217,584
Net Income	\$9,703,329				