

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

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

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

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 2A		Volume Group 5		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	65.7%	60.5%	1.09	68.4%	0.96	52.8%	1.24	66.4%	0.99
Obstetrics	35.8%	42.5%	0.84	41.3%	0.87	34.5%	1.04	36.6%	0.98
Pediatrics	0.0%	57.0%	N/A	18.1%	N/A	12.0%	N/A	0.0%	N/A
Total Hospital	57.1%	58.4%	0.98	59.0%	0.97	49.1%	1.16	58.1%	0.98
Average Census (Patients)									
Adult Medical-Surgical	26.3	31.3	0.84	49.1	0.54	22.4	1.18	26.6	0.99
Obstetrics	4.3	5.7	0.75	7.0	0.62	3.7	1.18	4.4	0.98
Pediatrics	0.0	2.4	N/A	0.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	42.8	54.6	0.79	70.5	0.61	37.2	1.15	43.6	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	3.7	0.93	3.7	0.93	3.5	0.99	3.3	1.05
Obstetrics	1.9	2.4	0.82	2.4	0.82	2.2	0.87	2.0	0.97
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.88	4.1	0.91	3.6	1.04	3.6	1.03
Surgical Operations									
Inpatient	1,125	1,970	0.57	1,769	0.64	1,104	1.02	1,174	0.96
Outpatient	2,816	4,151	0.68	4,471	0.63	3,482	0.81	2,745	1.03
Inpatient as % of All Surgeries	28.5%	32.2%	0.89	28.3%	1.01	24.1%	1.19	30.0%	0.95
Outpatient Visits									
Non-Emergency Visits	57,208	94,816	0.60	125,391	0.46	71,021	0.81	55,590	1.03
Emergency Visits	14,938	16,124	0.93	21,466	0.70	17,114	0.87	15,041	0.99
Full-Time Equivalents (FTEs)									
Administrators	2.0	18.7	0.11	27.1	0.07	20.0	0.10	2.0	1.00
Nurses, Licensed	120.9	197.1	0.61	233.7	0.52	143.6	0.84	111.9	1.08
Ancillary Nursing Personnel	24.4	37.6	0.65	39.9	0.61	29.1	0.84	29.0	0.84
All Other Personnel	267.0	452.4	0.59	529.4	0.50	374.3	0.71	282.9	0.94
Total FTEs	414.3	705.8	0.59	830.2	0.50	567.1	0.73	425.8	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.0	17.2	0.11	16.0	0.12	20.4	0.10	2.0	0.95
Nurses, Licensed	118.0	181.8	0.65	137.5	0.86	146.6	0.81	114.7	1.03
Ancillary Nursing Personnel	23.8	34.6	0.69	23.5	1.01	29.7	0.80	29.7	0.80
All Other Personnel	260.7	417.2	0.63	311.6	0.84	382.1	0.68	289.9	0.90
Total FTEs	404.6	650.8	0.62	488.6	0.83	578.9	0.70	436.4	0.93

Total Hospital:
Beds Set Up & Staffed 75
Discharges 4,178
Inpatient Days 15,673

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:
Bassinetts 12
Total Births 785
Newborn Days 1,446

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	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	2,776	9,624	65.7%	26.3	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	172	2,217	60.6%	6.1	12.9
Hospice	2	1	36	159	43.4%	0.4	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	807	1,573	35.8%	4.3	1.9
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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	181	1,182	53.8%	3.2	6.5
Step-Down (Special Care)	1	6	206	918	41.8%	2.5	4.5
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	5	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	2	0	2.0	Surgical Personnel	5	1	5.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	17	13	21.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	3	7.7
Registered Nurses	93	63	118.8	Occupational Therapists	3	2	3.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	1	2.1	Physical Therapists	8	5	10.8
Ancillary Nursing Personnel	10	29	24.4	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.5
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	1	1.8
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	25	9	30.7	Social Workers	1	2	1.0
Pharmacy Personnel	8	4	8.0	All Other Health Professionals	48	32	59.3
Clinical Laboratory Personnel	1	0	1.0	All Other Personnel	79	70	114.5
				Total	312	236	414.3

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$85,971,243	48.2%	41.5%	1.16	43.8%	1.10	43.8%	1.10	49.3%	0.98
Medical Assistance	\$16,185,079	9.1%	10.8%	0.84	7.4%	1.23	9.0%	1.01	8.0%	1.13
Commercial	\$59,579,433	33.4%	40.7%	0.82	43.3%	0.77	40.7%	0.82	34.3%	0.97
All Other	\$16,474,387	9.2%	7.0%	1.33	5.6%	1.66	6.4%	1.43	8.4%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$60,511,103	34.0%	26.5%	1.28	29.6%	1.15	28.9%	1.17	34.1%	1.00
Medical Assistance	\$15,474,557	8.7%	8.4%	1.04	6.0%	1.46	7.5%	1.15	7.1%	1.23
Commercial	\$20,919,994	11.7%	11.4%	1.03	13.6%	0.86	10.6%	1.10	8.3%	1.41
Charity Care	\$3,012,550	1.7%	1.6%	1.06	1.3%	1.34	1.6%	1.04	1.1%	1.60
All Other	\$1,067,283	0.6%	1.9%	0.32	1.3%	0.47	1.2%	0.50	3.0%	0.20
Total Deductions	\$100,985,487	56.7%	49.8%	1.14	51.7%	1.10	49.9%	1.14	53.5%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.9%	4.5%	1.31	3.6%	1.63	3.7%	1.61	5.4%	1.10	
Net Gains/Losses as % of Net Income	N/A	N/A	N/A	N/A	N/A	N/A	0.00	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,264,111	44.6%	47.4%	0.94	45.4%	0.98	50.2%	0.89	45.2%	0.99
Supplies & Services	\$32,271,124	46.1%	39.6%	1.16	40.6%	1.13	35.5%	1.30	41.0%	1.12
Capital Component	\$2,818,851	4.0%	8.8%	0.46	8.7%	0.46	9.6%	0.42	4.1%	0.98
Bad Debt	\$3,691,108	5.3%	4.2%	1.25	5.3%	1.00	4.7%	1.12	9.6%	0.55
Fiscal Statistics										
Operating Margin (%)	14.6%	5.6%	2.61	8.0%	1.84	4.2%	3.49	12.3%	1.19	
Total Hospital Net Income (%)	14.6%	3.5%	4.15	4.5%	3.28	3.6%	4.02	12.3%	1.19	
Return on Equity (%)	8.7%	2.8%	3.12	3.4%	2.60	2.6%	3.32	7.9%	1.11	
Current Ratio	19.3	2.9	6.65	4.1	4.76	2.8	7.01	16.9	1.14	
Days in Net Patient Accounts Receivable	48.6	50.2	0.97	46.4	1.05	53.4	0.91	57.1	0.85	
Average Payment Period	34.6	54.8	0.63	46.8	0.74	59.9	0.58	35.7	0.97	
Equity Financing (%)	89.2%	58.1%	1.54	68.9%	1.29	57.9%	1.54	90.5%	0.99	
Long-Term Debt to Equity Ratio	0.0	0.4	0.03	0.2	0.05	0.4	0.03	0.0	0.88	
Times Interest Earned	97.4	3.3	29.74	4.3	22.75	2.9	34.07	74.1	1.32	
Total Asset Turnover	0.6	0.8	0.74	0.8	0.76	0.7	0.82	0.6	0.93	
Average Age of Plant (Years)	10.9	9.5	1.15	10.1	1.08	9.1	1.21	10.3	1.06	
Increase (Decrease) Total Net Patient Revenue	4.5%	6.3%	0.72	6.8%	0.66	5.0%	0.91	5.3%	0.86	
Outpatient Gross Revenue (% of Total GPR)	58.2%	49.7%	1.17	55.8%	1.04	62.1%	0.94	55.3%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,924	\$11,228	0.62	\$9,416	0.74	\$7,888	0.88	\$7,405	0.94	
Inpatient Net Revenue per Day	\$1,846	\$2,612	0.71	\$2,280	0.81	\$2,187	0.84	\$2,038	0.91	
Outpatient Net Revenue per Visit	\$669	\$497	1.35	\$528	1.27	\$608	1.10	\$587	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$178,210,142	Cash & Cash Equivalents	\$113,640,452	Current Liabilities	\$6,466,050
Less Deductions	\$100,985,487	Net Patient Receivables	\$10,253,259	Long-Term Debt	\$1,451,525
Net Patient Revenue	\$77,224,655	Other Receivables	\$1,463	Other Liabilities	\$6,934,310
Plus Other Revenue	\$4,821,499			Subtotal	\$14,851,885
Total Revenue	\$82,046,154	Land, Buildings & Equipment (Net)	\$11,219,677	Unrestricted Fund Balance	\$122,338,192
Less Expenses	\$70,045,194	Other Assets	\$2,075,226	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,189	Total Assets	\$137,190,077	Total Liabilities & Fund Balance	\$137,190,077
Net Income	\$11,997,771				