

043 Aurora Medical Center in Hartford
 1032 East Sumner Street
 Hartford, WI 53027
 262-673-2300

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

County: **Washington**
 Analysis Area: **Southeastern (2A)**
 Volume Group: **4**

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 2A		Volume Group 4		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.3%	60.5%	0.80	68.4%	0.71	52.2%	0.93	54.8%	0.88
Obstetrics	20.6%	42.5%	0.48	41.3%	0.50	32.3%	0.64	33.7%	0.61
Pediatrics	0.0%	57.0%	N/A	18.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.3%	58.4%	0.74	59.0%	0.73	49.2%	0.88	50.4%	0.86
Average Census (Patients)									
Adult Medical-Surgical	17.4	31.3	0.56	49.1	0.35	14.6	1.19	17.0	1.02
Obstetrics	1.6	5.7	0.29	7.0	0.24	2.0	0.83	2.0	0.81
Pediatrics	0.0	2.4	N/A	0.8	N/A	0.1	N/A	0.0	N/A
Total Hospital	21.7	54.6	0.40	70.5	0.31	20.9	1.04	21.7	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.7	0.83	3.7	0.83	3.4	0.91	3.2	0.96
Obstetrics	2.1	2.4	0.90	2.4	0.89	2.1	0.99	2.1	1.00
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	4.1	0.75	3.3	0.93	3.2	0.97
Surgical Operations									
Inpatient	1,302	1,970	0.66	1,769	0.74	712	1.83	1,945	0.67
Outpatient	11,708	4,151	2.82	4,471	2.62	2,739	4.27	10,595	1.11
Inpatient as % of All Surgeries	10.0%	32.2%	0.31	28.3%	0.35	20.6%	0.49	15.5%	0.65
Outpatient Visits									
Non-Emergency Visits	61,342	94,816	0.65	125,391	0.49	49,308	1.24	58,045	1.06
Emergency Visits	8,254	16,124	0.51	21,466	0.38	10,968	0.75	8,112	1.02
Full-Time Equivalents (FTEs)									
Administrators	2.0	18.7	0.11	27.1	0.07	16.2	0.12	1.0	2.00
Nurses, Licensed	107.0	197.1	0.54	233.7	0.46	98.5	1.09	113.6	0.94
Ancillary Nursing Personnel	13.6	37.6	0.36	39.9	0.34	19.5	0.69	10.6	1.28
All Other Personnel	264.2	452.4	0.58	529.4	0.50	235.0	1.12	272.0	0.97
Total FTEs	386.7	705.8	0.55	830.2	0.47	369.3	1.05	397.2	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.3	17.2	0.19	16.0	0.21	29.8	0.11	1.7	1.92
Nurses, Licensed	178.2	181.8	0.98	137.5	1.30	180.9	0.99	196.9	0.91
Ancillary Nursing Personnel	22.6	34.6	0.65	23.5	0.96	35.9	0.63	18.4	1.23
All Other Personnel	440.0	417.2	1.05	311.6	1.41	431.8	1.02	471.3	0.93
Total FTEs	644.1	650.8	0.99	488.6	1.32	678.3	0.95	688.4	0.94

Total Hospital:
 Beds Set Up & Staffed 50
 Discharges 2,573
 Inpatient Days 7,930

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 8
 Total Births 268
 Newborn Days 535

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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	36	2,068	6,361	48.3%	17.4	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	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	8	284	602	20.6%	1.6	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	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	221	967	44.0%	2.6	4.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	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	2	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	11	5	13.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	15	13	22.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	2	5.4
Registered Nurses	55	78	99.7	Occupational Therapists	1	8	4.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	4	3.3	Physical Therapists	10	12	17.2
Ancillary Nursing Personnel	9	8	13.6	Physical Therapy Assistants/Aides	0	4	1.6
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	4.0	Psychologists	0	0	0.0
Medical Records Personnel	28	12	35.4	Social Workers	0	3	0.0
Pharmacy Personnel	7	1	7.0	All Other Health Professionals	42	33	58.2
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	78	37	100.0
				Total	267	221	386.7

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$50,825,198	38.6%	41.5%	0.93	43.8%	0.88	46.1%	0.84	36.7%	1.05
Medical Assistance	\$7,587,475	5.8%	10.8%	0.53	7.4%	0.78	8.4%	0.69	6.5%	0.89
Commercial	\$59,186,295	45.0%	40.7%	1.10	43.3%	1.04	39.0%	1.15	47.1%	0.95
All Other	\$14,059,149	10.7%	7.0%	1.54	5.6%	1.92	6.5%	1.64	9.8%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$36,715,171	27.9%	26.5%	1.05	29.6%	0.94	27.7%	1.01	26.0%	1.07
Medical Assistance	\$7,380,965	5.6%	8.4%	0.67	6.0%	0.94	6.7%	0.84	5.9%	0.95
Commercial	\$18,555,793	14.1%	11.4%	1.23	13.6%	1.03	9.2%	1.52	14.9%	0.95
Charity Care	\$943,421	0.7%	1.6%	0.45	1.3%	0.57	1.5%	0.49	0.6%	1.19
All Other	\$5,521,964	4.2%	1.9%	2.23	1.3%	3.29	1.3%	3.19	3.8%	1.10
Total Deductions	\$69,117,314	52.5%	49.8%	1.05	51.7%	1.01	46.4%	1.13	51.2%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.1%	4.5%	1.12	3.6%	1.40	5.2%	0.97	5.4%	0.93	
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	\$27,487,948	46.6%	47.4%	0.98	45.4%	1.03	50.5%	0.92	48.0%	0.97
Supplies & Services	\$24,465,594	41.5%	39.6%	1.05	40.6%	1.02	35.2%	1.18	39.5%	1.05
Capital Component	\$3,881,022	6.6%	8.8%	0.75	8.7%	0.76	9.9%	0.66	7.2%	0.91
Bad Debt	\$3,161,967	5.4%	4.2%	1.27	5.3%	1.01	4.4%	1.22	5.2%	1.03
Fiscal Statistics										
Operating Margin (%)	10.4%	5.6%	1.86	8.0%	1.31	2.9%	3.63	10.3%	1.02	
Total Hospital Net Income (%)	10.4%	3.5%	2.96	4.5%	2.34	2.6%	4.07	10.3%	1.02	
Return on Equity (%)	8.7%	2.8%	3.12	3.4%	2.60	1.9%	4.60	8.3%	1.06	
Current Ratio	6.0	2.9	2.08	4.1	1.49	3.6	1.66	5.2	1.15	
Days in Net Patient Accounts Receivable	34.9	50.2	0.69	46.4	0.75	49.7	0.70	43.9	0.79	
Average Payment Period	59.7	54.8	1.09	46.8	1.28	54.1	1.10	74.4	0.80	
Equity Financing (%)	81.6%	58.1%	1.41	68.9%	1.18	58.0%	1.41	78.3%	1.04	
Long-Term Debt to Equity Ratio	0.1	0.4	0.18	0.2	0.31	0.5	0.14	0.1	0.83	
Times Interest Earned	22.0	3.3	6.71	4.3	5.13	2.0	10.79	18.5	1.19	
Total Asset Turnover	0.8	0.8	1.03	0.8	1.07	0.7	1.13	0.8	1.04	
Average Age of Plant (Years)	12.6	9.5	1.33	10.1	1.25	8.5	1.48	11.9	1.06	
Increase (Decrease) Total Net Patient Revenue	11.9%	6.3%	1.87	6.8%	1.73	8.0%	1.48	18.3%	0.65	
Outpatient Gross Revenue (% of Total GPR)	63.9%	49.7%	1.29	55.8%	1.15	61.7%	1.04	62.4%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,546	\$11,228	0.67	\$9,416	0.80	\$7,870	0.96	\$8,092	0.93	
Inpatient Net Revenue per Day	\$2,449	\$2,612	0.94	\$2,280	1.07	\$2,323	1.05	\$2,534	0.97	
Outpatient Net Revenue per Visit	\$620	\$497	1.25	\$528	1.17	\$523	1.19	\$542	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$131,658,117	Cash & Cash Equivalents	\$49,345,404	Current Liabilities	\$9,227,081
Less Deductions	\$69,117,314	Net Patient Receivables	\$5,956,254	Long-Term Debt	\$4,665,820
Net Patient Revenue	\$62,540,803	Other Receivables	\$8,847	Other Liabilities	\$549,988
Plus Other Revenue	\$3,327,182			Subtotal	\$14,442,889
Total Revenue	\$65,867,985	Land, Buildings & Equipment (Net)	\$20,462,192	Unrestricted Fund Balance	\$64,118,167
Less Expenses	\$58,996,531	Other Assets	\$2,788,359	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,880	Total Assets	\$78,561,056	Total Liabilities & Fund Balance	\$78,561,056
Net Income	\$6,868,574				