

183 Aurora St. Luke's Medical Center / South Shore
 2900 W Oklahoma Avenue
 Milwaukee, WI 53215
 414-649-6000

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

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

Selected Utilization Statistics	FY 2008	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	71.3%	60.5%	1.18	70.3%	1.01	73.2%	0.97	68.9%	1.03	
Obstetrics	0.0%	42.5%	N/A	54.6%	N/A	53.3%	N/A	0.0%	N/A	
Pediatrics	0.0%	57.0%	N/A	84.0%	N/A	47.6%	N/A	0.0%	N/A	
Total Hospital	70.8%	58.4%	1.21	67.7%	1.05	68.4%	1.04	70.2%	1.01	
Average Census (Patients)										
Adult Medical-Surgical	374.9	31.3	11.97	124.8	3.00	113.8	3.29	372.6	1.01	
Obstetrics	0.0	5.7	N/A	24.4	N/A	17.6	N/A	0.0	N/A	
Pediatrics	0.0	2.4	N/A	21.0	N/A	4.5	N/A	0.0	N/A	
Total Hospital	516.5	54.6	9.47	176.8	2.92	211.5	2.44	514.7	1.00	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.3	3.7	1.15	4.3	0.98	3.9	1.09	4.1	1.04	
Obstetrics	0.0	2.4	N/A	2.8	N/A	2.3	N/A	0.0	N/A	
Pediatrics	0.0	2.2	N/A	2.1	N/A	3.0	N/A	0.0	N/A	
Total Hospital	5.2	4.3	1.22	5.0	1.05	4.7	1.12	5.0	1.03	
Surgical Operations										
Inpatient	33,028	1,970	16.77	7,244	4.56	7,562	4.37	34,136	0.97	
Outpatient	44,185	4,151	10.64	9,876	4.47	13,160	3.36	44,808	0.99	
Inpatient as % of All Surgeries	42.8%	32.2%	1.33	42.3%	1.01	36.5%	1.17	43.2%	0.99	
Outpatient Visits										
Non-Emergency Visits	384,338	94,816	4.05	231,107	1.66	267,104	1.44	381,840	1.01	
Emergency Visits	84,690	16,124	5.25	41,720	2.03	41,334	2.05	84,873	1.00	
Full-Time Equivalents (FTEs)										
Administrators	19.0	18.7	1.02	44.1	0.43	53.7	0.35	14.0	1.36	
Nurses, Licensed	1,340.7	197.1	6.80	546.5	2.45	688.9	1.95	1,389.7	0.96	
Ancillary Nursing Personnel	374.6	37.6	9.97	101.1	3.71	128.1	2.92	357.1	1.05	
All Other Personnel	2,964.7	452.4	6.55	1,080.2	2.74	1,471.0	2.02	2,879.0	1.03	
Total FTEs	4,698.9	705.8	6.66	1,771.8	2.65	2,341.8	2.01	4,639.8	1.01	
FTEs per 100 Patient Census (Adjusted)										
Administrators	2.5	17.2	0.15	13.0	0.19	14.4	0.18	1.9	1.32	
Nurses, Licensed	178.2	181.8	0.98	161.1	1.11	185.1	0.96	190.4	0.94	
Ancillary Nursing Personnel	49.8	34.6	1.44	29.8	1.67	34.4	1.45	48.9	1.02	
All Other Personnel	394.0	417.2	0.94	318.5	1.24	395.2	1.00	394.4	1.00	
Total FTEs	624.5	650.8	0.96	522.4	1.20	629.1	0.99	635.7	0.98	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	730	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	0
Discharges	36,292	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	189,030			Inpatient Days	0	Newborn Days	0

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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	526	32,141	137,220	71.3%	374.9	4.3
Orthopedic	2	8	369	1,047	35.8%	2.9	2.8
Rehabilitation & Physical Medicine	1	45	948	12,434	75.5%	34.0	13.1
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	29	1,042	4,862	45.8%	13.3	4.7
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	52	943	13,684	71.9%	37.4	14.5
Cardiac Intensive Unit	1	54	607	14,830	75.0%	40.5	24.4
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	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	16	242	4,953	84.6%	13.5	20.5
Subacute care	4	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	19	1	19.0	Surgical Personnel	92	31	104.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	153	112	214.2
Medical & Dental Residents	59	0	59.0	Respiratory Therapists	71	38	91.6
Registered Nurses	804	836	1,306.8	Occupational Therapists	30	39	44.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	8	5	10.7
Licensed Practical Nurses	15	16	24.9	Physical Therapists	43	37	62.2
Ancillary Nursing Personnel	248	255	374.6	Physical Therapy Assistants/Aides	7	7	12.3
Physician Assistants	1	0	1.0	Recreational Therapists	1	3	1.4
Nurse Practitioners	9	1	9.0	Dietitians & Nutritionists	18	3	18.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	1	1.3
Medical Records Personnel	123	89	171.8	Social Workers	25	13	26.5
Pharmacy Personnel	142	74	180.8	All Other Health Professionals	584	396	729.8
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	969	550	1,233.7
				Total	3,422	2,507	4,698.9

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,258,016,449	52.9%	41.5%	1.28	38.6%	1.37	41.9%	1.26	53.3%	0.99
Medical Assistance	\$183,973,654	7.7%	10.8%	0.71	16.5%	0.47	10.2%	0.76	7.2%	1.08
Commercial	\$740,566,205	31.2%	40.7%	0.77	36.7%	0.85	40.4%	0.77	32.4%	0.96
All Other	\$194,402,364	8.2%	7.0%	1.18	8.2%	1.00	7.5%	1.09	7.1%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$965,413,529	40.6%	26.5%	1.53	26.6%	1.53	27.5%	1.48	39.3%	1.03
Medical Assistance	\$141,078,266	5.9%	8.4%	0.71	12.7%	0.47	7.8%	0.76	5.4%	1.09
Commercial	\$267,701,231	11.3%	11.4%	0.98	12.5%	0.90	12.2%	0.92	10.6%	1.07
Charity Care	\$21,992,797	0.9%	1.6%	0.58	1.3%	0.72	1.8%	0.52	1.3%	0.74
All Other	\$70,481,607	3.0%	1.9%	1.58	2.8%	1.05	2.2%	1.33	2.4%	1.22
Total Deductions	\$1,466,667,430	61.7%	49.8%	1.24	56.0%	1.10	51.6%	1.20	58.9%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	4.5%	0.80	4.4%	0.82	2.9%	1.26	3.4%	1.05
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A	N/A	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$343,717,649	41.0%	47.4%	0.86	42.5%	0.96	46.1%	0.89	40.6%	1.01
Supplies & Services	\$384,803,117	45.9%	39.6%	1.16	44.3%	1.04	41.2%	1.11	48.8%	0.94
Capital Component	\$67,953,810	8.1%	8.8%	0.93	8.3%	0.98	8.3%	0.98	8.5%	0.95
Bad Debt	\$42,094,077	5.0%	4.2%	1.19	4.9%	1.01	4.4%	1.15	2.0%	2.50
Fiscal Statistics										
Operating Margin (%)		11.2%	5.6%	2.00	4.9%	2.27	5.1%	2.18	10.4%	1.08
Total Hospital Net Income (%)		11.2%	3.5%	3.17	0.0%	321.25	2.2%	5.17	10.4%	1.08
Return on Equity (%)		7.8%	2.8%	2.79	0.0%	298.56	1.8%	4.32	7.6%	1.03
Current Ratio		8.5	2.9	2.94	3.0	2.84	3.2	2.64	7.0	1.22
Days in Net Patient Accounts Receivable		45.1	50.2	0.90	45.4	0.99	46.7	0.97	47.9	0.94
Average Payment Period		41.2	54.8	0.75	57.3	0.72	48.0	0.86	42.8	0.96
Equity Financing (%)		71.8%	58.1%	1.24	53.8%	1.33	60.5%	1.19	70.7%	1.01
Long-Term Debt to Equity Ratio		0.2	0.4	0.56	0.4	0.54	0.3	0.67	0.3	0.89
Times Interest Earned		8.4	3.3	2.58	1.0	8.24	2.8	3.06	7.3	1.16
Total Asset Turnover		0.7	0.8	0.86	0.8	0.88	0.9	0.81	0.7	0.96
Average Age of Plant (Years)		13.5	9.5	1.42	10.7	1.26	10.3	1.31	12.0	1.12
Increase (Decrease) Total Net Patient Revenue		2.5%	6.3%	0.39	4.2%	0.60	5.9%	0.43	3.7%	0.67
Outpatient Gross Revenue (% of Total GPR)		31.4%	49.7%	0.63	40.2%	0.78	43.2%	0.73	29.5%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,407		\$11,228	1.46	\$14,137	1.16	\$12,990	1.26	\$16,405	1.00
Inpatient Net Revenue per Day	\$3,150		\$2,612	1.21	\$2,856	1.10	\$2,788	1.13	\$3,256	0.97
Outpatient Net Revenue per Visit	\$671		\$497	1.35	\$476	1.41	\$542	1.24	\$592	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,376,958,672	Cash & Cash Equivalents	\$643,100,877	Current Liabilities	\$89,981,731
Less Deductions	\$1,466,667,430	Net Patient Receivables	\$112,062,589	Long-Term Debt	\$220,949,052
Net Patient Revenue	\$910,291,242	Other Receivables	\$972,296	Other Liabilities	\$69,923,129
Plus Other Revenue	\$34,035,813			Subtotal	\$380,853,912
Total Revenue	\$944,327,055	Land, Buildings & Equipment (Net)	\$399,200,492	Unrestricted Fund Balance	\$967,347,184
Less Expenses	\$838,568,653	Other Assets	\$192,864,842	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$328,584			Total Liabilities & Fund Balance	\$1,348,201,096
Net Income	\$105,429,818	Total Assets	\$1,348,201,096		