

**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 2010	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	48.7%	56.1%	0.87	63.0%	0.77	48.7%	1.00	56.4%	0.86
Obstetrics	32.1%	39.1%	0.82	37.9%	0.10	30.4%	1.06	36.2%	0.89
Pediatrics	0.0%	48.6%	N/A	8.5%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	48.3%	55.8%	0.87	61.0%	0.79	45.2%	1.07	52.1%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	19.5	28.4	0.69	42.6	0.46	21.2	0.92	22.6	0.86
Obstetrics	3.8	5.1	0.75	6.4	0.60	3.1	1.23	4.3	0.89
Pediatrics	0.0	2.1	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	36.2	51.6	0.70	74.1	0.49	35.3	1.03	39.1	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.8	0.90	3.8	0.88	3.5	0.97	3.3	1.03
Obstetrics	1.9	2.4	0.80	2.4	0.81	2.3	0.85	2.0	0.96
Pediatrics	0.0	2.0	N/A	2.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.8	4.3	0.88	4.4	0.87	3.7	1.04	3.7	1.04
<b>Surgical Operations</b>									
Inpatient	893	1,814	0.49	1,934	0.46	1,018	0.88	983	0.91
Outpatient	2,757	4,285	0.64	5,226	0.53	2,892	0.95	2,906	0.95
Inpatient as % of All Surgeries	24.5%	29.7%	0.82	27.0%	0.91	26.0%	0.94	25.3%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	57,567	99,026	0.58	126,187	0.46	80,704	0.71	59,230	0.97
Emergency Visits	15,075	16,365	0.92	21,693	0.69	16,917	0.89	15,288	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.3	0.11	29.0	0.07	14.8	0.14	2.0	1.00
Nurses, Licensed	119.8	199.5	0.60	239.9	0.50	134.4	0.89	122.2	0.98
Ancillary Nursing Personnel	23.2	37.1	0.63	54.4	0.43	23.3	0.99	21.9	1.06
All Other Personnel	271.1	439.3	0.62	492.6	0.55	356.2	0.76	238.8	1.14
Total FTEs	416.1	694.4	0.60	816.0	0.51	528.7	0.79	384.9	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.0	16.6	0.12	15.7	0.13	15.1	0.13	2.0	1.01
Nurses, Licensed	120.8	181.2	0.67	129.8	0.93	137.3	0.88	122.6	0.99
Ancillary Nursing Personnel	23.4	33.7	0.69	29.4	0.79	23.8	0.98	22.0	1.06
All Other Personnel	273.4	399.0	0.69	266.6	1.03	363.9	0.75	239.6	1.14
Total FTEs	419.6	630.6	0.67	441.5	0.95	540.2	0.78	386.2	1.09

**Total Hospital:**  
Beds Set Up & Staffed 75  
Discharges 3,494  
Inpatient Days 13,228

**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 15  
Total Births 713  
Newborn Days 1,276

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2,104	7,104	48.7%	19.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	185	2,158	59.1%	5.9	11.7
Hospice	2	1	46	137	37.5%	0.4	3.0
Acute Long-Term Care	2	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	722	1,405	32.1%	3.8	1.9
<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	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	437	2,424	55.3%	6.6	5.5
Step-Down (Special Care)	1	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	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	2	0	2.0	Surgical Personnel	5	1	5.7
Physicians & Dentists	30	0	30.0	Radiological Services Personnel	17	15	20.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	4	7.6
Registered Nurses	90	57	114.8	Occupational Therapists	5	1	5.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	10	6	12.7
Ancillary Nursing Personnel	10	22	23.2	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.5
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	2	1.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	3	0	3.0	Social Workers	2	0	2.0
Medical Records Personnel	3	3	5.4	All Other Health Professionals	44	28	54.7
Pharmacy Personnel	9	4	9.0	All Other Personnel	76	71	114.9
Clinical Laboratory Personnel	2	0	2.0	<b>Total</b>	<b>317</b>	<b>215</b>	<b>416.1</b>

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Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$96,404,025	48.2%	41.7%	1.16	45.2%	1.07	45.1%	1.07	47.5%	1.02
Medical Assistance	\$25,697,667	12.9%	14.0%	0.92	10.2%	1.26	11.7%	1.09	10.7%	1.20
Commercial	\$62,252,701	31.2%	38.1%	0.82	39.9%	0.78	37.9%	0.82	33.3%	0.93
All Other	\$15,460,136	7.7%	6.2%	1.24	4.7%	1.63	5.3%	1.47	8.5%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$71,434,764	35.8%	27.4%	1.31	31.1%	1.15	30.2%	1.18	34.5%	1.04
Medical Assistance	\$18,257,503	9.1%	9.6%	0.96	6.9%	1.33	7.9%	1.16	5.2%	1.77
Commercial	\$16,342,125	8.2%	11.6%	0.71	13.7%	0.60	11.1%	0.74	8.6%	0.95
Charity Care	\$2,748,833	1.4%	1.5%	0.94	1.3%	1.03	1.2%	1.10	1.1%	1.23
All Other	\$8,070,935	4.0%	2.1%	1.90	1.8%	2.22	1.7%	2.34	4.3%	0.95
Total Deductions	\$116,854,160	58.5%	52.1%	1.12	54.8%	1.07	52.1%	1.12	53.6%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.4%	3.7%	0.10	2.7%	0.13	2.9%	0.13	5.0%	0.07
Net Gains/Losses as % of Net Income		0.0%	10.6%	0.00	9.2%	0.01	15.7%	0.00	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,021,620	39.5%	45.3%	0.87	40.7%	0.97	47.5%	0.83	36.2%	1.09
Supplies & Services	\$35,621,200	50.2%	42.1%	1.19	45.7%	1.10	38.9%	1.29	53.8%	0.93
Capital Component	\$3,047,581	4.3%	8.5%	0.51	8.6%	0.50	9.3%	0.46	3.6%	1.20
Bad Debt	\$4,234,606	6.0%	4.0%	1.48	4.9%	1.21	4.2%	1.41	6.5%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		14.8%	7.7%	1.93	9.9%	1.50	6.9%	2.16	10.1%	1.47
Total Hospital Net Income (%)		14.8%	8.5%	1.74	10.8%	1.38	8.1%	1.84	10.1%	1.47
Return on Equity (%)		7.8%	6.6%	1.18	7.6%	1.03	5.6%	1.40	6.3%	1.24
Current Ratio		11.7	3.4	3.45	5.4	2.16	3.8	3.10	13.3	0.88
Days in Net Patient Accounts Receivable		50.0	46.5	1.07	41.6	1.20	48.1	1.04	37.6	1.33
Average Payment Period		57.2	53.3	1.07	40.6	1.41	51.8	1.10	45.0	1.27
Equity Financing (%)		91.8%	60.7%	1.51	68.1%	1.35	61.0%	1.51	89.2%	1.03
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		109.5	7.4	14.90	9.1	11.99	5.2	20.90	80.1	1.37
Total Asset Turnover		0.5	0.8	0.69	0.7	0.75	0.7	0.77	0.6	0.84
Average Age of Plant (Years)		9.3	10.2	0.91	10.9	0.86	10.2	0.91	11.0	0.85
Increase (Decrease) Total Net Patient Revenue		-5.8%	9.4%	N/A	2.0%	7.09	-2.0%	2.96	14.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.5%	53.2%	1.19	56.7%	1.12	64.0%	0.99	60.8%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,652	\$12,710	0.60	\$10,604	0.72	\$9,421	0.81	\$8,003	0.96
Inpatient Net Revenue per Day		\$2,021	\$2,917	0.69	\$2,427	0.83	\$2,572	0.79	\$2,189	0.92
Outpatient Net Revenue per Visit		\$774	\$555	1.39	\$603	1.28	\$613	1.26	\$763	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$199,814,529	Cash & Cash Equivalents	\$113,585,368	Current Liabilities	\$10,756,118
Less Deductions	\$116,854,160	Net Patient Receivables	\$11,364,420	Long-Term Debt	\$0
Net Patient Revenue	\$82,960,369	Other Receivables	\$208	Other Liabilities	\$2,141,963
Plus Other Revenue	\$303,900			Subtotal	\$12,898,081
Total Revenue	\$83,264,269	Land, Buildings & Equipment (Net)	\$30,301,903	Unrestricted Fund Balance	\$144,773,137
Less Expenses	\$70,925,007	Other Assets	\$2,419,319	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$5,759			Total Liabilities & Fund Balance	\$157,671,218
Net Income	\$12,345,021	Total Assets	\$157,671,218		