

**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 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.6%	56.1%	1.24	67.2%	1.03	68.8%	1.01	69.2%	1.01
Obstetrics	0.0%	39.1%	N/A	45.5%	N/A	49.6%	N/A	0.0%	N/A
Pediatrics	0.0%	48.6%	N/A	70.4%	N/A	35.5%	N/A	0.0%	N/A
Total Hospital	71.4%	55.8%	1.28	62.9%	1.13	65.5%	1.09	70.7%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	362.4	28.4	12.76	105.6	3.43	104.2	3.48	363.8	1.00
Obstetrics	0.0	5.1	N/A	21.8	N/A	16.5	N/A	0.0	N/A
Pediatrics	0.0	2.1	N/A	19.2	N/A	4.1	N/A	0.0	N/A
Total Hospital	513.1	51.6	9.95	144.2	3.56	204.9	2.50	516.0	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.8	3.8	1.26	4.4	1.08	4.1	1.16	4.5	1.06
Obstetrics	0.0	2.4	N/A	2.9	N/A	2.5	N/A	0.0	N/A
Pediatrics	0.0	2.0	N/A	1.8	N/A	3.1	N/A	0.0	N/A
Total Hospital	5.7	4.3	1.32	5.1	1.12	4.8	1.19	5.6	1.02
<b>Surgical Operations</b>									
Inpatient	28,547	1,814	15.74	5,783	4.94	7,205	3.96	29,986	0.95
Outpatient	44,407	4,285	10.36	9,073	4.89	13,979	3.18	45,643	0.97
Inpatient as % of All Surgeries	39.1%	29.7%	1.32	38.9%	1.01	34.0%	1.15	39.6%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	374,758	99,026	3.78	172,594	2.17	311,290	1.20	396,173	0.95
Emergency Visits	84,563	16,365	5.17	36,242	2.33	40,915	2.07	84,009	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	14.0	18.3	0.77	41.0	0.34	53.8	0.26	17.0	0.82
Nurses, Licensed	1,572.4	199.5	7.88	473.1	3.32	734.0	2.14	1,502.2	1.05
Ancillary Nursing Personnel	476.9	37.1	12.86	102.3	4.66	146.6	3.25	450.8	1.06
All Other Personnel	2,862.8	439.3	6.52	849.7	3.37	1,446.3	1.98	2,848.6	1.01
Total FTEs	4,926.0	694.4	7.09	1,466.1	3.36	2,380.8	2.07	4,818.5	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.8	16.6	0.11	13.8	0.13	13.9	0.13	2.2	0.81
Nurses, Licensed	199.0	181.2	1.10	158.9	1.25	189.6	1.05	192.4	1.03
Ancillary Nursing Personnel	60.4	33.7	1.79	34.3	1.76	37.9	1.59	57.7	1.05
All Other Personnel	362.4	399.0	0.91	285.3	1.27	373.7	0.97	364.9	0.99
Total FTEs	623.5	630.6	0.99	492.3	1.27	615.1	1.01	617.2	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 719  
 Discharges 32,893  
 Inpatient Days 187,298

**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 0  
 Total Births 0  
 Newborn Days 0

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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	521	27,841	132,267	69.6%	362.4	4.8
Orthopedic	1	8	523	1,801	61.7%	4.9	3.4
Rehabilitation & Physical Medicine	1	45	1,018	12,711	77.4%	34.8	12.5
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	23	1,129	5,231	62.3%	14.3	4.6
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	52	1,494	14,926	78.6%	40.9	10.0
Cardiac Intensive Unit	1	54	605	15,571	79.0%	42.7	25.7
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	5	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	283	4,791	82.0%	13.1	16.9
<b>Subacute care</b>	4	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	14	0	14.0	Surgical Personnel	93	29	104.7
Physicians & Dentists	36	0	36.0	Radiological Services Personnel	152	97	200.0
Medical & Dental Residents	63	0	63.0	Respiratory Therapists	70	30	87.9
Registered Nurses	1,103	696	1,517.8	Occupational Therapists	32	43	48.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	8	6	10.5
Licensed Practical Nurses	14	11	21.3	Physical Therapists	51	35	68.3
Ancillary Nursing Personnel	315	323	476.9	Physical Therapy Assistants/Aides	9	7	12.6
Physician Assistants	0	0	0.0	Recreational Therapists	1	2	1.9
Nurse Practitioners	10	1	10.2	Dietitians & Nutritionists	18	5	19.3
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	1	1.0
Clinical Nurse Specialists	22	5	23.1	Social Workers	26	15	27.6
Medical Records Personnel	55	45	76.1	All Other Health Professionals	571	325	709.9
Pharmacy Personnel	161	69	195.5	All Other Personnel	948	501	1,200.0
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>3,773</b>	<b>2,246</b>	<b>4,926.0</b>

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Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$1,480,345,058	52.5%	41.7%	1.26	37.7%	1.39	42.2%	1.25	52.4%	1.00
Medical Assistance	\$251,226,572	8.9%	14.0%	0.64	19.7%	0.45	12.9%	0.69	7.8%	1.14
Commercial	\$827,416,352	29.4%	38.1%	0.77	35.4%	0.83	38.1%	0.77	30.9%	0.95
All Other	\$258,518,179	9.2%	6.2%	1.47	7.1%	1.29	6.8%	1.35	8.8%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,135,806,934	40.3%	27.4%	1.47	26.8%	1.51	28.5%	1.41	40.9%	0.99
Medical Assistance	\$238,096,436	8.5%	9.6%	0.88	14.1%	0.60	9.0%	0.94	5.9%	1.43
Commercial	\$316,954,298	11.2%	11.6%	0.97	12.3%	0.91	12.3%	0.92	11.7%	0.96
Charity Care	\$31,000,372	1.1%	1.5%	0.75	1.0%	1.09	1.6%	0.70	0.9%	1.25
All Other	\$88,479,671	3.1%	2.1%	1.48	2.8%	1.11	2.2%	1.40	2.4%	1.28
Total Deductions	\$1,810,337,711	64.3%	52.1%	1.23	57.0%	1.13	53.6%	1.20	61.9%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	3.7%	0.33	2.8%	0.44	2.3%	0.53	3.1%	0.40
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	3.8%	N/A	4.9%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$327,990,171	36.1%	45.3%	0.80	37.8%	0.96	44.0%	0.82	39.0%	0.93
Supplies & Services	\$465,204,285	51.2%	42.1%	1.21	48.9%	1.05	43.9%	1.17	48.8%	1.05
Capital Component	\$62,826,814	6.9%	8.5%	0.81	8.1%	0.86	7.8%	0.88	7.4%	0.94
Bad Debt	\$52,711,914	5.8%	4.0%	1.44	5.3%	1.10	4.2%	1.36	4.9%	1.19
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.9%	7.7%	1.42	7.2%	1.52	7.4%	1.46	11.3%	0.96
Total Hospital Net Income (%)		10.9%	8.5%	1.28	7.4%	1.46	7.8%	1.40	11.3%	0.96
Return on Equity (%)		6.9%	6.6%	1.04	5.4%	1.27	6.4%	1.08	7.7%	0.90
Current Ratio		8.2	3.4	2.41	3.1	2.66	3.6	2.26	6.4	1.28
Days in Net Patient Accounts Receivable		56.1	46.5	1.20	43.9	1.28	45.0	1.25	47.5	1.18
Average Payment Period		48.2	53.3	0.90	63.4	0.76	48.2	1.00	54.6	0.88
Equity Financing (%)		70.7%	60.7%	1.17	58.2%	1.22	61.3%	1.15	66.1%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	0.05	0.3	0.06	0.3	0.06	0.2	0.08
Times Interest Earned		8.5	7.4	1.15	6.7	1.26	9.3	0.91	8.9	0.95
Total Asset Turnover		0.6	0.8	0.82	0.7	0.87	0.8	0.78	0.7	0.94
Average Age of Plant (Years)		21.3	10.2	2.08	10.6	2.00	11.4	1.87	19.2	1.11
Increase (Decrease) Total Net Patient Revenue		0.5%	9.4%	0.05	0.4%	26.10	18.7%	0.02	10.1%	0.04
Outpatient Gross Revenue (% of Total GPR)		35.0%	53.2%	0.66	44.8%	0.78	47.1%	0.74	33.9%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$19,294		\$12,710	1.52	\$16,410	1.18	\$14,659	1.32	\$18,744	1.03
Inpatient Net Revenue per Day	\$3,388		\$2,917	1.16	\$3,221	1.05	\$3,060	1.11	\$3,369	1.01
Outpatient Net Revenue per Visit	\$811		\$555	1.46	\$655	1.24	\$582	1.39	\$767	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,817,506,161	Cash & Cash Equivalents	\$765,590,106	Current Liabilities	\$115,111,197
Less Deductions	\$1,810,337,711	Net Patient Receivables	\$154,722,904	Long-Term Debt	\$17,798,278
Net Patient Revenue	\$1,007,168,450	Other Receivables	\$1,672,640	Other Liabilities	\$338,515,161
Plus Other Revenue	\$12,609,012			Subtotal	\$471,424,636
Total Revenue	\$1,019,777,462	Land, Buildings & Equipment (Net)	\$441,631,720	Unrestricted Fund Balance	\$1,139,270,513
Less Expenses	\$908,733,184	Other Assets	\$247,077,779	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$19,153			Total Liabilities & Fund Balance	\$1,610,695,149
Net Income	\$111,025,125	Total Assets	\$1,610,695,149		