

**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: 4

		All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	40.2%	55.7%	0.72	55.0%	0.73	39.8%	1.01	37.9%	1.06
Obstetrics	26.3%	41.5%	0.63	34.6%	0.11	28.9%	0.91	24.0%	1.09
Pediatrics	0.0%	52.8%	N/A	5.1%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	39.5%	57.5%	0.69	51.4%	0.77	42.4%	0.93	37.1%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	11.7	26.4	0.44	31.4	0.37	10.7	1.09	11.0	1.06
Obstetrics	3.9	5.6	0.70	6.3	0.63	2.0	1.98	3.6	1.09
Pediatrics	0.0	1.4	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.5	49.4	0.54	58.3	0.45	16.6	1.59	24.8	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.74	3.6	0.81	3.0	0.97	2.8	1.04
Obstetrics	2.1	2.5	0.81	2.3	0.89	2.2	0.92	2.1	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.4	0.76	4.0	0.84	3.3	1.02	3.2	1.04
<b>Surgical Operations</b>									
Inpatient	600	1,396	0.43	1,424	0.42	484	1.24	554	1.08
Outpatient	1,432	4,206	0.34	3,674	0.39	2,045	0.70	1,514	0.95
Inpatient as % of All Surgeries	29.5%	24.9%	1.18	27.9%	1.06	19.2%	1.54	26.8%	1.10
<b>Outpatient Visits</b>									
Non-Emergency Visits	55,097	136,074	0.40	147,557	0.37	63,222	0.87	52,198	1.06
Emergency Visits	14,982	18,688	0.80	29,988	0.50	12,717	1.18	15,516	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	19.3	0.26	17.6	0.28	10.6	0.47	8.0	0.63
Nurses, Licensed	115.7	239.2	0.48	262.0	0.44	104.8	1.10	115.2	1.00
Ancillary Nursing Personnel	24.3	40.0	0.61	44.8	0.54	22.9	1.06	27.3	0.89
All Other Personnel	258.9	480.4	0.54	509.5	0.51	217.2	1.19	249.4	1.04
Total FTEs	403.9	779.0	0.52	833.9	0.48	355.5	1.14	399.9	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.5	14.9	0.44	10.7	0.61	17.1	0.38	10.5	0.62
Nurses, Licensed	150.2	183.7	0.82	159.4	0.94	169.2	0.89	151.3	0.99
Ancillary Nursing Personnel	31.6	30.8	1.03	27.2	1.16	37.0	0.86	35.8	0.88
All Other Personnel	336.3	369.0	0.91	310.0	1.08	350.8	0.96	327.5	1.03
Total FTEs	524.7	598.3	0.88	507.3	1.03	574.1	0.91	525.0	1.00

**Total Hospital:**

Beds Set Up & Staffed 67  
Discharges 2,897  
Inpatient Days 9,658

**Contract with:**

Health Maintenance  
Organization (HMO) Yes  
Preferred Provider  
Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinets 12  
Total Births 710  
Newborn Days 1,325

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	29	1,458	4,258	40.2%	11.7	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	136	1,380	37.8%	3.8	10.1
Hospice	2	1	87	282	77.3%	0.8	3.2
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	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	15	697	1,438	26.3%	3.9	2.1
<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	405	2,300	52.5%	6.3	5.7
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	2	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	17	14	18.8	Radiological Services Personnel	14	7	19.8
Medical & Dental Residents	4	0	4.0	Sonographers	3	2	3.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	1	7.2
Registered Nurses	90	41	109.7	Occupational Therapists	5	3	5.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	11	8	16.6
Ancillary Nursing Personnel	15	26	24.3	Physical Therapy Assistants/Aides	4	2	5.5
Medical Assistants	3	1	4.0	Recreational Therapists	0	1	0.6
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	63	38	83.8
Health Info Mgmt-Administrators/Technicians	1	4	3.7	All Other Personnel	39	26	56.9
Pharmacy Personnel	10	3	10.9				
Clinical Laboratory Personnel	10	3	10.0				
				<b>Total</b>	<b>314</b>	<b>181</b>	<b>403.9</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
FY 2018					2A		4			
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$101,720,745	49.1%	45.7%	1.07	50.5%	0.97	49.2%	1.00	48.1%	1.02
Medical Assistance	\$30,091,632	14.5%	14.0%	1.04	10.1%	1.44	11.3%	1.29	15.3%	0.95
Commercial	\$66,470,299	32.1%	35.8%	0.89	36.8%	0.87	36.3%	0.88	32.3%	0.99
All Other	\$9,088,099	4.4%	4.5%	0.97	2.7%	1.65	3.2%	1.39	4.2%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$79,982,083	38.6%	34.1%	1.13	39.8%	0.97	35.5%	1.09	36.9%	1.04
Medical Assistance	\$22,372,596	10.8%	10.6%	1.02	7.8%	1.38	8.4%	1.29	11.3%	0.96
Commercial	\$26,678,740	12.9%	14.7%	0.88	16.3%	0.79	13.1%	0.99	13.0%	0.99
Charity Care	\$4,736,807	2.3%	1.0%	2.34	1.0%	2.39	1.3%	1.81	2.6%	0.87
Bad Debt	\$3,653,263	1.8%	1.1%	1.65	1.1%	1.55	1.4%	1.27	1.4%	1.27
All Other	\$2,579,302	1.2%	2.0%	0.63	1.1%	1.09	1.1%	1.17	1.1%	1.11
Total Deductions	\$140,002,791	67.5%	63.3%	1.07	67.1%	1.01	60.7%	1.11	66.4%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.4%	5.5%	0.07	4.8%	0.08	3.5%	0.12	0.4%	1.01
Net Gains/Losses as % of Net Income		0.1%	2.6%	0.03	N/A	N/A	18.6%	0.00	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$26,322,842	46.2%	44.1%	1.05	39.0%	1.18	44.5%	1.04	44.1%	1.05
Supplies & Services	\$26,010,325	45.7%	49.0%	0.93	52.6%	0.87	46.9%	0.97	48.4%	0.94
Capital Component	\$4,632,904	8.1%	6.9%	1.18	8.4%	0.97	8.5%	0.95	7.5%	1.09
<b>Fiscal Statistics</b>										
Operating Margin (%)		15.8%	8.4%	1.89	11.9%	1.33	4.8%	3.29	13.0%	1.22
Total Hospital Net Income (%)		15.8%	8.6%	1.84	10.9%	1.45	5.8%	2.71	12.6%	1.25
Return on Equity (%)		4.2%	6.3%	0.67	7.6%	0.56	3.7%	1.14	3.4%	1.23
Current Ratio		51.2	5.9	8.64	9.7	5.27	5.5	9.23	45.5	1.13
Days in Net Patient Accounts Receivable		55.5	51.6	1.08	48.3	1.15	49.4	1.12	56.7	0.98
Average Payment Period		29.2	38.5	0.76	30.8	0.95	40.4	0.72	31.2	0.94
Equity Financing (%)		97.5%	75.1%	1.30	80.8%	1.21	75.7%	1.29	97.1%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	0.06	0.1	0.08	0.2	0.05	0.0	0.91
Times Interest Earned		35.3	13.4	2.64	15.9	2.23	6.3	5.65	27.0	1.31
Total Asset Turnover		0.3	0.7	0.36	0.7	0.38	0.6	0.42	0.3	0.98
Average Age of Plant (Years)		7.8	9.9	0.79	9.0	0.87	9.1	0.86	7.6	1.02
Increase (Decrease) Total Net Patient Revenue		1.7%	5.4%	0.31	4.2%	0.40	7.2%	0.23	-18.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.0%	61.9%	1.02	63.4%	0.99	72.7%	0.87	64.8%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,310	\$15,830	0.65	\$12,178	0.85	\$11,444	0.90	\$9,693	1.06
Inpatient Net Revenue per Day		\$2,871	\$3,538	0.81	\$2,958	0.97	\$3,344	0.86	\$2,803	1.02
Outpatient Net Revenue per Visit		\$587	\$686	0.86	\$680	0.86	\$740	0.79	\$614	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$207,370,775	Cash & Cash Equivalents	\$206,250,882	Current Liabilities	\$4,241,187
Less Deductions	\$140,002,791	Net Patient Receivables	\$10,241,090	Long-Term Debt	\$2,186,753
Net Patient Revenue	\$67,367,984	Other Receivables	\$37,429	Other Liabilities	\$25,015
Plus Other Revenue	\$275,724			Subtotal	\$6,452,955
Total Revenue	\$67,643,708	Land, Buildings & Equipment (Net)	\$34,467,369	Unrestricted Fund Balance	\$246,902,941
Less Expenses	\$56,966,071	Other Assets	\$2,359,126	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,344			Total Liabilities & Fund Balance	\$253,355,896
Net Income	\$10,684,981	Total Assets	\$253,355,896		