

**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 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.9%	55.4%	0.68	52.9%	0.72	38.8%	0.98	36.5%	1.04
Obstetrics	24.0%	38.4%	0.63	30.5%	0.12	31.2%	0.77	26.9%	0.89
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	37.1%	56.3%	0.66	48.2%	0.77	40.5%	0.91	36.9%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	11.0	26.5	0.41	35.0	0.31	10.1	1.08	10.6	1.04
Obstetrics	3.6	5.0	0.72	5.7	0.63	2.1	1.70	4.0	0.89
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	24.8	48.3	0.51	55.0	0.45	15.5	1.60	24.7	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.72	3.6	0.79	2.9	0.96	2.9	0.98
Obstetrics	2.1	2.6	0.82	2.3	0.90	2.3	0.92	2.1	1.02
Pediatrics	0.0	3.5	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	3.9	0.82	3.0	1.05	3.3	0.98
<b>Surgical Operations</b>									
Inpatient	554	1,408	0.39	1,426	0.39	502	1.10	591	0.94
Outpatient	1,514	4,098	0.37	3,666	0.41	2,146	0.71	2,426	0.62
Inpatient as % of All Surgeries	26.8%	25.6%	1.05	28.0%	0.96	19.0%	1.41	19.6%	1.37
<b>Outpatient Visits</b>									
Non-Emergency Visits	52,198	132,001	0.40	147,718	0.35	53,087	0.98	58,813	0.89
Emergency Visits	15,516	17,964	0.86	23,681	0.66	13,724	1.13	15,288	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	8.0	18.9	0.42	19.1	0.42	11.1	0.72	6.0	1.33
Nurses, Licensed	115.2	244.4	0.47	263.5	0.44	104.4	1.10	137.0	0.84
Ancillary Nursing Personnel	27.3	40.0	0.68	43.7	0.62	20.7	1.32	32.0	0.85
All Other Personnel	249.4	484.8	0.51	513.5	0.49	226.8	1.10	186.8	1.34
Total FTEs	399.9	788.1	0.51	839.7	0.48	362.9	1.10	361.7	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.5	15.1	0.70	11.9	0.88	19.8	0.53	6.4	1.64
Nurses, Licensed	151.3	195.2	0.77	164.8	0.92	187.1	0.81	146.2	1.03
Ancillary Nursing Personnel	35.8	32.0	1.12	27.3	1.31	37.1	0.96	34.1	1.05
All Other Personnel	327.5	387.3	0.85	321.1	1.02	406.6	0.81	199.4	1.64
Total FTEs	525.0	629.5	0.83	525.2	1.00	650.6	0.81	386.1	1.36

**Total Hospital:**

Beds Set Up & Staffed 67  
Discharges 2,826  
Inpatient Days 9,064

**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 626  
Newborn Days 1,186

**032 Aurora Lakeland Medical Center in Elkhorn**  
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	1,423	4,009	37.9%	11.0	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	121	1,272	34.8%	3.5	10.5
Hospice	2	1	99	292	80.0%	0.8	2.9
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	623	1,315	24.0%	3.6	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	427	2,176	49.7%	6.0	5.1
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	8	0	8.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	17	13	19.3	Radiological Services Personnel	13	8	17.7
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	3.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	4	7.5
Registered Nurses	91	34	109.2	Occupational Therapists	5	3	5.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	12	8	18.1
Ancillary Nursing Personnel	13	27	27.3	Physical Therapy Assistants/Aides	4	2	5.5
Medical Assistants	1	0	1.0	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	1	2	2.4
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	66	33	82.6
Health Info Mgmt-Administrators/Technicians	1	3	3.0	All Other Personnel	38	27	56.5
Pharmacy Personnel	10	4	10.9				
Clinical Laboratory Personnel	10	2	10.7				
				<b>Total</b>	<b>309</b>	<b>174</b>	<b>399.9</b>

**032 Aurora Lakeland Medical Center in Elkhorn**  
Elkhorn, WI 53121

Elkhorn, WI 53121			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	2A Value	Ratio	4 Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$94,818,501	48.1%	44.8%	1.08	48.2%	1.00	48.9%	0.98	47.8%	1.01	
Medical Assistance	\$30,216,673	15.3%	14.4%	1.07	10.5%	1.46	11.7%	1.31	14.5%	1.06	
Commercial	\$63,604,895	32.3%	36.6%	0.88	38.7%	0.83	35.9%	0.90	34.3%	0.94	
All Other	\$8,289,933	4.2%	4.2%	1.00	2.5%	1.68	3.5%	1.22	3.5%	1.22	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$72,757,059	36.9%	32.9%	1.12	37.8%	0.98	35.0%	1.06	37.5%	0.98	
Medical Assistance	\$22,235,099	11.3%	10.7%	1.05	8.1%	1.39	8.5%	1.33	11.1%	1.02	
Commercial	\$25,548,769	13.0%	14.8%	0.88	16.8%	0.77	12.4%	1.05	14.0%	0.93	
Charity Care	\$5,197,982	2.6%	1.0%	2.67	1.0%	2.74	1.4%	1.84	1.7%	1.51	
Bad Debt	\$2,734,482	1.4%	1.1%	1.31	1.0%	1.36	1.3%	1.09	1.2%	1.16	
All Other	\$2,209,632	1.1%	1.9%	0.59	1.1%	1.07	1.3%	0.85	1.3%	0.88	
Total Deductions	\$130,683,023	66.4%	62.4%	1.06	65.8%	1.01	59.8%	1.11	66.8%	0.99	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.4%	6.3%	0.06	4.3%	0.09	3.3%	0.12	0.3%	1.18	
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	29.9%	N/A	0.1%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$25,549,264	44.1%	44.7%	0.99	39.6%	1.11	47.5%	0.93	39.2%	1.13	
Supplies & Services	\$28,018,892	48.4%	47.9%	1.01	51.6%	0.94	42.7%	1.13	54.4%	0.89	
Capital Component	\$4,328,077	7.5%	7.4%	1.01	8.7%	0.86	9.8%	0.76	6.4%	1.17	
Fiscal Statistics											
Operating Margin (%)		13.0%	8.9%	1.45	11.5%	1.12	4.5%	2.89	17.2%	0.75	
Total Hospital Net Income (%)		12.6%	10.1%	1.25	10.0%	1.26	6.3%	2.00	17.2%	0.73	
Return on Equity (%)		3.4%	7.6%	0.45	6.2%	0.55	4.0%	0.85	5.9%	0.58	
Current Ratio		45.5	5.6	8.05	8.9	5.09	5.4	8.49	40.6	1.12	
Days in Net Patient Accounts Receivable		56.7	51.4	1.10	48.8	1.16	50.1	1.13	50.8	1.12	
Average Payment Period		31.2	41.5	0.75	42.8	0.73	41.4	0.75	29.5	1.06	
Equity Financing (%)		97.1%	73.6%	1.32	80.2%	1.21	67.6%	1.44	96.8%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	0.06	0.1	0.09	0.3	0.03	0.0	0.92	
Times Interest Earned		27.0	14.1	1.92	13.9	1.94	4.4	6.10	40.0	0.67	
Total Asset Turnover		0.3	0.7	0.37	0.6	0.43	0.6	0.44	0.3	0.79	
Average Age of Plant (Years)		7.6	9.3	0.82	8.9	0.86	9.4	0.81	8.4	0.91	
Increase (Decrease) Total Net Patient Revenue		-18.2%	3.6%	N/A	1.8%	N/A	0.5%	N/A	-1.6%	11.16	
Outpatient Gross Revenue (% of Total GPR)		64.8%	60.9%	1.06	63.2%	1.03	71.6%	0.91	72.3%	0.90	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$9,693		\$15,675	0.62	\$12,886	0.75	\$10,854	0.89	\$9,684	1.00	
Inpatient Net Revenue per Day	\$2,803		\$3,540	0.79	\$3,088	0.91	\$3,395	0.83	\$2,835	0.99	
Outpatient Net Revenue per Visit	\$614		\$654	0.94	\$646	0.95	\$743	0.83	\$766	0.80	

Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$196,930,002		Cash & Cash Equivalents	\$199,413,357	Current Liabilities	\$4,631,117	
Less Deductions	\$130,683,023		Net Patient Receivables	\$10,293,919	Long-Term Debt	\$2,305,147	
Net Patient Revenue	\$66,246,979		Other Receivables	\$259,369	Other Liabilities	\$23,488	
Plus Other Revenue	\$268,148				Subtotal	\$6,959,752	
Total Revenue	\$66,515,127		Land, Buildings & Equipment (Net)	\$30,762,354	Unrestricted Fund Balance	\$236,533,287	
Less Expenses	\$57,896,233		Other Assets	\$2,764,040	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	-\$270,643				Total Liabilities & Fund Balance	\$243,493,039	
Net Income	\$8,348,251		Total Assets	\$243,493,039			