

**067 Aurora Medical Center - Bay Area**  
3003 University Drive  
Marinette, WI 54143  
715-735-6621

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

County: Marinette  
Analysis Area: Northeastern (4)  
Volume Group: 5

		All GMS Hospitals		Analysis Area 4		Volume Group 5		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	63.8%	55.7%	1.15	50.7%	1.26	43.4%	1.47	51.9%	1.23
Obstetrics	18.8%	41.5%	0.45	35.8%	0.04	26.7%	0.70	30.4%	0.62
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	57.5%	0.77	47.6%	0.94	41.9%	1.06	52.1%	0.85
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	19.8	26.4	0.75	23.3	0.85	13.7	1.44	18.7	1.06
Obstetrics	1.5	5.6	0.27	4.4	0.34	2.3	0.66	1.5	0.99
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.2	49.4	0.53	40.3	0.65	26.3	1.00	25.5	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.91	3.6	1.00	3.3	1.07	3.6	1.00
Obstetrics	2.4	2.5	0.96	2.5	0.98	2.3	1.06	2.6	0.94
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.73	3.6	0.89	3.6	0.91	3.2	1.01
<b>Surgical Operations</b>									
Inpatient	500	1,396	0.36	1,119	0.45	664	0.75	449	1.11
Outpatient	3,408	4,206	0.81	4,642	0.73	2,945	1.16	3,142	1.08
Inpatient as % of All Surgeries	12.8%	24.9%	0.51	19.4%	0.66	18.4%	0.70	12.5%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	333,221	136,074	2.45	200,883	1.66	115,364	2.89	312,584	1.07
Emergency Visits	19,968	18,688	1.07	18,216	1.10	14,511	1.38	19,784	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	62.8	19.3	3.24	19.6	3.21	13.8	4.54	61.0	1.03
Nurses, Licensed	126.9	239.2	0.53	266.6	0.48	135.2	0.94	141.3	0.90
Ancillary Nursing Personnel	12.7	40.0	0.32	32.6	0.39	20.8	0.61	11.4	1.11
All Other Personnel	311.8	480.4	0.65	519.5	0.60	324.4	0.96	342.9	0.91
Total FTEs	514.2	779.0	0.66	838.3	0.61	494.3	1.04	556.6	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	58.9	14.9	3.97	13.4	4.39	14.2	4.16	60.0	0.98
Nurses, Licensed	119.2	183.7	0.65	183.1	0.65	138.6	0.86	139.0	0.86
Ancillary Nursing Personnel	11.9	30.8	0.39	22.4	0.53	21.3	0.56	11.2	1.06
All Other Personnel	292.7	369.0	0.79	356.8	0.82	332.6	0.88	337.4	0.87
Total FTEs	482.8	598.3	0.81	575.7	0.84	506.7	0.95	547.6	0.88

**Total Hospital:**

Beds Set Up & Staffed 59  
Discharges 2,961  
Inpatient Days 9,580

**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 11  
Total Births 211  
Newborn Days 624

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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	31	2,027	7,219	63.8%	19.8	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	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	8	225	548	18.8%	1.5	2.4
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	10	678	1,813	49.7%	5.0	2.7
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	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	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>	1	10	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	57	8	62.8	Surgical Personnel	9	8	14.4
Physicians & Dentists	18	0	18.0	Radiological Services Personnel	20	13	24.1
Medical & Dental Residents	0	0	0.0	Sonographers	5	1	5.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	9	8.3
Registered Nurses	47	106	113.0	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.6
Licensed Practical Nurses	7	5	8.9	Physical Therapists	10	1	10.5
Ancillary Nursing Personnel	0	21	12.7	Physical Therapy Assistants/Aides	3	3	4.3
Medical Assistants	0	8	4.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	3	1	3.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	53	46.4
Health Info Mgmt-Administrators/Technicians	14	3	16.3	All Other Personnel	72	56	110.4
Pharmacy Personnel	12	6	15.6				
Clinical Laboratory Personnel	15	19	23.5				
				<b>Total</b>	<b>321</b>	<b>324</b>	<b>514.2</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
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$189,238,796	55.5%	45.7%	1.21	46.7%	1.19	50.0%	1.11	54.5%	1.02
Medical Assistance	\$41,856,677	12.3%	14.0%	0.88	11.9%	1.04	11.4%	1.07	13.9%	0.88
Commercial	\$99,231,247	29.1%	35.8%	0.81	38.0%	0.77	34.7%	0.84	28.1%	1.03
All Other	\$10,733,265	3.1%	4.5%	0.70	3.4%	0.92	3.9%	0.81	3.5%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$125,594,170	36.8%	34.1%	1.08	34.7%	1.06	35.4%	1.04	35.0%	1.05
Medical Assistance	\$27,786,034	8.1%	10.6%	0.77	9.0%	0.91	8.4%	0.97	8.9%	0.91
Commercial	\$66,103,430	19.4%	14.7%	1.32	16.1%	1.20	13.7%	1.42	18.2%	1.07
Charity Care	\$3,527,870	1.0%	1.0%	1.06	0.9%	1.12	0.9%	1.13	0.8%	1.25
Bad Debt	\$4,532,640	1.3%	1.1%	1.24	1.0%	1.35	1.1%	1.18	0.9%	1.51
All Other	\$11,075,491	3.2%	2.0%	1.66	1.8%	1.85	2.2%	1.49	5.0%	0.65
Total Deductions	\$238,619,635	70.0%	63.3%	1.10	63.5%	1.10	61.7%	1.13	68.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		18.4%	5.5%	3.34	3.5%	5.23	4.3%	4.29	21.1%	0.87
Net Gains/Losses as % of Net Income		789.3%	2.6%	308.66	8.5%	92.42	N/A	N/A	85.0%	9.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,633,929	49.4%	44.1%	1.12	45.8%	1.08	45.3%	1.09	50.3%	0.98
Supplies & Services	\$47,386,182	42.1%	49.0%	0.86	46.8%	0.90	47.8%	0.88	34.4%	1.22
Capital Component	\$9,665,128	8.6%	6.9%	1.25	7.4%	1.16	6.9%	1.24	15.4%	0.56
Fiscal Statistics										
Operating Margin (%)		10.3%	8.4%	1.23	9.4%	1.09	6.9%	1.49	0.4%	24.78
Total Hospital Net Income (%)		-1.7%	8.6%	N/A	10.2%	N/A	5.8%	N/A	2.7%	N/A
Return on Equity (%)		-0.9%	6.3%	N/A	7.0%	N/A	4.3%	N/A	1.4%	N/A
Current Ratio		1.5	5.9	0.25	4.3	0.34	3.9	0.38	3.1	0.47
Days in Net Patient Accounts Receivable		48.4	51.6	0.94	50.7	0.95	51.1	0.95	53.4	0.91
Average Payment Period		62.0	38.5	1.61	54.9	1.13	40.4	1.53	54.2	1.14
Equity Financing (%)		50.7%	75.1%	0.67	75.6%	0.67	77.0%	0.66	54.3%	0.93
Long-Term Debt to Equity Ratio		0.8	0.2	4.71	0.2	4.35	0.2	4.84	0.7	1.13
Times Interest Earned		-1.4	13.4	N/A	14.7	N/A	12.4	N/A	118.9	N/A
Total Asset Turnover		0.6	0.7	0.79	0.7	0.86	0.7	0.78	0.5	1.17
Average Age of Plant (Years)		7.2	9.9	0.73	10.4	0.70	9.9	0.73	7.2	1.00
Increase (Decrease) Total Net Patient Revenue		11.0%	5.4%	2.02	3.9%	2.81	1.9%	5.73	16.2%	0.68
Outpatient Gross Revenue (% of Total GPR)		75.2%	61.9%	1.21	71.3%	1.05	72.6%	1.04	74.3%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,705	\$15,830	0.61	\$12,899	0.75	\$10,657	0.91	\$9,023	1.08
Inpatient Net Revenue per Day		\$2,976	\$3,538	0.84	\$3,402	0.87	\$2,933	1.01	\$2,754	1.08
Outpatient Net Revenue per Visit		\$222	\$686	0.32	\$545	0.41	\$589	0.38	\$207	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$341,059,985	Cash & Cash Equivalents	\$6,745,497	Current Liabilities	\$18,171,820
Less Deductions	\$238,619,635	Net Patient Receivables	\$13,584,339	Long-Term Debt	\$81,665,000
Net Patient Revenue	\$102,440,350	Other Receivables	\$1,844,283	Other Liabilities	\$5,838,223
Plus Other Revenue	\$23,115,174			Subtotal	\$105,675,043
Total Revenue	\$125,555,524	Land, Buildings & Equipment (Net)	\$155,291,976		
Less Expenses	\$112,685,239	Other Assets	\$36,911,517	Unrestricted Fund Balance	\$108,702,569
Non-Operating Gains/Losses	-\$14,737,544			Restricted Fund Balance	\$905,214
Net Income	-\$1,867,259	Total Assets	\$214,377,612	Total Liabilities & Fund Balance	\$214,377,612