

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

| Selected Utilization Statistics | FY 2020 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 5 | | FY 2020 vs. 2019 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2019 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 63.2% | 52.4% | 1.21 | 50.1% | 1.26 | 44.9% | 1.41 | 52.7% | 1.20 |
| Obstetrics | 21.4% | 36.2% | 0.59 | 30.3% | 0.05 | 25.5% | 0.84 | 20.5% | 1.04 |
| Pediatrics | 0.0% | 53.2% | N/A | 19.9% | N/A | 98.6% | N/A | 0.0% | N/A |
| Total Hospital | 52.5% | 53.9% | 0.97 | 46.7% | 1.12 | 52.8% | 0.99 | 44.5% | 1.18 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 24.0 | 25.5 | 0.94 | 23.5 | 1.02 | 15.7 | 1.53 | 20.0 | 1.20 |
| Obstetrics | 1.5 | 4.7 | 0.32 | 3.8 | 0.39 | 2.3 | 0.66 | 1.4 | 1.04 |
| Pediatrics | 0.0 | 1.1 | N/A | 0.5 | N/A | 4.7 | N/A | 0.0 | N/A |
| Total Hospital | 31.0 | 47.4 | 0.65 | 41.3 | 0.75 | 36.1 | 0.86 | 26.3 | 1.18 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.5 | 4.3 | 0.82 | 4.0 | 0.87 | 3.7 | 0.95 | 3.2 | 1.11 |
| Obstetrics | 1.5 | 2.4 | 0.62 | 2.2 | 0.67 | 2.2 | 0.68 | 2.4 | 0.63 |
| Pediatrics | 0.0 | 3.5 | N/A | 3.0 | N/A | 3.6 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 4.7 | 0.77 | 4.1 | 0.88 | 4.4 | 0.81 | 3.3 | 1.09 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 370 | 1,280 | 0.29 | 912 | 0.41 | 711 | 0.52 | 495 | 0.75 |
| Outpatient | 1,902 | 4,115 | 0.46 | 4,561 | 0.42 | 2,960 | 0.64 | 3,475 | 0.55 |
| Inpatient as % of All Surgeries | 16.3% | 23.7% | 0.69 | 16.7% | 0.98 | 19.4% | 0.84 | 12.5% | 1.31 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 91,806 | 127,898 | 0.72 | 178,054 | 0.52 | 117,985 | 0.78 | 354,001 | 0.26 |
| Emergency Visits | 17,829 | 15,799 | 1.13 | 16,398 | 1.09 | 14,651 | 1.22 | 20,371 | 0.88 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 13.0 | 20.3 | 0.64 | 15.2 | 0.86 | 17.3 | 0.75 | 16.8 | 0.78 |
| Nurses, Licensed | 173.4 | 255.1 | 0.68 | 279.4 | 0.62 | 217.2 | 0.80 | 152.7 | 1.14 |
| Ancillary Nursing Personnel | 59.1 | 42.6 | 1.39 | 41.9 | 1.41 | 30.0 | 1.97 | 27.3 | 2.17 |
| All Other Personnel | 323.1 | 501.2 | 0.64 | 501.4 | 0.64 | 363.9 | 0.89 | 354.8 | 0.91 |
| Total FTEs | 568.6 | 819.2 | 0.69 | 837.9 | 0.68 | 628.4 | 0.90 | 551.6 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 11.2 | 15.7 | 0.71 | 9.9 | 1.13 | 16.4 | 0.68 | 13.0 | 0.86 |
| Nurses, Licensed | 149.3 | 197.1 | 0.76 | 181.6 | 0.82 | 206.1 | 0.72 | 118.5 | 1.26 |
| Ancillary Nursing Personnel | 50.9 | 33.0 | 1.54 | 27.2 | 1.87 | 28.5 | 1.79 | 21.2 | 2.40 |
| All Other Personnel | 278.1 | 387.2 | 0.72 | 325.9 | 0.85 | 345.3 | 0.81 | 275.2 | 1.01 |
| Total FTEs | 489.4 | 633.0 | 0.77 | 544.7 | 0.90 | 596.3 | 0.82 | 427.9 | 1.14 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 59 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 11 |
| Discharges | 3,184 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 167 |
| Inpatient Days | 11,337 | | | Inpatient Days | 0 | Newborn Days | 513 |

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| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2020 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 38 | 2,505 | 8,789 | 63.2% | 24.0 | 3.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| 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 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 7 | 367 | 548 | 21.4% | 1.5 | 1.5 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 10 | 175 | 2,000 | 54.6% | 5.5 | 11.4 |
| 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 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 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 | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 1 | 4 | 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

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

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 | 13 | 0 | 13.0 | Surgical Personnel | 13 | 7 | 18.2 |
| Physicians & Dentists | 23 | 12 | 24.1 | Radiological Services Personnel | 23 | 10 | 28.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Sonographers | 6 | 0 | 6.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 11 | 9.2 |
| Registered Nurses | 52 | 125 | 153.9 | Occupational Therapists | 2 | 0 | 2.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Occupational Therapy Assistants/Aides | 1 | 1 | 1.1 |
| Licensed Practical Nurses | 7 | 5 | 9.6 | Physical Therapists | 9 | 2 | 10.3 |
| Ancillary Nursing Personnel | 6 | 70 | 59.1 | Physical Therapy Assistants/Aides | 4 | 3 | 6.9 |
| Medical Assistants | 3 | 1 | 3.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 1 | 3.0 | Dietitians & Nutritionists | 3 | 0 | 3.0 |
| Nurse Practitioners | 5 | 1 | 5.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 4 | 0 | 4.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 30 | 20 | 44.1 |
| Health Info Mgmt-Administrators/Technicians | 16 | 2 | 18.1 | All Other Personnel | 52 | 63 | 104.7 |
| Pharmacy Personnel | 12 | 9 | 17.5 | | | | |
| Clinical Laboratory Personnel | 10 | 14 | 21.3 | | | | |
| | | | | Total | 300 | 357 | 568.6 |

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| Selected Financial Statistics | FY 2020 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2020 vs. 2019 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2019 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$204,495,016 | 57.8% | 46.6% | 1.24 | 47.2% | 1.22 | 41.7% | 1.39 | 58.0% | 1.00 |
| Medical Assistance | \$41,506,389 | 11.7% | 13.8% | 0.85 | 11.7% | 1.00 | 18.4% | 0.64 | 11.6% | 1.01 |
| Commercial | \$77,837,042 | 22.0% | 34.5% | 0.64 | 36.7% | 0.60 | 36.0% | 0.61 | 24.5% | 0.90 |
| All Other | \$30,122,362 | 8.5% | 5.1% | 1.66 | 4.4% | 1.93 | 4.0% | 2.12 | 6.0% | 1.42 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$162,671,525 | 46.0% | 35.0% | 1.31 | 36.0% | 1.28 | 30.1% | 1.53 | 44.2% | 1.04 |
| Medical Assistance | \$34,637,004 | 9.8% | 10.4% | 0.94 | 9.0% | 1.09 | 12.3% | 0.79 | 9.6% | 1.02 |
| Commercial | \$35,013,600 | 9.9% | 14.5% | 0.68 | 15.2% | 0.65 | 12.1% | 0.82 | 12.1% | 0.82 |
| Charity Care | \$2,620,424 | 0.7% | 1.0% | 0.77 | 0.8% | 0.98 | 0.8% | 0.90 | 1.1% | 0.69 |
| Bad Debt | \$3,558,121 | 1.0% | 1.2% | 0.86 | 1.1% | 0.91 | 1.1% | 0.91 | 1.4% | 0.72 |
| All Other | \$18,943,073 | 5.4% | 2.6% | 2.09 | 2.7% | 2.00 | 2.3% | 2.28 | 3.9% | 1.36 |
| Total Deductions | \$257,443,747 | 72.7% | 64.6% | 1.13 | 64.6% | 1.13 | 58.8% | 1.24 | 72.3% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 10.1% | 8.4% | 1.20 | 6.6% | 1.53 | 6.4% | 1.57 | 15.0% | 0.67 | |
| Net Gains/Losses as % of Net Income | N/A | 13.8% | N/A | 12.8% | N/A | N/A | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$37,258,855 | 36.9% | 43.5% | 0.85 | 45.2% | 0.82 | 41.7% | 0.88 | 43.8% | 0.84 |
| Supplies & Services | \$52,290,254 | 51.7% | 49.9% | 1.04 | 47.8% | 1.08 | 50.0% | 1.03 | 44.4% | 1.17 |
| Capital Component | \$11,497,134 | 11.4% | 6.6% | 1.73 | 7.0% | 1.63 | 8.3% | 1.37 | 11.9% | 0.96 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 5.8% | 7.5% | 0.78 | 7.5% | 0.78 | 6.6% | 0.89 | 5.0% | 1.17 | |
| Total Hospital Net Income (%) | 4.8% | 8.6% | 0.55 | 8.5% | 0.56 | 6.2% | 0.77 | 4.1% | 1.18 | |
| Return on Equity (%) | 2.3% | 4.1% | 0.55 | 5.4% | 0.42 | 3.0% | 0.76 | 2.4% | 0.94 | |
| Current Ratio | 3.5 | 3.9 | 0.90 | 3.5 | 1.00 | 3.4 | 1.03 | 3.1 | 1.13 | |
| Days in Net Patient Accounts Receivable | 56.5 | 71.5 | 0.79 | 54.3 | 1.04 | 48.8 | 1.16 | 46.0 | 1.23 | |
| Average Payment Period | 89.9 | 90.1 | 1.00 | 79.8 | 1.13 | 63.5 | 1.42 | 52.2 | 1.72 | |
| Equity Financing (%) | 47.0% | 63.6% | 0.74 | 71.2% | 0.66 | 75.1% | 0.63 | 50.5% | 0.93 | |
| Long-Term Debt to Equity Ratio | 0.7 | 0.3 | 2.47 | 0.2 | 4.52 | 0.2 | 4.24 | 0.8 | 0.97 | |
| Times Interest Earned | 3.1 | 12.2 | 0.25 | 11.3 | 0.27 | 7.4 | 0.42 | 3.2 | 0.97 | |
| Total Asset Turnover | 0.5 | 0.5 | 1.02 | 0.6 | 0.76 | 0.5 | 1.00 | 0.6 | 0.80 | |
| Average Age of Plant (Years) | 1.7 | 14.1 | 0.12 | 10.9 | 0.15 | 9.8 | 0.17 | 0.8 | 2.24 | |
| Increase (Decrease) Total Net Patient Revenue | -9.3% | -2.2% | 4.18 | -1.9% | 4.93 | -5.0% | 1.88 | 3.9% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 72.7% | 63.0% | 1.15 | 72.6% | 1.00 | 64.9% | 1.12 | 77.2% | 0.94 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,546 | \$17,652 | 0.54 | \$14,359 | 0.66 | \$18,057 | 0.53 | \$10,237 | 0.93 | |
| Inpatient Net Revenue per Day | \$2,615 | \$3,704 | 0.71 | \$3,457 | 0.76 | \$3,961 | 0.66 | \$2,801 | 0.93 | |
| Outpatient Net Revenue per Visit | \$636 | \$780 | 0.81 | \$649 | 0.98 | \$669 | 0.95 | \$218 | 2.91 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$353,960,807 | Cash & Cash Equivalents | \$59,575,407 | Current Liabilities | \$22,832,107 |
| Less Deductions | \$257,443,747 | Net Patient Receivables | \$14,899,066 | Long-Term Debt | \$76,890,000 |
| Net Patient Revenue | \$96,517,060 | Other Receivables | \$661,154 | Other Liabilities | \$18,176,812 |
| Plus Other Revenue | \$10,798,897 | | | Subtotal | \$117,898,919 |
| Total Revenue | \$107,315,955 | Land, Buildings & Equipment (Net) | \$139,063,719 | Unrestricted Fund Balance | \$104,522,900 |
| Less Expenses | \$101,046,243 | Other Assets | \$8,222,473 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$1,203,076 | | | Total Liabilities & Fund Balance | \$222,421,819 |
| Net Income | \$5,066,636 | Total Assets | \$222,421,819 | | |