

**137 Aurora Medical Center of Manitowoc County**  
5000 Memorial Drive  
Two Rivers, WI 54241  
920-794-5000

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

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

|                                               |         | All GMS Hospitals |       | Analysis Area<br>4 |       | Volume Group<br>5 |       | FY 2021 vs. 2020 |       |
|-----------------------------------------------|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2021 | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2020          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 22.1%   | 57.9%             | 0.38  | 57.7%              | 0.38  | 54.3%             | 0.41  | 17.8%            | 1.24  |
| Obstetrics                                    | 34.5%   | 36.8%             | 0.94  | 33.1%              | 0.06  | 31.5%             | 1.10  | 32.0%            | 1.08  |
| Pediatrics                                    | 0.0%    | 59.6%             | N/A   | 12.8%              | N/A   | 0.0%              | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 32.4%   | 58.7%             | 0.55  | 51.8%              | 0.63  | 55.3%             | 0.59  | 26.9%            | 1.20  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 8.4     | 26.8              | 0.31  | 25.0               | 0.34  | 18.1              | 0.46  | 6.8              | 1.24  |
| Obstetrics                                    | 2.1     | 4.8               | 0.43  | 3.9                | 0.54  | 3.1               | 0.67  | 1.9              | 1.08  |
| Pediatrics                                    | 0.0     | 1.5               | N/A   | 0.3                | N/A   | 0.0               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 20.1    | 49.8              | 0.40  | 44.3               | 0.45  | 37.4              | 0.54  | 16.7             | 1.20  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 3.5     | 4.6               | 0.77  | 4.2                | 0.84  | 4.1               | 0.87  | 3.1              | 1.13  |
| Obstetrics                                    | 1.9     | 2.4               | 0.77  | 2.3                | 0.83  | 2.3               | 0.82  | 1.8              | 1.07  |
| Pediatrics                                    | 0.0     | 3.8               | N/A   | 2.4                | N/A   | 0.0               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 3.1     | 4.9               | 0.64  | 4.4                | 0.70  | 4.4               | 0.71  | 2.8              | 1.13  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| Inpatient                                     | 438     | 1,037             | 0.42  | 879                | 0.50  | 612               | 0.72  | 492              | 0.89  |
| Outpatient                                    | 3,125   | 3,865             | 0.81  | 5,410              | 0.58  | 2,709             | 1.15  | 2,486            | 1.26  |
| Inpatient as % of All Surgeries               | 12.3%   | 21.2%             | 0.58  | 14.0%              | 0.88  | 18.4%             | 0.67  | 16.5%            | 0.74  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| Non-Emergency Visits                          | 77,085  | 145,246           | 0.53  | 191,881            | 0.40  | 120,713           | 0.64  | 64,807           | 1.19  |
| Emergency Visits                              | 14,308  | 16,058            | 0.89  | 17,038             | 0.84  | 16,865            | 0.85  | 12,757           | 1.12  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 9.0     | 19.0              | 0.47  | 15.5               | 0.58  | 17.0              | 0.53  | 9.0              | 1.00  |
| Nurses, Licensed                              | 112.9   | 247.5             | 0.46  | 286.5              | 0.39  | 164.3             | 0.69  | 108.1            | 1.04  |
| Ancillary Nursing Personnel                   | 35.2    | 40.3              | 0.87  | 43.7               | 0.81  | 24.6              | 1.43  | 22.4             | 1.57  |
| All Other Personnel                           | 226.1   | 496.2             | 0.46  | 497.2              | 0.45  | 297.6             | 0.76  | 227.3            | 0.99  |
| Total FTEs                                    | 383.2   | 803.0             | 0.48  | 842.9              | 0.45  | 503.6             | 0.76  | 366.8            | 1.04  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 9.2     | 13.0              | 0.71  | 8.7                | 1.06  | 14.0              | 0.66  | 11.3             | 0.82  |
| Nurses, Licensed                              | 115.6   | 168.4             | 0.69  | 160.8              | 0.72  | 134.7             | 0.86  | 135.5            | 0.85  |
| Ancillary Nursing Personnel                   | 36.0    | 27.4              | 1.31  | 24.5               | 1.47  | 20.2              | 1.79  | 28.0             | 1.29  |
| All Other Personnel                           | 231.4   | 337.6             | 0.69  | 279.1              | 0.83  | 244.0             | 0.95  | 284.9            | 0.81  |
| Total FTEs                                    | 392.2   | 546.4             | 0.72  | 473.2              | 0.83  | 412.8             | 0.95  | 459.7            | 0.85  |

**Total Hospital:**

Beds Set Up & Staffed 62  
Discharges 2,368  
Inpatient Days 7,332

**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 8  
Total Births 414  
Newborn Days 710

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>12/31/2021 | 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                 | 38                                  | 865                      | 3,064                | 22.1%              | 8.4                       | 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                           |
| <b>Pediatric, acute</b>               | 2                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | 1                 | 6                                   | 402                      | 756                  | 34.5%              | 2.1                       | 1.9                           |
| <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                | 3                 | 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                 | 6                                   | 611                      | 611                  | 27.9%              | 1.7                       | 1.0                           |
| Step-Down (Special Care)              | 1                 | 12                                  | 301                      | 2,901                | 66.2%              | 7.9                       | 9.6                           |
| 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                           |
| <b>Subacute care</b>                  | 5                 | 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     | 9                | 0                | 9.0        | Surgical Personnel                    | 11               | 1                | 11.8         |
| Physicians & Dentists                       | 2                | 17               | 3.8        | Radiological Services Personnel       | 14               | 3                | 17.0         |
| Medical & Dental Residents                  | 0                | 0                | 0.0        | Sonographers                          | 5                | 0                | 5.0          |
| Dental Hygienists                           | 0                | 0                | 0.0        | Respiratory Therapists                | 7                | 1                | 8.1          |
| Registered Nurses                           | 82               | 37               | 105.7      | Occupational Therapists               | 5                | 4                | 7.2          |
| Certified Nurse Midwives                    | 0                | 0                | 0.0        | Occupational Therapy Assistants/Aides | 1                | 1                | 1.9          |
| Licensed Practical Nurses                   | 2                | 2                | 2.5        | Physical Therapists                   | 12               | 3                | 14.8         |
| Ancillary Nursing Personnel                 | 25               | 25               | 35.2       | Physical Therapy Assistants/Aides     | 4                | 7                | 8.5          |
| Medical Assistants                          | 0                | 0                | 0.0        | Recreational Therapists               | 0                | 0                | 0.0          |
| Physician Assistants                        | 0                | 0                | 0.0        | Dietitians & Nutritionists            | 1                | 1                | 1.7          |
| Nurse Practitioners                         | 0                | 0                | 0.0        | Psychologists                         | 0                | 0                | 0.0          |
| Certified Registered Nurse Anesthetists     | 4                | 2                | 4.7        | Social Workers                        | 1                | 0                | 1.0          |
| Clinical Nurse Specialists                  | 0                | 0                | 0.0        | All Other Health Professionals        | 21               | 14               | 29.3         |
| Health Info Mgmt-Administrators/Technicians | 5                | 1                | 5.6        | All Other Personnel                   | 65               | 44               | 87.8         |
| Pharmacy Personnel                          | 6                | 1                | 6.4        |                                       |                  |                  |              |
| Clinical Laboratory Personnel               | 15               | 3                | 16.1       |                                       |                  |                  |              |
|                                             |                  |                  |            | <b>Total</b>                          | <b>297</b>       | <b>167</b>       | <b>383.2</b> |

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| Two Rivers, WI 54241                              |               |       | All GMS Hospitals |       | Analysis Area |       | Volume Group |       | FY 2021 vs. 2020 |         |       |
|---------------------------------------------------|---------------|-------|-------------------|-------|---------------|-------|--------------|-------|------------------|---------|-------|
| Selected Financial Statistics                     |               |       | FY 2021           | Value | Ratio         | Value | Ratio        | Value | Ratio            | FY 2020 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |               |       |                   |       |               |       |              |       |                  |         |       |
| Medicare                                          | \$129,357,340 | 44.1% | 46.6%             | 0.95  | 47.1%         | 0.94  | 49.9%        | 0.88  | 43.3%            | 1.02    |       |
| Medical Assistance                                | \$37,710,057  | 12.9% | 14.4%             | 0.89  | 12.3%         | 1.04  | 15.6%        | 0.83  | 12.9%            | 0.99    |       |
| Commercial                                        | \$112,260,877 | 38.3% | 33.9%             | 1.13  | 36.3%         | 1.05  | 30.3%        | 1.26  | 39.4%            | 0.97    |       |
| All Other                                         | \$13,765,886  | 4.7%  | 5.1%              | 0.93  | 4.2%          | 1.11  | 4.2%         | 1.11  | 4.3%             | 1.08    |       |
| Deductions as % of Total Gross Patient Revenue    |               |       |                   |       |               |       |              |       |                  |         |       |
| Medicare                                          | \$101,439,228 | 34.6% | 35.2%             | 0.98  | 35.4%         | 0.98  | 36.9%        | 0.94  | 33.5%            | 1.03    |       |
| Medical Assistance                                | \$30,112,087  | 10.3% | 11.1%             | 0.93  | 9.8%          | 1.05  | 11.4%        | 0.90  | 9.5%             | 1.08    |       |
| Commercial                                        | \$51,062,825  | 17.4% | 14.9%             | 1.17  | 16.0%         | 1.09  | 11.8%        | 1.48  | 16.7%            | 1.04    |       |
| Charity Care                                      | \$2,670,176   | 0.9%  | 0.7%              | 1.28  | 0.7%          | 1.33  | 0.9%         | 0.97  | 1.0%             | 0.93    |       |
| Bad Debt                                          | \$4,086,556   | 1.4%  | 1.0%              | 1.37  | 1.1%          | 1.30  | 1.2%         | 1.19  | 1.4%             | 0.98    |       |
| All Other                                         | \$7,886,511   | 2.7%  | 2.8%              | 0.96  | 2.9%          | 0.92  | 2.5%         | 1.09  | 2.3%             | 1.15    |       |
| Total Deductions                                  | \$197,257,383 | 67.3% | 65.8%             | 1.02  | 65.9%         | 1.02  | 64.7%        | 1.04  | 64.5%            | 1.04    |       |
| Other Revenue & Net Gains or Losses               |               |       |                   |       |               |       |              |       |                  |         |       |
| Other Revenue as % of Total Revenue               |               | 0.8%  | 6.5%              | 0.12  | 6.1%          | 0.13  | 4.5%         | 0.18  | 7.8%             | 0.10    |       |
| Net Gains/Losses as % of Net Income               |               | 0.1%  | 29.4%             | 0.00  | 31.1%         | 0.00  | 43.7%        | 0.00  | N/A              | N/A     |       |
| Expenses as % of Total Expenses                   |               |       |                   |       |               |       |              |       |                  |         |       |
| Salary/Fringe Benefits                            | \$25,383,147  | 35.4% | 42.4%             | 0.83  | 42.5%         | 0.83  | 38.8%        | 0.91  | 34.4%            | 1.03    |       |
| Supplies & Services                               | \$41,231,727  | 57.5% | 51.3%             | 1.12  | 50.9%         | 1.13  | 54.3%        | 1.06  | 58.1%            | 0.99    |       |
| Capital Component                                 | \$5,060,562   | 7.1%  | 6.2%              | 1.13  | 6.6%          | 1.07  | 6.9%         | 1.03  | 7.5%             | 0.94    |       |
| Fiscal Statistics                                 |               |       |                   |       |               |       |              |       |                  |         |       |
| Operating Margin (%)                              |               | 25.8% | 10.4%             | 2.48  | 15.9%         | 1.63  | 9.6%         | 2.68  | 25.9%            | 1.00    |       |
| Total Hospital Net Income (%)                     |               | 25.8% | 14.1%             | 1.83  | 21.5%         | 1.20  | 15.9%        | 1.62  | 25.9%            | 1.00    |       |
| Return on Equity (%)                              |               | 8.8%  | 6.3%              | 1.39  | 15.0%         | 0.58  | 11.2%        | 0.79  | 9.0%             | 0.97    |       |
| Current Ratio                                     |               | 27.6  | 4.1               | 6.69  | 3.7           | 7.47  | 3.9          | 7.04  | 34.3             | 0.80    |       |
| Days in Net Patient Accounts Receivable           |               | 56.6  | 87.5              | 0.65  | 56.7          | 1.00  | 51.2         | 1.11  | 59.7             | 0.95    |       |
| Average Payment Period                            |               | 49.7  | 89.9              | 0.55  | 76.1          | 0.65  | 62.2         | 0.80  | 38.7             | 1.28    |       |
| Equity Financing (%)                              |               | 95.9% | 64.7%             | 1.48  | 75.3%         | 1.27  | 78.3%        | 1.22  | 95.9%            | 1.00    |       |
| Long-Term Debt to Equity Ratio                    |               | 0.0   | 0.3               | 0.00  | 0.2           | 0.00  | 0.1          | 0.00  | 0.0              | 0.74    |       |
| Times Interest Earned                             |               | 36.5  | 21.0              | 1.73  | 32.4          | 1.12  | 21.6         | 1.69  | 35.6             | 1.02    |       |
| Total Asset Turnover                              |               | 0.3   | 0.4               | 0.79  | 0.7           | 0.52  | 0.7          | 0.52  | 0.3              | 0.97    |       |
| Average Age of Plant (Years)                      |               | 11.5  | 17.1              | 0.68  | 10.6          | 1.09  | 10.5         | 1.09  | 10.7             | 1.08    |       |
| Increase (Decrease) Total Net Patient Revenue     |               | 14.7% | 12.7%             | 1.15  | 10.0%         | 1.47  | 8.7%         | 1.69  | -5.1%            | N/A     |       |
| Outpatient Gross Revenue (% of Total GPR)         |               | 78.1% | 64.9%             | 1.20  | 74.4%         | 1.05  | 69.3%        | 1.13  | 77.1%            | 1.01    |       |
| Net Revenue Statistics                            |               |       |                   |       |               |       |              |       |                  |         |       |
| Inpatient Net Revenue per Discharge               | \$12,409      |       | \$18,658          | 0.67  | \$15,148      | 0.82  | \$13,373     | 0.93  | \$12,575         | 0.99    |       |
| Inpatient Net Revenue per Day                     | \$3,769       |       | \$3,656           | 1.03  | \$3,286       | 1.15  | \$3,024      | 1.25  | \$4,172          | 0.90    |       |
| Outpatient Net Revenue per Visit                  | \$772         |       | \$781             | 0.99  | \$699         | 1.10  | \$626        | 1.23  | \$760            | 1.02    |       |

| Income Statement            |               | Assets                            |               | Liabilities & Fund Balances      |               |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$293,094,160 | Cash & Cash Equivalents           | \$238,055,132 | Current Liabilities              | \$9,249,139   |
| Less Deductions             | \$197,257,383 | Net Patient Receivables           | \$14,866,567  | Long-Term Debt                   | \$112,955     |
| Net Patient Revenue         | \$95,836,777  | Other Receivables                 | \$207,020     | Other Liabilities                | \$2,380,138   |
| Plus Other Revenue          | \$760,949     |                                   |               | Subtotal                         | \$11,742,232  |
| Total Revenue               | \$96,597,725  | Land, Buildings & Equipment (Net) | \$24,838,969  | Unrestricted Fund Balance        | \$272,128,483 |
| Less Expenses               | \$71,675,436  | Other Assets                      | \$5,903,025   | Restricted Fund Balance          | \$0           |
| Non-Operating Gains/Losses  | \$18,175      |                                   |               | Total Liabilities & Fund Balance | \$283,870,715 |
| Net Income                  | \$24,940,464  | Total Assets                      | \$283,870,713 |                                  |               |