

197 Aurora BayCare Medical Center in Green Bay
 PO Box 8900, 2845 Greenbrier Drive
 Green Bay, WI 54308
 920-288-8000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Partnership

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

		All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.3%	55.4%	1.19	49.3%	1.34	68.9%	0.96	59.0%	1.12
Obstetrics	49.7%	38.4%	1.29	36.0%	0.32	47.9%	1.04	49.5%	1.00
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	65.0%	56.3%	1.15	48.0%	1.35	66.1%	0.98	60.3%	1.08
Average Census (Patients)									
Adult Medical-Surgical	63.6	26.5	2.40	23.1	2.75	101.6	0.63	56.6	1.12
Obstetrics	11.4	5.0	2.27	4.4	2.62	14.7	0.78	11.4	1.00
Pediatrics	0.0	1.4	N/A	0.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	108.5	48.3	2.25	40.6	2.67	193.9	0.56	100.7	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.84	3.5	0.94	4.3	0.76	3.3	1.00
Obstetrics	2.5	2.6	0.98	2.5	1.02	2.7	0.91	2.6	0.98
Pediatrics	0.0	3.5	N/A	3.3	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.90	3.6	1.08	4.8	0.82	4.0	0.97
Surgical Operations									
Inpatient	3,627	1,408	2.58	1,238	2.93	5,364	0.68	3,674	0.99
Outpatient	13,297	4,098	3.24	4,498	2.96	13,857	0.96	13,015	1.02
Inpatient as % of All Surgeries	21.4%	25.6%	0.84	21.6%	0.99	27.9%	0.77	22.0%	0.97
Outpatient Visits									
Non-Emergency Visits	327,712	132,001	2.48	188,046	1.74	422,002	0.78	292,972	1.12
Emergency Visits	27,752	17,964	1.54	19,336	1.44	48,744	0.57	26,539	1.05
Full-Time Equivalents (FTEs)									
Administrators	22.0	18.9	1.16	17.5	1.26	55.0	0.40	21.0	1.05
Nurses, Licensed	630.6	244.4	2.58	253.8	2.48	909.8	0.69	506.6	1.24
Ancillary Nursing Personnel	106.8	40.0	2.67	33.6	3.17	148.5	0.72	98.9	1.08
All Other Personnel	1,011.3	484.8	2.09	503.6	2.01	1,773.6	0.57	735.7	1.37
Total FTEs	1,770.7	788.1	2.25	808.6	2.19	2,886.8	0.61	1,362.2	1.30
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.3	15.1	0.42	12.8	0.49	12.1	0.52	6.7	0.94
Nurses, Licensed	180.2	195.2	0.92	186.1	0.97	199.8	0.90	161.8	1.11
Ancillary Nursing Personnel	30.5	32.0	0.95	24.7	1.24	32.6	0.94	31.6	0.97
All Other Personnel	289.0	387.3	0.75	369.2	0.78	389.6	0.74	234.9	1.23
Total FTEs	505.9	629.5	0.80	592.8	0.85	634.1	0.80	435.0	1.16

Total Hospital:

Beds Set Up & Staffed 167
 Discharges 10,139
 Inpatient Days 39,614

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 26
 Total Births 1,413
 Newborn Days 2,890

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	96	7,112	23,214	66.3%	63.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	95	1,385	63.2%	3.8	14.6
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,660	4,169	49.7%	11.4	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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	24	677	6,203	70.8%	17.0	9.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	177	4,643	70.7%	12.7	26.2
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	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	22	0	22.0	Surgical Personnel	37	15	43.4
Physicians & Dentists	71	4	72.4	Radiological Services Personnel	57	18	71.0
Medical & Dental Residents	0	0	0.0	Sonographers	17	8	21.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	16	26.9
Registered Nurses	477	204	598.7	Occupational Therapists	11	6	14.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	2.1
Licensed Practical Nurses	8	6	12.1	Physical Therapists	32	8	37.6
Ancillary Nursing Personnel	79	62	106.8	Physical Therapy Assistants/Aides	7	8	12.0
Medical Assistants	20	11	29.2	Recreational Therapists	0	1	0.1
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	7	3	8.6
Nurse Practitioners	16	4	18.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	2	6.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	254	142	332.9
Health Info Mgmt-Administrators/Technicians	28	9	33.5	All Other Personnel	169	102	239.2
Pharmacy Personnel	28	7	31.8				
Clinical Laboratory Personnel	19	8	23.9				
				Total	1,389	647	1,770.7

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$489,405,021	40.5%	44.8%	0.90	46.0%	0.88	45.3%	0.89	39.2%	1.03	
Medical Assistance	\$132,543,334	11.0%	14.4%	0.76	12.0%	0.91	13.1%	0.83	11.4%	0.96	
Commercial	\$558,627,041	46.2%	36.6%	1.26	38.7%	1.19	37.0%	1.25	47.0%	0.98	
All Other	\$28,219,411	2.3%	4.2%	0.55	3.2%	0.73	4.5%	0.52	2.4%	0.98	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$389,332,774	32.2%	32.9%	0.98	33.6%	0.96	34.5%	0.93	30.7%	1.05	
Medical Assistance	\$103,450,906	8.6%	10.7%	0.80	9.0%	0.95	10.2%	0.84	8.9%	0.96	
Commercial	\$240,783,001	19.9%	14.8%	1.35	15.8%	1.26	16.0%	1.24	19.6%	1.02	
Charity Care	\$10,667,537	0.9%	1.0%	0.89	0.9%	0.97	1.0%	0.91	0.7%	1.21	
Bad Debt	\$11,644,835	1.0%	1.1%	0.91	0.8%	1.14	1.0%	0.98	1.0%	1.01	
All Other	\$11,923,886	1.0%	1.9%	0.51	1.9%	0.52	1.9%	0.52	1.1%	0.90	
Total Deductions	\$767,802,939	63.5%	62.4%	1.02	62.1%	1.02	64.5%	0.98	61.9%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue	3.5%	6.3%	0.55	3.8%	0.92	5.9%	0.59	2.9%	1.18		
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	20.8%	N/A	17.3%	N/A	N/A	N/A		
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$130,060,811	38.8%	44.7%	0.87	46.9%	0.83	44.0%	0.88	38.3%	1.01	
Supplies & Services	\$192,212,001	57.4%	47.9%	1.20	45.3%	1.27	49.6%	1.16	55.9%	1.03	
Capital Component	\$12,670,608	3.8%	7.4%	0.51	7.7%	0.49	6.4%	0.59	5.8%	0.65	
Fiscal Statistics											
Operating Margin (%)	26.7%	8.9%	2.98	11.6%	2.30	7.7%	3.49	26.9%	0.99		
Total Hospital Net Income (%)	26.6%	10.1%	2.64	14.2%	1.87	9.1%	2.92	26.9%	0.99		
Return on Equity (%)	25.7%	7.6%	3.38	9.8%	2.62	6.9%	3.70	26.7%	0.96		
Current Ratio	3.6	5.6	0.64	4.5	0.81	5.6	0.64	3.7	0.97		
Days in Net Patient Accounts Receivable	59.2	51.4	1.15	51.4	1.15	52.1	1.14	60.1	0.98		
Average Payment Period	82.7	41.5	1.99	55.6	1.49	43.2	1.92	74.7	1.11		
Equity Financing (%)	60.9%	73.6%	0.83	73.0%	0.83	76.9%	0.79	58.8%	1.04		
Long-Term Debt to Equity Ratio	0.4	0.2	2.35	0.2	1.94	0.1	3.14	0.5	0.84		
Times Interest Earned	-19.9	14.1	N/A	59.3	N/A	17.0	N/A	875.4	N/A		
Total Asset Turnover	1.0	0.7	1.30	0.7	1.44	0.8	1.29	1.0	0.97		
Average Age of Plant (Years)	8.3	9.3	0.89	10.2	0.82	10.4	0.80	8.9	0.94		
Increase (Decrease) Total Net Patient Revenue	7.7%	3.6%	2.12	4.9%	1.56	4.9%	1.56	9.8%	0.78		
Outpatient Gross Revenue (% of Total GPR)	67.6%	60.9%	1.11	69.2%	0.98	56.8%	1.19	66.6%	1.01		
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$16,388	\$15,675	1.05	\$13,057	1.26	\$17,864	0.92	\$16,976	0.97		
Inpatient Net Revenue per Day	\$4,013	\$3,540	1.13	\$3,477	1.15	\$3,709	1.08	\$4,074	0.99		
Outpatient Net Revenue per Visit	\$806	\$654	1.23	\$534	1.51	\$733	1.10	\$826	0.98		

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,208,794,807	Cash & Cash Equivalents	\$9,616	Current Liabilities	\$72,267,046
Less Deductions	\$767,802,939	Net Patient Receivables	\$71,481,992	Long-Term Debt	\$111,844,997
Net Patient Revenue	\$440,991,868	Other Receivables	\$1,397,784	Other Liabilities	\$673,855
Plus Other Revenue	\$15,901,437			Subtotal	\$184,785,898
Total Revenue	\$456,893,305	Land, Buildings & Equipment (Net)	\$203,028,024	Unrestricted Fund Balance	\$288,098,486
Less Expenses	\$334,943,420	Other Assets	\$196,966,968	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$334,722			Total Liabilities & Fund Balance	\$472,884,384
Net Income	\$121,615,163	Total Assets	\$472,884,384		