

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.7%	52.4%	1.35	50.1%	1.41	64.6%	1.09	68.4%	1.03
Obstetrics	47.5%	36.2%	1.31	30.3%	0.36	49.9%	0.95	53.7%	0.88
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	55.2%	53.9%	1.02	46.7%	1.18	63.5%	0.87	70.4%	0.79
Average Census (Patients)									
Adult Medical-Surgical	66.4	25.5	2.60	23.5	2.83	106.5	0.62	64.3	1.03
Obstetrics	10.9	4.7	2.32	3.8	2.87	14.6	0.75	12.4	0.88
Pediatrics	0.0	1.1	N/A	0.5	N/A	3.2	N/A	0.0	N/A
Total Hospital	116.0	47.4	2.45	41.3	2.81	204.5	0.57	117.5	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.3	1.00	4.0	1.06	4.8	0.90	3.7	1.14
Obstetrics	2.4	2.4	0.99	2.2	1.06	2.6	0.90	2.6	0.91
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.6	4.7	0.98	4.1	1.13	5.2	0.88	4.0	1.13
Surgical Operations									
Inpatient	2,670	1,280	2.09	912	2.93	5,196	0.51	3,461	0.77
Outpatient	12,322	4,115	2.99	4,561	2.70	15,397	0.80	14,698	0.84
Inpatient as % of All Surgeries	17.8%	23.7%	0.75	16.7%	1.07	25.2%	0.71	19.1%	0.93
Outpatient Visits									
Non-Emergency Visits	353,760	127,898	2.77	178,054	1.99	396,336	0.89	396,832	0.89
Emergency Visits	25,485	15,799	1.61	16,398	1.55	41,684	0.61	28,389	0.90
Full-Time Equivalents (FTEs)									
Administrators	24.0	20.3	1.18	15.2	1.58	64.4	0.37	24.0	1.00
Nurses, Licensed	705.0	255.1	2.76	279.4	2.52	945.5	0.75	704.0	1.00
Ancillary Nursing Personnel	120.1	42.6	2.82	41.9	2.86	159.2	0.75	105.8	1.14
All Other Personnel	1,034.1	501.2	2.06	501.4	2.06	1,851.4	0.56	1,120.5	0.92
Total FTEs	1,883.2	819.2	2.30	837.9	2.25	3,020.5	0.62	1,954.3	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.1	15.7	0.39	9.9	0.62	13.4	0.46	5.9	1.05
Nurses, Licensed	180.3	197.1	0.91	181.6	0.99	197.1	0.91	171.8	1.05
Ancillary Nursing Personnel	30.7	33.0	0.93	27.2	1.13	33.2	0.93	25.8	1.19
All Other Personnel	264.5	387.2	0.68	325.9	0.81	386.0	0.69	273.4	0.97
Total FTEs	481.7	633.0	0.76	544.7	0.88	629.7	0.76	476.8	1.01

Total Hospital:
 Beds Set Up & Staffed 210
 Discharges 9,289
 Inpatient Days 42,455

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 1,604
 Newborn Days 2,361

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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	94	5,681	24,319	70.7%	66.4	4.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	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	23	1,680	3,995	47.5%	10.9	2.4
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	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	46	1,045	8,765	52.1%	23.9	8.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	177	4,747	49.9%	13.0	26.8
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	2	21	285	629	8.2%	1.7	2.2

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	24	0	24.0	Surgical Personnel	70	20	79.8
Physicians & Dentists	72	7	74.7	Radiological Services Personnel	67	25	86.5
Medical & Dental Residents	0	0	0.0	Sonographers	16	13	24.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	25	8	30.0
Registered Nurses	496	235	639.9	Occupational Therapists	14	6	16.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.1
Licensed Practical Nurses	28	15	37.1	Physical Therapists	27	11	33.7
Ancillary Nursing Personnel	79	86	120.1	Physical Therapy Assistants/Aides	8	8	13.5
Medical Assistants	22	10	30.5	Recreational Therapists	0	1	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	8	2	10.1
Nurse Practitioners	26	4	28.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	3	7.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	128	35	145.3
Health Info Mgmt-Administrators/Technicians	15	3	16.9	All Other Personnel	253	147	346.7
Pharmacy Personnel	42	12	48.1				
Clinical Laboratory Personnel	54	7	60.3	Total	1,489	659	1,883.2

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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	\$636,430,083	44.3%	46.6%	0.95	47.2%	0.94	46.9%	0.95	43.9%	1.01
Medical Assistance	\$166,681,325	11.6%	13.8%	0.84	11.7%	0.99	12.7%	0.91	10.4%	1.11
Commercial	\$553,197,897	38.5%	34.5%	1.12	36.7%	1.05	34.7%	1.11	41.3%	0.93
All Other	\$79,310,583	5.5%	5.1%	1.08	4.4%	1.25	5.7%	0.98	4.4%	1.24
Deductions as % of Total Gross Patient Revenue										
Medicare	\$511,655,394	35.6%	35.0%	1.02	36.0%	0.99	36.0%	0.99	35.1%	1.02
Medical Assistance	\$134,290,384	9.4%	10.4%	0.90	9.0%	1.04	9.8%	0.95	8.3%	1.13
Commercial	\$241,771,544	16.8%	14.5%	1.16	15.2%	1.11	15.7%	1.07	18.5%	0.91
Charity Care	\$10,422,712	0.7%	1.0%	0.76	0.8%	0.96	1.0%	0.75	0.7%	1.05
Bad Debt	\$15,427,131	1.1%	1.2%	0.92	1.1%	0.98	1.0%	1.06	0.8%	1.27
All Other	\$47,939,856	3.3%	2.6%	1.31	2.7%	1.25	2.7%	1.25	2.8%	1.17
Total Deductions	\$961,507,021	67.0%	64.6%	1.04	64.6%	1.04	66.2%	1.01	66.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.8%	8.4%	0.81	6.6%	1.03	8.0%	0.84	3.4%	2.01	
Net Gains/Losses as % of Net Income	6.3%	13.8%	0.46	12.8%	0.49	13.7%	0.46	10.2%	0.62	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$155,248,107	38.9%	43.5%	0.89	45.2%	0.86	42.2%	0.92	38.0%	1.02
Supplies & Services	\$217,734,235	54.6%	49.9%	1.09	47.8%	1.14	52.0%	1.05	55.9%	0.98
Capital Component	\$25,748,040	6.5%	6.6%	0.98	7.0%	0.92	5.8%	1.11	6.1%	1.06
Fiscal Statistics										
Operating Margin (%)	21.6%	7.5%	2.87	7.5%	2.90	8.5%	2.54	24.0%	0.90	
Total Hospital Net Income (%)	22.7%	8.6%	2.63	8.5%	2.69	9.7%	2.34	26.0%	0.87	
Return on Equity (%)	19.7%	4.1%	4.78	5.4%	3.65	6.1%	3.22	26.2%	0.75	
Current Ratio	3.5	3.9	0.90	3.5	1.00	4.7	0.75	3.8	0.93	
Days in Net Patient Accounts Receivable	61.9	71.5	0.86	54.3	1.14	56.5	1.09	58.1	1.07	
Average Payment Period	99.3	90.1	1.10	79.8	1.25	66.2	1.50	76.2	1.30	
Equity Financing (%)	66.0%	63.6%	1.04	71.2%	0.93	67.7%	0.98	67.8%	0.97	
Long-Term Debt to Equity Ratio	0.2	0.3	0.70	0.2	1.28	0.2	1.08	0.3	0.82	
Times Interest Earned	34.7	12.2	2.83	11.3	3.08	16.4	2.11	40.3	0.86	
Total Asset Turnover	0.9	0.5	1.81	0.6	1.35	0.6	1.38	1.0	0.87	
Average Age of Plant (Years)	9.1	14.1	0.65	10.9	0.84	12.4	0.73	8.7	1.05	
Increase (Decrease) Total Net Patient Revenue	-8.0%	-2.2%	3.62	-1.9%	4.27	-0.7%	12.09	7.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	69.2%	63.0%	1.10	72.6%	0.95	57.1%	1.21	69.9%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,914	\$17,652	1.07	\$14,359	1.32	\$20,210	0.94	\$16,643	1.14	
Inpatient Net Revenue per Day	\$3,981	\$3,704	1.07	\$3,457	1.15	\$3,871	1.03	\$3,919	1.02	
Outpatient Net Revenue per Visit	\$828	\$780	1.06	\$649	1.27	\$898	0.92	\$828	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,435,619,887	Cash & Cash Equivalents	\$10,515	Current Liabilities	\$102,705,827
Less Deductions	\$961,507,021	Net Patient Receivables	\$80,145,011	Long-Term Debt	\$81,559,930
Net Patient Revenue	\$474,112,866	Other Receivables	\$2,223,393	Other Liabilities	\$17,363,272
Plus Other Revenue	\$34,461,745			Subtotal	\$201,629,029
Total Revenue	\$508,574,617	Land, Buildings & Equipment (Net)	\$230,744,016	Unrestricted Fund Balance	\$392,147,596
Less Expenses	\$398,730,382	Other Assets	\$280,653,690	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,380,532			Total Liabilities & Fund Balance	\$593,776,625
Net Income	\$117,224,767	Total Assets	\$593,776,625		