

**197 Aurora BayCare Medical Center in Green Bay**  
 2845 Greenbrier Drive  
 Green Bay, WI 54311  
 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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	75.4%	57.9%	1.30	57.7%	1.31	72.0%	1.05	70.7%	1.07
Obstetrics	47.0%	36.8%	1.28	33.1%	0.33	46.8%	1.00	47.5%	0.99
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	58.6%	58.7%	1.00	51.8%	1.13	68.8%	0.85	55.2%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	70.9	26.8	2.64	25.0	2.83	108.1	0.66	66.4	1.07
Obstetrics	10.8	4.8	2.23	3.9	2.81	14.4	0.75	10.9	0.99
Pediatrics	0.0	1.5	N/A	0.3	N/A	5.0	N/A	0.0	N/A
Total Hospital	123.1	49.8	2.47	44.3	2.78	209.1	0.59	116.0	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.6	4.6	0.99	4.2	1.09	5.0	0.90	4.3	1.06
Obstetrics	2.5	2.4	1.02	2.3	1.10	2.6	0.97	2.4	1.05
Pediatrics	0.0	3.8	N/A	2.4	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.9	4.9	1.00	4.4	1.10	5.3	0.92	4.6	1.06
<b>Surgical Operations</b>									
Inpatient	2,841	1,037	2.74	879	3.23	3,842	0.74	2,670	1.06
Outpatient	14,769	3,865	3.82	5,410	2.73	11,153	1.32	12,322	1.20
Inpatient as % of All Surgeries	16.1%	21.2%	0.76	14.0%	1.15	25.6%	0.63	17.8%	0.91
<b>Outpatient Visits</b>									
Non-Emergency Visits	434,075	145,246	2.99	191,881	2.26	450,554	0.96	353,760	1.23
Emergency Visits	28,126	16,058	1.75	17,038	1.65	40,709	0.69	25,485	1.10
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	22.0	19.0	1.15	15.5	1.42	63.3	0.35	24.0	0.92
Nurses, Licensed	715.5	247.5	2.89	286.5	2.50	921.1	0.78	705.0	1.01
Ancillary Nursing Personnel	143.4	40.3	3.56	43.7	3.28	153.6	0.93	120.1	1.19
All Other Personnel	1,046.7	496.2	2.11	497.2	2.11	1,865.1	0.56	1,034.1	1.01
Total FTEs	1,927.6	803.0	2.40	842.9	2.29	3,003.0	0.64	1,883.2	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.0	13.0	0.39	8.7	0.57	11.7	0.43	6.1	0.82
Nurses, Licensed	162.7	168.4	0.97	160.8	1.01	170.7	0.95	180.3	0.90
Ancillary Nursing Personnel	32.6	27.4	1.19	24.5	1.33	28.5	1.15	30.7	1.06
All Other Personnel	238.1	337.6	0.71	279.1	0.85	345.6	0.69	264.5	0.90
Total FTEs	438.4	546.4	0.80	473.2	0.93	556.5	0.79	481.7	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 210  
 Discharges 9,259  
 Inpatient Days 44,914

**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 1,518  
 Newborn Days 2,220

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 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	94	5,674	25,864	75.4%	70.9	4.6
Orthopedic	3	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	1,578	3,944	47.0%	10.8	2.5
<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	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	43	1,011	9,368	59.7%	25.7	9.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	186	4,535	49.7%	12.4	24.4
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>	2	25	370	1,203	13.2%	3.3	3.3

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	22	0	22.0	Surgical Personnel	69	19	79.6
Physicians & Dentists	72	5	73.3	Radiological Services Personnel	71	25	90.5
Medical & Dental Residents	0	0	0.0	Sonographers	15	14	25.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	23	10	27.8
Registered Nurses	493	262	659.1	Occupational Therapists	15	6	17.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	22	11	27.8	Physical Therapists	32	12	40.3
Ancillary Nursing Personnel	77	136	143.4	Physical Therapy Assistants/Aides	12	5	16.2
Medical Assistants	26	8	32.9	Recreational Therapists	0	1	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	7	3	9.7
Nurse Practitioners	27	2	28.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	5	9.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	129	48	152.6
Health Info Mgmt-Administrators/Technicians	15	2	16.3	All Other Personnel	246	140	330.6
Pharmacy Personnel	44	10	48.7				
Clinical Laboratory Personnel	59	11	66.2				
				<b>Total</b>	<b>1,492</b>	<b>735</b>	<b>1,927.6</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$739,629,089	43.3%	46.6%	0.93	47.1%	0.92	46.9%	0.92	44.3%	0.98
Medical Assistance	\$206,673,765	12.1%	14.4%	0.84	12.3%	0.98	13.3%	0.91	11.6%	1.04
Commercial	\$663,276,655	38.8%	33.9%	1.15	36.3%	1.07	34.1%	1.14	38.5%	1.01
All Other	\$99,727,496	5.8%	5.1%	1.15	4.2%	1.38	5.7%	1.02	5.5%	1.06
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$598,848,488	35.0%	35.2%	0.99	35.4%	0.99	36.2%	0.97	35.6%	0.98
Medical Assistance	\$172,657,726	10.1%	11.1%	0.91	9.8%	1.03	10.3%	0.98	9.4%	1.08
Commercial	\$298,877,406	17.5%	14.9%	1.17	16.0%	1.09	16.2%	1.08	16.8%	1.04
Charity Care	\$10,802,909	0.6%	0.7%	0.89	0.7%	0.92	0.7%	0.91	0.7%	0.87
Bad Debt	\$11,926,688	0.7%	1.0%	0.68	1.1%	0.65	0.8%	0.84	1.1%	0.65
All Other	\$69,980,520	4.1%	2.8%	1.46	2.9%	1.40	3.0%	1.34	3.3%	1.23
Total Deductions	\$1,163,093,737	68.0%	65.8%	1.03	65.9%	1.03	67.3%	1.01	67.0%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.7%	6.5%	0.58	6.1%	0.62	6.7%	0.56	6.8%	0.55
Net Gains/Losses as % of Net Income		24.2%	29.4%	0.83	31.1%	0.78	30.5%	0.79	6.3%	3.85
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$165,298,435	38.0%	42.4%	0.90	42.5%	0.89	41.3%	0.92	38.9%	0.98
Supplies & Services	\$244,105,081	56.2%	51.3%	1.09	50.9%	1.10	53.3%	1.05	54.6%	1.03
Capital Component	\$25,037,209	5.8%	6.2%	0.92	6.6%	0.87	5.4%	1.06	6.5%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		23.4%	10.4%	2.25	15.9%	1.48	9.3%	2.52	21.6%	1.08
Total Hospital Net Income (%)		28.8%	14.1%	2.04	21.5%	1.34	12.9%	2.24	22.7%	1.27
Return on Equity (%)		29.0%	6.3%	4.59	15.0%	1.93	8.9%	3.27	19.7%	1.47
Current Ratio		3.4	4.1	0.84	3.7	0.93	4.8	0.72	3.5	0.98
Days in Net Patient Accounts Receivable		63.0	87.5	0.72	56.7	1.11	61.8	1.02	61.9	1.02
Average Payment Period		97.4	89.9	1.08	76.1	1.28	62.8	1.55	99.3	0.98
Equity Financing (%)		71.5%	64.7%	1.11	75.3%	0.95	69.5%	1.03	66.0%	1.08
Long-Term Debt to Equity Ratio		0.1	0.3	0.43	0.2	0.93	0.2	0.76	0.2	0.68
Times Interest Earned		60.8	21.0	2.89	32.4	1.88	24.3	2.50	34.7	1.75
Total Asset Turnover		0.9	0.4	2.19	0.7	1.44	0.7	1.41	0.9	1.10
Average Age of Plant (Years)		10.1	17.1	0.59	10.6	0.95	13.3	0.76	9.1	1.10
Increase (Decrease) Total Net Patient Revenue		5.9%	12.7%	0.47	10.0%	0.59	11.2%	0.53	-8.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		71.1%	64.9%	1.10	74.4%	0.96	59.3%	1.20	69.2%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$19,834	\$18,658	1.06	\$15,148	1.31	\$21,058	0.94	\$18,914	1.05
Inpatient Net Revenue per Day		\$3,961	\$3,656	1.08	\$3,286	1.21	\$3,785	1.05	\$3,981	0.99
Outpatient Net Revenue per Visit		\$810	\$781	1.04	\$699	1.16	\$881	0.92	\$828	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,709,307,006	Cash & Cash Equivalents	\$10,249	Current Liabilities	\$110,535,740
Less Deductions	\$1,163,093,737	Net Patient Receivables	\$94,281,691	Long-Term Debt	\$61,293,334
Net Patient Revenue	\$546,213,269	Other Receivables	\$2,612,670	Other Liabilities	\$318,213
Plus Other Revenue	\$21,127,513			Subtotal	\$172,147,287
Total Revenue	\$567,340,781	Land, Buildings & Equipment (Net)	\$220,905,873	Unrestricted Fund Balance	\$432,344,644
Less Expenses	\$434,440,725	Other Assets	\$286,681,450	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$42,468,318			Total Liabilities & Fund Balance	\$604,491,931
Net Income	\$175,368,374	Total Assets	\$604,491,933		