

197 Aurora BayCare Medical Center
 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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	72.9%	61.5%	1.19	54.9%	1.33	75.8%	0.96	74.7%	0.98
Obstetrics	47.6%	41.1%	1.16	36.7%	0.30	51.5%	0.92	45.3%	1.05
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	62.8%	61.6%	1.02	53.2%	1.18	70.4%	0.89	61.9%	1.02
Average Census (Patients)									
Adult Medical-Surgical	65.6	24.9	2.63	24.8	2.65	100.5	0.65	67.2	0.98
Obstetrics	10.9	5.0	2.18	4.3	2.53	13.4	0.82	10.4	1.05
Pediatrics	0.0	1.7	N/A	0.4	N/A	4.8	N/A	0.0	N/A
Total Hospital	114.9	44.9	2.56	44.4	2.59	190.9	0.60	117.6	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.5	0.93	4.0	1.05	4.8	0.88	4.7	0.90
Obstetrics	2.7	2.4	1.13	2.4	1.14	2.5	1.10	2.5	1.11
Pediatrics	0.0	3.8	N/A	2.9	N/A	4.2	N/A	0.0	N/A
Total Hospital	4.9	4.9	1.00	4.3	1.14	5.2	0.94	5.2	0.93
Surgical Operations									
Inpatient	2,908	989	2.94	829	3.51	3,644	0.80	2,638	1.10
Outpatient	16,106	4,208	3.83	6,019	2.68	11,922	1.35	15,195	1.06
Inpatient as % of All Surgeries	15.3%	19.0%	0.80	12.1%	1.26	23.4%	0.65	14.8%	1.03
Outpatient Visits									
Non-Emergency Visits	452,160	131,799	3.43	197,548	2.29	419,931	1.08	445,661	1.01
Emergency Visits	30,588	16,822	1.82	18,660	1.64	42,605	0.72	30,275	1.01
Full-Time Equivalents (FTEs)									
Administrators	28.0	17.5	1.60	19.4	1.44	59.1	0.47	25.0	1.12
Nurses, Licensed	694.9	232.9	2.98	276.2	2.52	886.0	0.78	656.8	1.06
Ancillary Nursing Personnel	114.3	42.6	2.68	44.0	2.60	175.9	0.65	108.9	1.05
All Other Personnel	938.7	453.0	2.07	479.5	1.96	1,728.4	0.54	898.3	1.04
Total FTEs	1,775.8	746.0	2.38	819.1	2.17	2,849.5	0.62	1,689.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.8	12.3	0.64	10.2	0.77	11.2	0.70	6.2	1.27
Nurses, Licensed	194.4	163.8	1.19	144.4	1.35	167.8	1.16	162.6	1.20
Ancillary Nursing Personnel	32.0	30.0	1.07	23.0	1.39	33.3	0.96	27.0	1.19
All Other Personnel	262.6	318.6	0.82	250.7	1.05	327.4	0.80	222.4	1.18
Total FTEs	496.8	524.6	0.95	428.2	1.16	539.8	0.92	418.1	1.19

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	183	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	26
Discharges	8,626	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,393
Inpatient Days	41,956			Inpatient Days	0	Newborn Days	2,033

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	90	5,642	23,938	72.9%	65.6	4.2
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	1,458	3,993	47.6%	10.9	2.7
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	36	1,316	9,147	69.6%	25.1	7.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	167	4,316	65.7%	11.8	25.8
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	16	219	562	9.6%	1.5	2.6

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	28	0	28.0	Surgical Personnel	67	24	76.9
Physicians & Dentists	70	14	75.2	Radiological Services Personnel	77	40	100.5
Medical & Dental Residents	0	0	0.0	Sonographers	17	17	25.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	28	14	32.8
Registered Nurses	482	261	615.8	Occupational Therapists	7	3	8.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	26	12	33.3	Physical Therapists	5	4	7.1
Ancillary Nursing Personnel	78	136	114.3	Physical Therapy Assistants/Aides	2	5	5.0
Medical Assistants	29	9	34.3	Recreational Therapists	0	0	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	7	3	9.5
Nurse Practitioners	29	4	31.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	3	9.0
Clinical Nurse Specialists	6	15	14.0	All Other Health Professionals	94	42	105.1
Health Info Mgmt-Administrators/Technicians	19	2	19.9	All Other Personnel	225	124	284.4
Pharmacy Personnel	49	16	53.9				
Clinical Laboratory Personnel	76	13	82.2				
				Total	1,439	761	1,775.8

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$904,298,092	46.5%	48.2%	0.97	48.2%	0.96	48.7%	0.95	45.8%	1.01
Medical Assistance	\$228,207,158	11.7%	14.2%	0.83	12.5%	0.94	13.0%	0.90	12.0%	0.98
Commercial	\$677,101,251	34.8%	32.4%	1.08	33.9%	1.03	32.4%	1.08	35.7%	0.97
All Other	\$134,414,832	6.9%	5.2%	1.32	5.4%	1.27	5.9%	1.17	6.5%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$739,752,423	38.1%	37.1%	1.03	37.4%	1.02	38.0%	1.00	37.1%	1.03
Medical Assistance	\$188,856,653	9.7%	11.2%	0.87	10.1%	0.96	10.4%	0.93	9.9%	0.98
Commercial	\$326,745,658	16.8%	14.9%	1.13	15.8%	1.06	15.8%	1.06	16.2%	1.03
Charity Care	\$12,066,047	0.6%	0.7%	0.85	0.5%	1.17	0.8%	0.77	0.5%	1.19
Bad Debt	\$12,874,519	0.7%	0.8%	0.78	0.8%	0.85	0.8%	0.85	0.5%	1.38
All Other	\$86,592,856	4.5%	3.1%	1.42	3.5%	1.26	3.4%	1.32	4.4%	1.01
Total Deductions	\$1,366,888,156	70.3%	67.9%	1.04	68.2%	1.03	69.2%	1.02	68.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.8%	6.4%	0.44	3.6%	0.77	7.4%	0.38	2.8%	1.01
Net Gains/Losses as % of Net Income		7.0%	11.1%	0.63	14.6%	0.48	7.6%	0.92	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$179,848,291	38.5%	41.6%	0.93	43.1%	0.89	40.0%	0.96	38.6%	1.00
Supplies & Services	\$260,149,206	55.7%	52.7%	1.06	50.8%	1.10	54.9%	1.01	56.1%	0.99
Capital Component	\$27,304,633	5.8%	5.7%	1.02	6.2%	0.95	5.1%	1.15	5.4%	1.09
Fiscal Statistics										
Operating Margin (%)		21.3%	6.4%	3.35	10.1%	2.11	5.8%	3.66	19.9%	1.07
Total Hospital Net Income (%)		22.5%	7.1%	3.17	11.6%	1.94	6.3%	3.60	18.5%	1.22
Return on Equity (%)		23.0%	3.1%	7.53	7.9%	2.91	4.7%	4.95	17.1%	1.35
Current Ratio		7.8	2.9	2.70	6.2	1.26	5.7	1.37	9.2	0.84
Days in Net Patient Accounts Receivable		60.2	85.9	0.70	54.4	1.11	57.7	1.04	65.0	0.93
Average Payment Period		38.7	125.5	0.31	44.2	0.88	46.2	0.84	34.6	1.12
Equity Financing (%)		84.1%	57.8%	1.46	79.9%	1.05	72.7%	1.16	73.1%	1.15
Long-Term Debt to Equity Ratio		0.1	0.4	0.14	0.1	0.38	0.2	0.29	0.1	0.54
Times Interest Earned		89.5	12.0	7.44	18.0	4.98	12.2	7.31	48.6	1.84
Total Asset Turnover		1.0	0.4	2.35	0.7	1.51	0.7	1.36	0.9	1.07
Average Age of Plant (Years)		11.8	19.6	0.60	11.5	1.03	13.4	0.88	10.5	1.13
Increase (Decrease) Total Net Patient Revenue		3.4%	3.9%	0.87	3.8%	0.91	3.5%	0.99	2.2%	1.59
Outpatient Gross Revenue (% of Total GPR)		72.5%	67.6%	1.07	75.5%	0.96	62.1%	1.17	72.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,019		\$19,469	1.13	\$14,714	1.50	\$22,156	0.99	\$21,727	1.01
Inpatient Net Revenue per Day	\$5,299		\$3,859	1.37	\$3,218	1.65	\$4,083	1.30	\$4,354	1.22
Outpatient Net Revenue per Visit	\$829		\$875	0.95	\$732	1.13	\$987	0.84	\$817	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,944,021,331	Cash & Cash Equivalents	\$258,588,867	Current Liabilities	\$47,410,949
Less Deductions	\$1,366,888,156	Net Patient Receivables	\$95,241,602	Long-Term Debt	\$27,905,243
Net Patient Revenue	\$577,133,175	Other Receivables	\$336,737	Other Liabilities	\$18,792,066
Plus Other Revenue	\$16,713,643			Subtotal	\$94,108,258
Total Revenue	\$593,846,818	Land, Buildings & Equipment (Net)	\$217,902,200	Unrestricted Fund Balance	\$496,514,262
Less Expenses	\$467,302,130	Other Assets	\$18,553,114	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,452,466			Total Liabilities & Fund Balance	\$590,622,520
Net Income	\$135,997,154	Total Assets	\$590,622,520		