

**197 BayCare Aurora LLC d/b/a Aurora BayCare Medical Center**  
 2845 Greenbrier Rd  
 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: 6

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	68.9%	59.1%	1.17	55.3%	1.25	59.5%	1.16	65.1%	1.06
Obstetrics	45.6%	41.6%	1.10	39.8%	1.14	42.0%	1.08	83.9%	0.54
Pediatrics	38.3%	54.2%	0.71	26.0%	1.47	85.7%	0.71	33.6%	1.14
Total Hospital	57.6%	57.7%	1.00	50.0%	1.15	56.1%	1.03	64.0%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	44.1	31.3	1.41	31.5	1.40	47.6	0.93	41.7	1.06
Obstetrics	10.5	5.4	1.94	4.8	2.18	8.4	1.25	10.1	1.04
Pediatrics	3.1	2.2	1.39	1.3	2.36	8.4	0.36	2.7	1.14
Total Hospital	84.6	54.6	1.55	53.9	1.57	93.0	0.91	80.6	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.7	0.85	3.7	0.85	3.7	0.85	3.2	0.98
Obstetrics	2.5	2.4	1.04	2.3	1.08	2.6	0.96	2.6	0.94
Pediatrics	1.8	2.5	0.73	2.4	0.76	2.4	0.76	2.4	0.76
Total Hospital	3.7	4.3	0.87	3.9	0.96	4.2	0.89	4.7	0.80
<b>Surgical Operations</b>									
Inpatient	4,082	1,644	2.48	1,696	2.41	3,329	1.23	3,946	1.03
Outpatient	15,463	3,777	4.09	5,570	2.78	7,486	2.07	13,389	1.15
Inpatient as % of All Surgeries	20.9%	30.3%	0.69	23.3%	0.90	30.8%	0.68	22.8%	0.92
<b>Outpatient Visits</b>									
Non-Emergency Visits	67,850	84,436	0.80	81,429	0.83	164,395	0.41	58,547	1.16
Emergency Visits	21,077	15,777	1.34	20,787	1.01	25,464	0.83	18,186	1.16
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	17.4	0.23	9.7	0.41	29.5	0.14	0.0	N/A
Nurses, Licensed	340.1	173.6	1.96	215.3	1.58	311.5	1.09	297.6	1.14
Ancillary Nursing Personnel	21.5	34.8	0.62	36.6	0.59	55.1	0.39	34.2	0.63
All Other Personnel	729.3	410.2	1.78	510.6	1.43	765.1	0.95	658.2	1.11
Total FTEs	1,094.8	636.0	1.72	772.1	1.42	1,161.3	0.94	990.0	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.5	17.1	0.15	7.7	0.33	16.6	0.15	0.0	N/A
Nurses, Licensed	213.9	170.3	1.26	170.6	1.25	175.3	1.22	204.0	1.05
Ancillary Nursing Personnel	13.5	34.1	0.40	29.0	0.47	31.0	0.44	23.4	0.58
All Other Personnel	458.7	402.4	1.14	404.6	1.13	430.6	1.07	451.2	1.02
Total FTEs	688.6	623.8	1.10	611.8	1.13	653.6	1.05	678.6	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 147  
 Discharges 8,289  
 Inpatient Days 30,897

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**  
 Bassinets 15  
 Total Births 1,468  
 Newborn Days 2,835

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	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	64	5,111	16,084	68.9%	44.1	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	145	1,524	69.6%	4.2	10.5
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
<b>Pediatric, acute</b>	1	8	612	1,118	38.3%	3.1	1.8
<b>Obstetrics</b>	1	23	1,536	3,825	45.6%	10.5	2.5
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	28	680	5,942	58.1%	16.3	8.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	205	2,404	36.6%	6.6	11.7
Other Intensive Care	5	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>	5	0	0	0	0.0%	0.0	0.0

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  
4 = Contracted, 5 = Service Not Provided

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Radiological Services Personnel	41	24	53.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	15	16	20.9
Medical & Dental Residents	0	0	0.0	Occupational Therapists	5	1	5.0
Registered Nurses	217	210	336.2	Occupational Therapy Assistants/Aides	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	3	14.3
Licensed Practical Nurses	3	4	3.9	Physical Therapy Assistants/Aides	5	0	5.0
Ancillary Nursing Personnel	15	16	21.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	3	6.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	34	15	41.6	Social Workers	2	6	3.3
Pharmacy Personnel	16	7	21.0	All Other Health Professionals	143	88	173.3
Clinical Laboratory Personnel	17	1	17.6	All Other Personnel	217	178	319.9
Surgical Personnel	34	21	47.3	<b>Total</b>	<b>788</b>	<b>594</b>	<b>1,094.8</b>

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$105,271,275	35.9%	41.4%	0.87	41.5%	0.87	37.1%	0.97	35.5%	1.01
Medical Assistance	\$20,846,665	7.1%	10.2%	0.70	7.6%	0.94	12.4%	0.57	8.1%	0.88
Commercial	\$143,159,126	48.9%	41.7%	1.17	43.6%	1.12	45.1%	1.08	48.0%	1.02
All Other	\$23,557,221	8.0%	6.8%	1.18	7.3%	1.10	5.4%	1.49	8.4%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$70,453,865	24.1%	25.3%	0.95	25.9%	0.93	23.7%	1.02	23.7%	1.01
Medical Assistance	\$17,713,531	6.0%	7.7%	0.79	6.0%	1.01	9.1%	0.66	6.3%	0.97
Commercial	\$23,935,402	8.2%	9.7%	0.84	7.7%	1.06	11.0%	0.74	8.3%	0.99
Charity Care	\$3,550,416	1.2%	1.5%	0.81	1.6%	0.76	1.4%	0.87	1.1%	1.09
All Other	\$7,397,845	2.5%	1.5%	1.68	1.3%	1.94	1.1%	2.30	0.9%	2.81
Total Deductions	\$123,051,059	42.0%	45.7%	0.92	42.6%	0.99	46.4%	0.91	40.3%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.4%	4.4%	1.00	2.9%	1.52	7.4%	0.60	4.7%	0.95
Net Gains/Losses as % of Net Income		-0.9%	12.3%	N/A	16.3%	N/A	12.2%	N/A	0.0%	199.32
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$59,039,703	38.2%	47.5%	0.81	52.5%	0.73	47.2%	0.81	37.9%	1.01
Supplies & Services	\$63,325,639	41.0%	40.2%	1.02	33.9%	1.21	41.3%	0.99	38.9%	1.06
Capital Component	\$24,990,621	16.2%	8.7%	1.86	10.2%	1.59	8.7%	1.86	18.3%	0.88
Bad Debt	\$6,999,608	4.5%	3.6%	1.26	3.5%	1.30	2.8%	1.62	4.9%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.1%	7.6%	1.72	6.4%	2.05	8.2%	1.60	9.8%	1.33
Total Hospital Net Income (%)		13.0%	8.6%	1.51	7.5%	1.73	9.2%	1.41	9.8%	1.32
Return on Equity (%)		9.9%	7.2%	1.37	6.0%	1.65	7.8%	1.27	8.0%	1.24
Current Ratio		1.4	2.8	0.50	2.6	0.54	2.3	0.61	1.1	1.28
Days in Net Patient Accounts Receivable		55.3	51.2	1.08	58.4	0.95	54.1	1.02	50.4	1.10
Average Payment Period		108.9	53.8	2.02	56.5	1.93	55.7	1.95	91.2	1.19
Equity Financing (%)		17.3%	58.5%	0.30	57.9%	0.30	55.2%	0.31	12.4%	1.40
Long-Term Debt to Equity Ratio		3.7	0.4	9.26	0.5	7.41	0.5	7.41	5.7	0.65
Times Interest Earned		3.1	6.9	0.44	4.5	0.68	6.5	0.47	2.3	1.33
Total Asset Turnover		0.8	0.8	0.95	0.8	0.95	0.8	0.95	0.8	0.94
Average Age of Plant (Years)		4.2	9.1	0.46	8.4	0.50	8.5	0.49	3.1	1.36
Increase (Decrease) Total Net Patient Revenue		15.6%	9.1%	1.71	9.1%	1.71	8.8%	1.77	24.0%	0.65
Outpatient Gross Revenue (% of Total GPR)		46.9%	46.6%	1.01	54.4%	0.86	47.8%	0.98	44.7%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,757	\$9,724	1.11	\$8,383	1.28	\$9,588	1.12	\$12,850	0.84
Inpatient Net Revenue per Day		\$2,886	\$2,239	1.29	\$2,142	1.35	\$2,298	1.26	\$2,761	1.05
Outpatient Net Revenue per Visit		\$907	\$430	2.11	\$530	1.71	\$409	2.22	\$853	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$292,834,287	Cash & Cash Equivalents	\$32,653,151	Current Liabilities	\$42,553,933
Less Deductions	\$123,051,059	Net Patient Receivables	\$25,713,278	Long-Term Debt	\$149,850,490
Net Patient Revenue	\$169,783,228	Other Receivables	\$2,596	Other Liabilities	\$374,907
Plus Other Revenue	\$7,832,993			Subtotal	\$192,779,330
Total Revenue	\$177,616,221	Land, Buildings & Equipment (Net)	\$167,586,926	Unrestricted Fund Balance	\$40,441,687
Less Expenses	\$154,355,571	Other Assets	\$7,265,066	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$212,480			Total Liabilities & Fund Balance	\$233,221,017
Net Income	\$23,048,170	Total Assets	\$233,221,017		