

**197 Aurora BayCare Medical Center**  
 2845 Greenbrier Rd  
 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: 6

| Selected Utilization Statistics               | FY 2006 | All GMS Hospitals |       | Analysis Area<br>4 |       | Volume Group<br>6 |       | FY 2006 vs. 2005 |       |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
|   |         | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2005          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 59.8%   | 59.2%             | 1.01  | 57.2%              | 1.05  | 58.1%             | 1.03  | 68.9%            | 0.87  |
| Obstetrics                                    | 51.3%   | 41.5%             | 1.24  | 41.6%              | 1.23  | 37.7%             | 1.36  | 45.6%            | 1.13  |
| Pediatrics                                    | 29.4%   | 52.2%             | 0.56  | 24.1%              | 1.22  | 84.0%             | 0.35  | 38.3%            | 0.77  |
| Total Hospital                                | 55.7%   | 57.2%             | 0.97  | 52.2%              | 1.07  | 55.7%             | 1.00  | 57.6%            | 0.97  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 45.5    | 31.4              | 1.45  | 30.2               | 1.51  | 40.6              | 1.12  | 44.1             | 1.03  |
| Obstetrics                                    | 11.8    | 5.3               | 2.23  | 5.1                | 2.31  | 6.4               | 1.84  | 10.5             | 1.13  |
| Pediatrics                                    | 2.4     | 2.2               | 1.07  | 1.3                | 1.81  | 8.0               | 0.29  | 3.1              | 0.77  |
| Total Hospital                                | 89.1    | 53.6              | 1.66  | 52.5               | 1.70  | 81.4              | 1.09  | 84.6             | 1.05  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 3.0     | 3.6               | 0.84  | 3.6                | 0.84  | 3.7               | 0.82  | 3.1              | 0.96  |
| Obstetrics                                    | 2.6     | 2.4               | 1.09  | 2.6                | 1.01  | 2.5               | 1.05  | 2.5              | 1.05  |
| Pediatrics                                    | 2.0     | 2.2               | 0.89  | 2.6                | 0.75  | 2.1               | 0.93  | 1.8              | 1.07  |
| Total Hospital                                | 3.9     | 4.3               | 0.90  | 3.9                | 0.99  | 4.2               | 0.92  | 3.7              | 1.03  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| Inpatient                                     | 4,192   | 1,903             | 2.20  | 1,724              | 2.43  | 2,574             | 1.63  | 4,082            | 1.03  |
| Outpatient                                    | 16,768  | 4,240             | 3.95  | 5,823              | 2.88  | 6,209             | 2.70  | 15,463           | 1.08  |
| Inpatient as % of All Surgeries               | 20.0%   | 31.0%             | 0.65  | 22.8%              | 0.88  | 29.3%             | 0.68  | 20.9%            | 0.96  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| Non-Emergency Visits                          | 118,130 | 89,386            | 1.32  | 96,447             | 1.22  | 112,584           | 1.05  | 67,850           | 1.74  |
| Emergency Visits                              | 22,993  | 15,537            | 1.48  | 20,252             | 1.14  | 22,560            | 1.02  | 21,077           | 1.09  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 4.0     | 17.1              | 0.23  | 9.7                | 0.41  | 29.5              | 0.14  | 4.0              | 1.00  |
| Nurses, Licensed                              | 380.1   | 180.9             | 2.10  | 222.1              | 1.71  | 273.4             | 1.39  | 340.1            | 1.12  |
| Ancillary Nursing Personnel                   | 29.7    | 35.0              | 0.85  | 36.9               | 0.80  | 46.3              | 0.64  | 21.5             | 1.38  |
| All Other Personnel                           | 793.3   | 419.6             | 1.89  | 523.8              | 1.51  | 614.8             | 1.29  | 729.3            | 1.09  |
| Total FTEs                                    | 1,207.0 | 652.6             | 1.85  | 792.6              | 1.52  | 964.1             | 1.25  | 1,094.8          | 1.10  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 2.3     | 16.6              | 0.14  | 7.8                | 0.30  | 18.4              | 0.13  | 2.5              | 0.93  |
| Nurses, Licensed                              | 222.5   | 175.7             | 1.27  | 177.8              | 1.25  | 170.6             | 1.30  | 213.3            | 1.04  |
| Ancillary Nursing Personnel                   | 17.4    | 34.0              | 0.51  | 29.6               | 0.59  | 28.9              | 0.60  | 13.5             | 1.29  |
| All Other Personnel                           | 464.3   | 407.4             | 1.14  | 419.3              | 1.11  | 383.7             | 1.21  | 457.4            | 1.02  |
| Total FTEs                                    | 706.4   | 633.7             | 1.11  | 634.5              | 1.11  | 601.6             | 1.17  | 686.7            | 1.03  |

**Total Hospital:**  
 Beds Set Up & Staffed 160  
 Discharges 8,442  
 Inpatient Days 32,520

**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 19  
 Total Births 1,643  
 Newborn Days 3,162

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed 12/31/2006 | 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                 | 76                               | 5,485                    | 16,591               | 59.8%              | 45.5                      | 3.0                           |
| Orthopedic                            | 2                 | 0                                | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | 1                 | 6                                | 139                      | 1,607                | 73.4%              | 4.4                       | 11.6                          |
| 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                           |
| <b>Pediatric, acute</b>               | 1                 | 8                                | 438                      | 858                  | 29.4%              | 2.4                       | 2.0                           |
| <b>Obstetrics</b>                     | 1                 | 23                               | 1,646                    | 4,307                | 51.3%              | 11.8                      | 2.6                           |
| <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                 | 29                               | 734                      | 6,121                | 57.8%              | 16.8                      | 8.3                           |
| Step-Down (Special Care)              | 2                 | 0                                | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | 1                 | 18                               | 230                      | 3,036                | 46.2%              | 8.3                       | 13.2                          |
| 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       | 52               | 30               | 62.4           |
| Physicians & Dentists                   | 0                | 0                | 0.0        | Respiratory Therapists                | 16               | 10               | 19.8           |
| Medical & Dental Residents              | 0                | 0                | 0.0        | Occupational Therapists               | 5                | 0                | 5.0            |
| Registered Nurses                       | 259              | 225              | 378.1      | Occupational Therapy Assistants/Aides | 1                | 1                | 1.0            |
| Certified Nurse Midwives                | 0                | 0                | 0.0        | Physical Therapists                   | 16               | 5                | 17.8           |
| Licensed Practical Nurses               | 2                | 0                | 2.0        | Physical Therapy Assistants/Aides     | 6                | 0                | 6.0            |
| Ancillary Nursing Personnel             | 23               | 12               | 29.7       | Recreational Therapists               | 0                | 0                | 0.0            |
| Physician Assistants                    | 0                | 0                | 0.0        | Dietitians & Nutritionists            | 7                | 6                | 8.7            |
| Nurse Practitioners                     | 0                | 0                | 0.0        | Psychologists                         | 0                | 0                | 0.0            |
| Medical Records Personnel               | 41               | 13               | 47.5       | Social Workers                        | 4                | 4                | 4.2            |
| Pharmacy Personnel                      | 21               | 6                | 24.1       | All Other Health Professionals        | 163              | 95               | 199.6          |
| Clinical Laboratory Personnel           | 15               | 3                | 16.4       | All Other Personnel                   | 234              | 194              | 345.9          |
| Surgical Personnel                      | 27               | 15               | 35.0       | <b>Total</b>                          | <b>896</b>       | <b>619</b>       | <b>1,207.0</b> |

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| Selected Financial Statistics                            | FY 2006       | All GMS Hospitals |          | Analysis Area |         | Volume Group |         | FY 2006 vs. 2005 |          |      |
|--|---------------|-------------------|----------|---------------|---------|--------------|---------|------------------|----------|------|
|  |               | Value             | Ratio    | Value         | Ratio   | Value        | Ratio   | FY 2005          | Ratio    |      |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |               |                   |          |               |         |              |         |                  |          |      |
| Medicare   | \$115,275,241 | 34.2%             | 41.4%    | 0.83          | 41.7%   | 0.82         | 39.2%   | 0.87             | 35.9%    | 0.95 |
| Medical Assistance                                       | \$24,056,786  | 7.1%              | 10.3%    | 0.69          | 7.6%    | 0.94         | 10.7%   | 0.67             | 7.1%     | 1.00 |
| Commercial   | \$171,399,501 | 50.8%             | 41.8%    | 1.22          | 43.6%   | 1.17         | 45.3%   | 1.12             | 48.9%    | 1.04 |
| All Other  | \$26,666,045  | 7.9%              | 6.5%     | 1.22          | 7.0%    | 1.13         | 4.8%    | 1.65             | 8.0%     | 0.98 |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |               |                   |          |               |         |              |         |                  |          |      |
| Medicare   | \$77,979,551  | 23.1%             | 25.6%    | 0.90          | 26.7%   | 0.87         | 25.7%   | 0.90             | 24.1%    | 0.96 |
| Medical Assistance                                       | \$20,224,006  | 6.0%              | 7.7%     | 0.78          | 6.0%    | 1.00         | 8.0%    | 0.75             | 6.0%     | 0.99 |
| Commercial   | \$42,967,201  | 12.7%             | 10.6%    | 1.20          | 9.7%    | 1.31         | 11.2%   | 1.14             | 8.2%     | 1.56 |
| Charity Care   | \$4,111,433   | 1.2%              | 1.6%     | 0.76          | 1.7%    | 0.72         | 1.2%    | 1.02             | 1.2%     | 1.01 |
| All Other  | \$5,410,710   | 1.6%              | 1.4%     | 1.15          | 1.1%    | 1.46         | 1.2%    | 1.34             | 2.5%     | 0.63 |
| Total Deductions   | \$150,692,901 | 44.7%             | 47.0%    | 0.95          | 45.3%   | 0.99         | 47.3%   | 0.94             | 42.0%    | 1.06 |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |               |                   |          |               |         |              |         |                  |          |      |
| Other Revenue as % of Total Revenue                      |               | 4.7%              | 4.5%     | 1.05          | 3.3%    | 1.43         | 3.9%    | 1.21             | 4.4%     | 1.07 |
| Net Gains/Losses as % of Net Income                      |               | -0.4%             | 20.7%    | N/A           | 23.3%   | N/A          | 19.1%   | N/A              | -0.9%    | 0.43 |
| <b>Expenses as % of Total Expenses</b>                   |               |                   |          |               |         |              |         |                  |          |      |
| Salary/Fringe Benefits                                   | \$71,809,473  | 41.6%             | 47.5%    | 0.88          | 52.3%   | 0.80         | 48.7%   | 0.85             | 38.2%    | 1.09 |
| Supplies & Services                                      | \$64,657,939  | 37.4%             | 40.1%    | 0.93          | 33.9%   | 1.10         | 38.8%   | 0.97             | 41.0%    | 0.91 |
| Capital Component  | \$30,008,558  | 17.4%             | 9.0%     | 1.93          | 10.3%   | 1.69         | 9.6%    | 1.81             | 16.2%    | 1.07 |
| Bad Debt   | \$6,182,056   | 3.6%              | 3.5%     | 1.02          | 3.5%    | 1.02         | 2.8%    | 1.28             | 4.5%     | 0.79 |
| <b>Fiscal Statistics</b>                                 |               |                   |          |               |         |              |         |                  |          |      |
| Operating Margin (%)                                     |               | 11.9%             | 5.9%     | 2.01          | 5.1%    | 2.33         | 8.8%    | 1.35             | 13.1%    | 0.91 |
| Total Hospital Net Income (%)                            |               | 11.8%             | 7.3%     | 1.62          | 6.5%    | 1.82         | 10.7%   | 1.11             | 13.0%    | 0.91 |
| Return on Equity (%)                                     |               | 9.6%              | 6.1%     | 1.57          | 5.1%    | 1.88         | 8.1%    | 1.18             | 9.9%     | 0.97 |
| Current Ratio  |               | 1.8               | 3.0      | 0.60          | 2.8     | 0.64         | 3.3     | 0.54             | 1.4      | 1.28 |
| Days in Net Patient Accounts Receivable                  |               | 56.9              | 51.6     | 1.10          | 59.0    | 0.96         | 55.1    | 1.03             | 55.4     | 1.03 |
| Average Payment Period                                   |               | 91.3              | 51.3     | 1.78          | 54.3    | 1.68         | 49.9    | 1.83             | 109.2    | 0.84 |
| Equity Financing (%)                                     |               | 21.3%             | 60.2%    | 0.35          | 59.5%   | 0.36         | 64.0%   | 0.33             | 17.3%    | 1.23 |
| Long-Term Debt to Equity Ratio                           |               | 2.9               | 0.4      | 7.27          | 0.5     | 5.81         | 0.4     | 7.27             | 3.7      | 0.78 |
| Times Interest Earned                                    |               | 2.8               | 6.1      | 0.46          | 3.9     | 0.72         | 7.1     | 0.40             | 3.1      | 0.92 |
| Total Asset Turnover                                     |               | 0.8               | 0.8      | 1.01          | 0.8     | 1.01         | 0.7     | 1.15             | 0.8      | 1.06 |
| Average Age of Plant (Years)                             |               | 3.9               | 8.6      | 0.46          | 8.5     | 0.46         | 8.3     | 0.47             | 4.2      | 0.94 |
| Increase (Decrease) Total Net Patient Revenue            |               | 10.0%             | 6.2%     | 1.61          | 5.6%    | 1.78         | 5.0%    | 1.99             | 15.6%    | 0.64 |
| Outpatient Gross Revenue (% of Total GPR)                |               | 47.9%             | 48.0%    | 1.00          | 55.2%   | 0.87         | 49.2%   | 0.97             | 46.9%    | 1.02 |
| <b>Net Revenue Statistics</b>                            |               |                   |          |               |         |              |         |                  |          |      |
| Inpatient Net Revenue per Discharge                      |               | \$11,358          | \$10,323 | 1.10          | \$9,032 | 1.26         | \$9,923 | 1.14             | \$10,757 | 1.06 |
| Inpatient Net Revenue per Day                            |               | \$2,948           | \$2,382  | 1.24          | \$2,285 | 1.29         | \$2,387 | 1.24             | \$2,886  | 1.02 |
| Outpatient Net Revenue per Visit                         |               | \$644             | \$450    | 1.43          | \$496   | 1.30         | \$531   | 1.21             | \$907    | 0.71 |

| Income Statement            |               | Assets                            |               | Liabilities & Fund Balances      |               |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$337,397,573 | Cash & Cash Equivalents           | \$2,350,117   | Current Liabilities              | \$39,768,601  |
| Less Deductions             | \$150,692,901 | Net Patient Receivables           | \$29,122,505  | Long-Term Debt                   | \$150,531,505 |
| Net Patient Revenue         | \$186,704,672 | Other Receivables                 | \$1,429       | Other Liabilities                | \$484,008     |
| Plus Other Revenue          | \$9,241,034   |                                   |               | Subtotal                         | \$190,784,114 |
| Total Revenue               | \$195,945,706 | Land, Buildings & Equipment (Net) | \$165,728,381 | Unrestricted Fund Balance        | \$51,779,975  |
| Less Expenses               | \$172,658,026 | Other Assets                      | \$45,361,657  | Restricted Fund Balance          | \$0           |
| Non-Operating Gains/Losses  | -\$91,283     |                                   |               | Total Liabilities & Fund Balance | \$242,564,089 |
| Net Income                  | \$23,196,397  | Total Assets                      | \$242,564,089 |                                  |               |