

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: **6**

Selected Utilization Statistics	FY 2007	All GSM Hospitals		Analysis Area 4		Volume Group 6		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.0%	60.0%	1.03	56.2%	1.10	61.4%	1.01	59.8%	1.04
Obstetrics	49.5%	42.5%	1.16	37.8%	1.31	42.2%	1.17	51.3%	0.96
Pediatrics	26.4%	55.1%	0.48	27.3%	0.97	82.3%	0.32	29.4%	0.90
Total Hospital	51.7%	57.1%	0.91	51.3%	1.01	57.5%	0.90	55.7%	0.93
Average Census (Patients)									
Adult Medical-Surgical	47.1	32.2	1.46	30.4	1.55	49.4	0.95	45.5	1.04
Obstetrics	11.4	5.5	2.05	4.1	2.77	8.6	1.33	11.8	0.96
Pediatrics	2.1	2.3	0.92	1.3	1.67	9.9	0.21	2.4	0.90
Total Hospital	80.1	53.3	1.50	50.9	1.57	103.2	0.78	89.1	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.7	0.87	3.5	0.92	3.8	0.85	3.0	1.06
Obstetrics	2.5	2.3	1.06	2.4	1.03	2.5	0.99	2.6	0.95
Pediatrics	2.1	2.2	0.95	2.8	0.75	2.1	1.00	2.0	1.08
Total Hospital	3.5	4.2	0.85	3.8	0.92	4.3	0.82	3.9	0.92
Surgical Operations									
Inpatient	4,042	1,939	2.08	1,696	2.38	3,476	1.16	4,192	0.96
Outpatient	17,809	4,175	4.27	6,002	2.97	7,518	2.37	16,768	1.06
Inpatient as % of All Surgeries	18.5%	31.7%	0.58	22.0%	0.84	31.6%	0.59	20.0%	0.92
Outpatient Visits									
Non-Emergency Visits	125,123	90,979	1.38	106,711	1.17	187,282	0.67	118,130	1.06
Emergency Visits	24,290	15,916	1.53	20,449	1.19	28,547	0.85	22,993	1.06
Full-Time Equivalents (FTEs)									
Administrators	5.0	16.4	0.30	13.5	0.37	30.3	0.17	4.0	1.25
Nurses, Licensed	394.6	187.1	2.11	220.3	1.79	354.1	1.11	380.1	1.04
Ancillary Nursing Personnel	28.3	37.2	0.76	35.9	0.79	68.4	0.41	29.7	0.95
All Other Personnel	792.0	437.1	1.81	515.7	1.54	799.4	0.99	793.3	1.00
Total FTEs	1,219.8	677.8	1.80	785.4	1.55	1,252.3	0.97	1,207.0	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.1	15.7	0.20	10.9	0.28	15.9	0.19	2.3	1.32
Nurses, Licensed	243.8	179.0	1.36	177.3	1.37	186.0	1.31	222.5	1.10
Ancillary Nursing Personnel	17.5	35.6	0.49	28.9	0.60	35.9	0.49	17.4	1.01
All Other Personnel	489.4	418.1	1.17	415.1	1.18	419.8	1.17	464.3	1.05
Total FTEs	753.7	648.4	1.16	632.2	1.19	657.6	1.15	706.4	1.07

Total Hospital:

Beds Set Up & Staffed 155
 Discharges 8,241
 Inpatient Days 29,253

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:

Bassinetts 34
 Total Births 1,710
 Newborn Days 3,214

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	76	5,376	17,207	62.0%	47.1	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	100	1,542	70.4%	4.2	15.4
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
Pediatric, acute	1	8	365	772	26.4%	2.1	2.1
Obstetrics	1	23	1,666	4,153	49.5%	11.4	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	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	24	734	5,579	63.7%	15.3	7.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	295	3,896	59.3%	10.7	13.2
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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	5	0	5.0	Radiological Services Personnel	52	22	67.4
Physicians & Dentists	0	0	0.0	Respiratory Therapists	16	11	21.7
Medical & Dental Residents	0	0	0.0	Occupational Therapists	5	0	5.0
Registered Nurses	285	204	392.6	Occupational Therapy Assistants/Aides	1	2	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	19	4	20.3
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	3	6	6.7
Ancillary Nursing Personnel	22	11	28.3	Recreational Therapists	0	1	0.1
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	8	3	8.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	37	19	46.5	Social Workers	4	4	4.7
Pharmacy Personnel	22	7	26.5	All Other Health Professionals	166	94	204.6
Clinical Laboratory Personnel	13	6	16.6	All Other Personnel	219	196	327.8
Surgical Personnel	26	15	34.5	Total	905	605	1,219.8

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$126,166,842	33.1%	41.3%	0.80	42.0%	0.79	37.5%	0.88	34.2%	0.97
Medical Assistance	\$29,631,580	7.8%	10.5%	0.74	8.1%	0.96	13.5%	0.58	7.1%	1.09
Commercial	\$194,523,144	51.0%	41.4%	1.23	42.9%	1.19	42.9%	1.19	50.8%	1.00
All Other	\$31,206,964	8.2%	6.6%	1.24	7.1%	1.15	6.1%	1.35	7.9%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$85,630,838	22.4%	25.8%	0.87	27.0%	0.83	23.9%	0.94	23.1%	0.97
Medical Assistance	\$24,124,069	6.3%	7.9%	0.80	6.6%	0.96	10.2%	0.62	6.0%	1.05
Commercial	\$49,489,413	13.0%	11.0%	1.18	10.6%	1.23	11.2%	1.16	12.7%	1.02
Charity Care	\$3,660,351	1.0%	1.6%	0.60	1.5%	0.63	1.4%	0.68	1.2%	0.79
All Other	\$11,206,613	2.9%	1.6%	1.81	0.7%	4.39	1.3%	2.33	1.6%	1.83
Total Deductions	\$174,111,284	45.6%	48.1%	0.95	47.1%	0.97	48.3%	0.94	44.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	4.7%	0.99	3.2%	1.44	7.9%	0.59	4.7%	0.98
Net Gains/Losses as % of Net Income		0.0%	25.2%	0.00	28.8%	0.00	21.3%	0.00	-0.4%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$76,238,584	42.1%	47.6%	0.88	51.2%	0.82	46.3%	0.91	41.6%	1.01
Supplies & Services	\$73,122,992	40.4%	40.1%	1.01	35.2%	1.15	41.8%	0.97	37.4%	1.08
Capital Component	\$27,891,943	15.4%	8.8%	1.76	10.1%	1.52	8.7%	1.77	17.4%	0.89
Bad Debt	\$3,955,631	2.2%	3.6%	0.60	3.5%	0.63	3.2%	0.69	3.6%	0.61
Fiscal Statistics										
Operating Margin (%)		16.7%	7.0%	2.38	6.1%	2.76	8.1%	2.06	11.9%	1.40
Total Hospital Net Income (%)		16.7%	9.2%	1.82	8.3%	2.01	10.1%	1.66	11.8%	1.41
Return on Equity (%)		13.9%	7.4%	1.88	6.3%	2.20	7.8%	1.77	9.6%	1.45
Current Ratio		2.3	3.1	0.73	2.8	0.82	3.3	0.69	1.8	1.28
Days in Net Patient Accounts Receivable		53.0	52.5	1.01	54.6	0.97	54.8	0.97	56.9	0.93
Average Payment Period		85.9	50.4	1.71	52.0	1.65	48.1	1.78	91.3	0.94
Equity Financing (%)		28.8%	60.8%	0.47	59.2%	0.49	60.9%	0.47	21.3%	1.35
Long-Term Debt to Equity Ratio		1.9	0.4	4.85	0.5	3.78	0.4	4.67	2.9	0.66
Times Interest Earned		3.9	7.3	0.53	5.0	0.79	7.4	0.53	2.8	1.39
Total Asset Turnover		0.8	0.8	1.06	0.7	1.12	0.8	1.09	0.8	1.03
Average Age of Plant (Years)		6.0	9.2	0.66	9.1	0.66	9.0	0.67	3.9	1.53
Increase (Decrease) Total Net Patient Revenue		11.1%	7.5%	1.48	7.3%	1.52	6.8%	1.63	10.0%	1.11
Outpatient Gross Revenue (% of Total GPR)		50.5%	49.0%	1.03	55.9%	0.90	45.8%	1.10	47.9%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,121		\$11,671	1.04	\$12,486	0.97	\$12,402	0.98	\$11,358	1.07
Inpatient Net Revenue per Day	\$3,415		\$2,752	1.24	\$3,230	1.06	\$2,855	1.20	\$2,948	1.16
Outpatient Net Revenue per Visit	\$720		\$516	1.39	\$663	1.09	\$433	1.66	\$644	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$381,528,530	Cash & Cash Equivalents	\$4,610,651	Current Liabilities	\$40,121,878
Less Deductions	\$174,111,284	Net Patient Receivables	\$30,145,173	Long-Term Debt	\$145,310,305
Net Patient Revenue	\$207,417,246	Other Receivables	\$1,140	Other Liabilities	\$776,007
Plus Other Revenue	\$10,095,321			Subtotal	\$186,208,190
Total Revenue	\$217,512,567	Land, Buildings & Equipment (Net)	\$163,626,812	Unrestricted Fund Balance	\$75,168,080
Less Expenses	\$181,209,150	Other Assets	\$62,992,494	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,712			Total Liabilities & Fund Balance	\$261,376,270
Net Income	\$36,308,129	Total Assets	\$261,376,270		