

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 2008	All GSM Hospitals		Analysis Area 4		Volume Group 6		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	61.5%	60.5%	1.02	54.5%	1.13	60.5%	1.02	62.0%	0.99
Obstetrics	45.1%	42.5%	1.06	36.0%	1.25	41.7%	1.08	49.5%	0.91
Pediatrics	18.8%	57.0%	0.33	25.7%	0.73	82.0%	0.23	26.4%	0.71
Total Hospital	47.1%	58.4%	0.81	49.5%	0.95	57.7%	0.82	51.7%	0.91
Average Census (Patients)									
Adult Medical-Surgical	46.8	31.3	1.49	29.9	1.57	51.1	0.91	47.1	0.99
Obstetrics	10.4	5.7	1.82	4.2	2.47	9.1	1.14	11.4	0.91
Pediatrics	1.5	2.4	0.64	1.1	1.40	10.4	0.14	2.1	0.71
Total Hospital	78.6	54.6	1.44	50.2	1.57	100.7	0.78	80.1	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.7	0.88	3.5	0.94	3.7	0.87	3.2	1.02
Obstetrics	2.4	2.4	1.03	2.4	1.01	2.6	0.94	2.5	0.98
Pediatrics	2.3	2.2	1.03	2.7	0.84	2.1	1.10	2.1	1.07
Total Hospital	3.6	4.3	0.85	3.9	0.94	4.4	0.83	3.5	1.02
Surgical Operations									
Inpatient	3,965	1,970	2.01	1,690	2.35	3,267	1.21	4,042	0.98
Outpatient	18,569	4,151	4.47	5,996	3.10	6,433	2.89	17,809	1.04
Inpatient as % of All Surgeries	17.6%	32.2%	0.55	22.0%	0.80	33.7%	0.52	18.5%	0.95
Outpatient Visits									
Non-Emergency Visits	125,800	94,816	1.33	105,247	1.20	204,311	0.62	125,123	1.01
Emergency Visits	24,301	16,124	1.51	20,698	1.17	28,164	0.86	24,290	1.00
Full-Time Equivalents (FTEs)									
Administrators	5.0	18.7	0.27	18.3	0.27	26.0	0.19	5.0	1.00
Nurses, Licensed	366.3	197.1	1.86	221.9	1.65	359.1	1.02	394.6	0.93
Ancillary Nursing Personnel	32.3	37.6	0.86	36.5	0.89	59.3	0.55	28.3	1.14
All Other Personnel	801.0	452.4	1.77	505.0	1.59	840.6	0.95	792.0	1.01
Total FTEs	1,204.6	705.8	1.71	781.6	1.54	1,284.9	0.94	1,219.8	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.1	17.2	0.18	14.5	0.21	13.4	0.23	3.1	0.99
Nurses, Licensed	224.4	181.8	1.23	176.4	1.27	185.0	1.21	243.8	0.92
Ancillary Nursing Personnel	19.8	34.6	0.57	29.0	0.68	30.5	0.65	17.5	1.13
All Other Personnel	490.8	417.2	1.18	401.6	1.22	433.1	1.13	489.4	1.00
Total FTEs	738.1	650.8	1.13	621.5	1.19	662.1	1.11	753.7	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	167	Health Maintenance Organization (HMO)	Yes	Beds Set Up & Staffed	0	Bassinets	30
Discharges	7,941	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,632
Inpatient Days	28,764			Inpatient Days	0	Newborn Days	3,005

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	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	5,242	17,118	61.5%	46.8	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	80	1,606	73.1%	4.4	20.1
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	243	551	18.8%	1.5	2.3
Obstetrics	1	23	1,563	3,800	45.1%	10.4	2.4
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	36	813	5,689	43.2%	15.5	7.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	237	3,184	48.3%	8.7	13.4
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	Surgical Personnel	24	14	33.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	55	22	66.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	19	11	23.5
Registered Nurses	275	164	364.3	Occupational Therapists	6	0	6.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	4	1.8
Licensed Practical Nurses	2	0	2.0	Physical Therapists	17	5	19.0
Ancillary Nursing Personnel	27	12	32.3	Physical Therapy Assistants/Aides	4	5	5.9
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	9	3	9.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	35	20	45.3	Social Workers	3	1	3.7
Pharmacy Personnel	20	11	26.4	All Other Health Professionals	171	97	210.2
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	254	186	350.3
				Total	927	555	1,204.6

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$145,328,940	34.2%	41.5%	0.83	42.5%	0.81	38.0%	0.90	33.1%	1.04
Medical Assistance	\$31,377,090	7.4%	10.8%	0.68	8.3%	0.89	13.9%	0.53	7.8%	0.95
Commercial	\$211,444,547	49.8%	40.7%	1.22	42.1%	1.18	41.7%	1.19	51.0%	0.98
All Other	\$36,320,145	8.6%	7.0%	1.23	7.1%	1.20	6.4%	1.33	8.2%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$99,377,267	23.4%	26.5%	0.88	27.4%	0.86	24.7%	0.95	22.4%	1.04
Medical Assistance	\$28,074,048	6.6%	8.4%	0.79	7.1%	0.94	10.9%	0.61	6.3%	1.05
Commercial	\$59,140,039	13.9%	11.4%	1.22	11.5%	1.22	11.4%	1.22	13.0%	1.07
Charity Care	\$4,038,785	1.0%	1.6%	0.60	1.6%	0.60	1.4%	0.69	1.0%	0.99
All Other	\$12,939,769	3.0%	1.9%	1.62	1.7%	1.76	1.9%	1.61	2.9%	1.04
Total Deductions	\$203,569,908	48.0%	49.8%	0.96	49.2%	0.97	50.3%	0.95	45.6%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.4%	4.5%	0.98	3.0%	1.47	7.8%	0.56	4.6%	0.95
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	1.69
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$80,267,460	42.1%	47.4%	0.89	50.8%	0.83	46.4%	0.91	42.1%	1.00
Supplies & Services	\$77,496,466	40.7%	39.6%	1.03	35.1%	1.16	41.3%	0.98	40.4%	1.01
Capital Component	\$26,445,143	13.9%	8.8%	1.59	10.1%	1.38	8.7%	1.59	15.4%	0.90
Bad Debt	\$6,370,501	3.3%	4.2%	0.79	4.0%	0.84	3.6%	0.94	2.2%	1.53
Fiscal Statistics										
Operating Margin (%)		17.5%	5.6%	3.13	6.4%	2.75	7.5%	2.32	16.7%	1.05
Total Hospital Net Income (%)		17.5%	3.5%	4.98	4.5%	3.91	5.0%	3.51	16.7%	1.05
Return on Equity (%)		13.9%	2.8%	4.97	3.3%	4.17	3.7%	3.78	13.9%	1.00
Current Ratio		2.9	2.9	0.99	3.4	0.85	2.4	1.20	2.3	1.25
Days in Net Patient Accounts Receivable		57.2	50.2	1.14	53.4	1.07	54.0	1.06	53.0	1.08
Average Payment Period		79.9	54.8	1.46	48.2	1.66	67.0	1.19	85.9	0.93
Equity Financing (%)		32.6%	58.1%	0.56	58.1%	0.56	55.3%	0.59	28.8%	1.14
Long-Term Debt to Equity Ratio		1.6	0.4	4.05	0.5	3.20	0.4	3.76	1.9	0.85
Times Interest Earned		4.9	3.3	1.49	3.2	1.50	4.2	1.17	3.9	1.25
Total Asset Turnover		0.8	0.8	0.98	0.8	1.05	0.8	1.05	0.8	0.95
Average Age of Plant (Years)		6.8	9.5	0.71	9.2	0.74	9.2	0.74	6.0	1.12
Increase (Decrease) Total Net Patient Revenue		6.5%	6.3%	1.03	5.8%	1.11	7.0%	0.93	11.1%	0.59
Outpatient Gross Revenue (% of Total GPR)		51.8%	49.7%	1.04	56.9%	0.91	48.1%	1.08	50.5%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,641	\$11,228	1.13	\$10,044	1.26	\$11,467	1.10	\$12,121	1.04	
Inpatient Net Revenue per Day	\$3,490	\$2,612	1.34	\$2,585	1.35	\$2,626	1.33	\$3,415	1.02	
Outpatient Net Revenue per Visit	\$803	\$497	1.62	\$543	1.48	\$406	1.98	\$720	1.12	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$424,470,721	Cash & Cash Equivalents	\$5,398,993	Current Liabilities	\$39,157,873
Less Deductions	\$203,569,908	Net Patient Receivables	\$34,533,308	Long-Term Debt	\$156,287,576
Net Patient Revenue	\$220,900,813	Other Receivables	-\$40,285	Other Liabilities	\$725,832
Plus Other Revenue	\$10,203,599			Subtotal	\$196,171,281
Total Revenue	\$231,104,415	Land, Buildings & Equipment (Net)	\$172,749,178	Unrestricted Fund Balance	\$95,089,074
Less Expenses	\$190,579,570	Other Assets	\$78,619,161	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$8,910			Total Liabilities & Fund Balance	\$291,260,355
Net Income	\$40,533,755	Total Assets	\$291,260,355		