

**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: 7

		All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	74.9%	55.7%	1.35	50.7%	1.48	69.4%	1.08	66.3%	1.13
Obstetrics	53.6%	41.5%	1.29	35.8%	0.34	52.7%	1.02	49.7%	1.08
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	69.8%	57.5%	1.22	47.6%	1.47	67.8%	1.03	65.0%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	70.4	26.4	2.67	23.3	3.03	101.2	0.70	63.6	1.11
Obstetrics	12.3	5.6	2.19	4.4	2.83	15.7	0.79	11.4	1.08
Pediatrics	0.0	1.4	N/A	0.5	N/A	3.8	N/A	0.0	N/A
Total Hospital	116.6	49.4	2.36	40.3	2.90	195.9	0.60	108.5	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.91	3.6	1.00	4.4	0.82	3.3	1.09
Obstetrics	2.7	2.5	1.08	2.5	1.10	2.6	1.04	2.5	1.09
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.2	4.4	0.94	3.6	1.14	4.8	0.86	3.9	1.06
<b>Surgical Operations</b>									
Inpatient	3,511	1,396	2.51	1,119	3.14	5,208	0.67	3,627	0.97
Outpatient	14,062	4,206	3.34	4,642	3.03	14,763	0.95	13,297	1.06
Inpatient as % of All Surgeries	20.0%	24.9%	0.80	19.4%	1.03	26.1%	0.77	21.4%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	384,204	136,074	2.82	200,883	1.91	473,499	0.81	327,712	1.17
Emergency Visits	27,027	18,688	1.45	18,216	1.48	53,629	0.50	27,752	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	20.0	19.3	1.03	19.6	1.02	64.0	0.31	22.0	0.91
Nurses, Licensed	688.4	239.2	2.88	266.6	2.58	866.8	0.79	630.6	1.09
Ancillary Nursing Personnel	101.2	40.0	2.53	32.6	3.10	141.9	0.71	106.8	0.95
All Other Personnel	1,057.6	480.4	2.20	519.5	2.04	1,693.5	0.62	1,011.3	1.05
Total FTEs	1,867.2	779.0	2.40	838.3	2.23	2,766.3	0.67	1,770.7	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.1	14.9	0.34	13.4	0.38	13.7	0.37	6.3	0.81
Nurses, Licensed	175.9	183.7	0.96	183.1	0.96	186.0	0.95	180.2	0.98
Ancillary Nursing Personnel	25.9	30.8	0.84	22.4	1.15	30.4	0.85	30.5	0.85
All Other Personnel	270.2	369.0	0.73	356.8	0.76	363.3	0.74	289.0	0.94
Total FTEs	477.0	598.3	0.80	575.7	0.83	593.5	0.80	505.9	0.94

**Total Hospital:**

Beds Set Up & Staffed 167  
 Discharges 10,246  
 Inpatient Days 42,566

**Contract with:**

Health Maintenance  
 Organization (HMO) Yes  
 Preferred Provider  
 Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**

Bassinet 26  
 Total Births 1,673  
 Newborn Days 2,859

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	94	7,194	25,696	74.9%	70.4	3.6
Orthopedic	1	8	14	45	1.5%	0.1	3.2
Rehabilitation & Physical Medicine	2	0	59	842	0.0%	2.3	14.3
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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	1,645	4,503	53.6%	12.3	2.7
<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	24	780	6,623	75.6%	18.1	8.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	205	4,857	73.9%	13.3	23.7
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.

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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	20	0	20.0	Surgical Personnel	39	19	49.2
Physicians & Dentists	72	4	74.3	Radiological Services Personnel	57	24	76.2
Medical & Dental Residents	0	0	0.0	Sonographers	13	13	23.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	23	13	30.9
Registered Nurses	512	221	647.9	Occupational Therapists	11	10	16.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	2.3
Licensed Practical Nurses	10	8	14.8	Physical Therapists	32	11	38.7
Ancillary Nursing Personnel	72	66	101.2	Physical Therapy Assistants/Aides	6	10	11.9
Medical Assistants	25	12	35.9	Recreational Therapists	0	1	0.1
Physician Assistants	6	0	6.0	Dietitians & Nutritionists	7	3	8.7
Nurse Practitioners	23	3	24.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	2	8.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	281	137	358.5
Health Info Mgmt-Administrators/Technicians	27	5	30.2	All Other Personnel	166	90	225.0
Pharmacy Personnel	29	9	35.7				
Clinical Laboratory Personnel	20	7	26.1				
				<b>Total</b>	<b>1,461</b>	<b>671</b>	<b>1,867.2</b>

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Green Bay, WI 54308			All GMS Hospitals		Analysis Area <sup>4</sup>		Volume Group <sup>7</sup>		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>											
Medicare	\$600,787,341	42.9%	45.7%	0.94	46.7%	0.92	46.0%	0.93	40.5%	1.06	
Medical Assistance	\$155,077,110	11.1%	14.0%	0.79	11.9%	0.93	12.8%	0.87	11.0%	1.01	
Commercial	\$607,058,977	43.4%	35.8%	1.21	38.0%	1.14	36.0%	1.20	46.2%	0.94	
All Other	\$36,958,434	2.6%	4.5%	0.59	3.4%	0.77	5.3%	0.50	2.3%	1.13	
<b>Deductions as % of Total Gross Patient Revenue</b>											
Medicare	\$480,776,543	34.3%	34.1%	1.01	34.7%	0.99	35.3%	0.97	32.2%	1.07	
Medical Assistance	\$125,510,897	9.0%	10.6%	0.85	9.0%	1.00	10.0%	0.90	8.6%	1.05	
Commercial	\$274,362,773	19.6%	14.7%	1.33	16.1%	1.21	16.0%	1.22	19.9%	0.98	
Charity Care	\$10,250,521	0.7%	1.0%	0.75	0.9%	0.80	1.0%	0.76	0.9%	0.83	
Bad Debt	\$12,906,572	0.9%	1.1%	0.86	1.0%	0.94	0.9%	0.99	1.0%	0.96	
All Other	\$18,417,467	1.3%	2.0%	0.67	1.8%	0.75	2.2%	0.59	1.0%	1.33	
Total Deductions	\$922,224,773	65.9%	63.3%	1.04	63.5%	1.04	65.5%	1.01	63.5%	1.04	
<b>Other Revenue &amp; Net Gains or Losses</b>											
Other Revenue as % of Total Revenue		3.2%	5.5%	0.58	3.5%	0.90	6.8%	0.47	3.5%	0.91	
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	8.5%	N/A	1.9%	N/A	N/A	N/A	
<b>Expenses as % of Total Expenses</b>											
Salary/Fringe Benefits	\$147,583,528	37.6%	44.1%	0.85	45.8%	0.82	43.1%	0.87	38.8%	0.97	
Supplies & Services	\$219,486,661	55.9%	49.0%	1.14	46.8%	1.19	50.4%	1.11	57.4%	0.97	
Capital Component	\$25,627,012	6.5%	6.9%	0.95	7.4%	0.88	6.4%	1.02	3.8%	1.73	
<b>Fiscal Statistics</b>											
Operating Margin (%)		20.4%	8.4%	2.44	9.4%	2.17	8.5%	2.40	26.7%	0.76	
Total Hospital Net Income (%)		20.4%	8.6%	2.38	10.2%	2.00	8.7%	2.35	26.6%	0.76	
Return on Equity (%)		22.0%	6.3%	3.47	7.0%	3.13	6.7%	3.29	25.7%	0.85	
Current Ratio		3.8	5.9	0.64	4.3	0.89	6.2	0.61	3.6	1.05	
Days in Net Patient Accounts Receivable		55.9	51.6	1.08	50.7	1.10	50.7	1.10	59.2	0.94	
Average Payment Period		62.4	38.5	1.62	54.9	1.14	38.6	1.62	82.7	0.75	
Equity Financing (%)		65.4%	75.1%	0.87	75.6%	0.87	76.2%	0.86	60.9%	1.07	
Long-Term Debt to Equity Ratio		0.3	0.2	1.96	0.2	1.81	0.1	2.72	0.4	0.81	
Times Interest Earned		20.7	13.4	1.54	14.7	1.40	13.7	1.51	-19.9	N/A	
Total Asset Turnover		1.1	0.7	1.47	0.7	1.58	0.8	1.40	1.0	1.12	
Average Age of Plant (Years)		8.1	9.9	0.82	10.4	0.78	10.8	0.75	8.3	0.97	
Increase (Decrease) Total Net Patient Revenue		8.3%	5.4%	1.53	3.9%	2.13	6.1%	1.36	7.7%	1.08	
Outpatient Gross Revenue (% of Total GPR)		68.9%	61.9%	1.11	71.3%	0.97	58.0%	1.19	67.6%	1.02	
<b>Net Revenue Statistics</b>											
Inpatient Net Revenue per Discharge	\$16,604		\$15,830	1.05	\$12,899	1.29	\$17,621	0.94	\$16,388	1.01	
Inpatient Net Revenue per Day	\$3,824		\$3,538	1.08	\$3,402	1.12	\$3,654	1.05	\$4,013	0.95	
Outpatient Net Revenue per Visit	\$779		\$686	1.14	\$545	1.43	\$698	1.12	\$806	0.97	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$1,399,881,862		Cash & Cash Equivalents		\$40,425	Current Liabilities		\$63,926,871
Less Deductions	\$922,224,773		Net Patient Receivables		\$73,157,740	Long-Term Debt		\$93,432,235
Net Patient Revenue	\$477,657,089		Other Receivables		\$661,427	Other Liabilities		\$549,784
Plus Other Revenue	\$15,697,887					Subtotal		\$157,908,890
Total Revenue	\$493,354,976		Land, Buildings & Equipment (Net)		\$206,127,386	Unrestricted Fund Balance		\$298,867,308
Less Expenses	\$392,697,201		Other Assets		\$176,789,220	Restricted Fund Balance		\$0
Non-Operating Gains/Losses	-\$248,805					Total Liabilities & Fund Balance		\$456,776,198
Net Income	\$100,408,970		Total Assets		\$456,776,198			