

**197 Aurora BayCare Medical Center**  
 2845 Greenbrier Drive  
 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: 7

Selected Utilization Statistics	FY 2022	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	74.7%	60.7%	1.23	62.0%	1.21	74.8%	1.00	75.4%	0.99
Obstetrics	45.3%	37.3%	1.21	34.4%	0.30	51.0%	0.89	47.0%	0.97
Pediatrics	0.0%	67.4%	N/A	14.3%	N/A	58.9%	N/A	0.0%	N/A
Total Hospital	61.9%	61.9%	1.00	56.6%	1.09	73.0%	0.85	58.6%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	67.2	27.3	2.47	27.3	2.46	108.7	0.62	70.9	0.95
Obstetrics	10.4	4.7	2.20	3.8	2.73	14.4	0.73	10.8	0.97
Pediatrics	0.0	1.7	N/A	0.3	N/A	5.5	N/A	0.0	N/A
Total Hospital	117.6	50.5	2.33	46.9	2.51	214.4	0.55	123.1	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.7	4.9	0.96	4.6	1.03	5.4	0.88	4.6	1.04
Obstetrics	2.5	2.4	1.02	2.3	1.07	2.5	0.97	2.5	0.98
Pediatrics	0.0	4.0	N/A	2.6	N/A	4.6	N/A	0.0	N/A
Total Hospital	5.2	5.3	0.99	4.8	1.10	5.8	0.90	4.9	1.08
<b>Surgical Operations</b>									
Inpatient	2,638	990	2.67	796	3.32	3,804	0.69	2,841	0.93
Outpatient	15,195	4,017	3.78	5,614	2.71	11,772	1.29	14,769	1.03
Inpatient as % of All Surgeries	14.8%	19.8%	0.75	12.4%	1.19	24.4%	0.61	16.1%	0.92
<b>Outpatient Visits</b>									
Non-Emergency Visits	445,661	141,022	3.16	209,631	2.13	460,116	0.97	434,075	1.03
Emergency Visits	30,275	17,305	1.75	18,500	1.64	43,288	0.70	28,126	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	25.0	18.9	1.32	21.3	1.18	61.8	0.40	22.0	1.14
Nurses, Licensed	656.8	234.4	2.80	265.2	2.48	855.9	0.77	715.5	0.92
Ancillary Nursing Personnel	108.9	38.1	2.86	40.3	2.70	143.5	0.76	143.4	0.76
All Other Personnel	898.3	466.6	1.93	448.1	2.00	1,747.7	0.51	1,046.7	0.86
Total FTEs	1,689.0	758.0	2.23	775.0	2.18	2,808.9	0.60	1,927.6	0.88
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.2	12.6	0.49	11.2	0.55	11.2	0.55	5.0	1.24
Nurses, Licensed	162.6	156.2	1.04	139.6	1.16	155.4	1.05	162.7	1.00
Ancillary Nursing Personnel	27.0	25.4	1.06	21.2	1.27	26.1	1.03	32.6	0.83
All Other Personnel	222.4	310.9	0.72	235.8	0.94	317.4	0.70	238.1	0.93
Total FTEs	418.1	505.0	0.83	407.8	1.03	510.1	0.82	438.4	0.95

**Total Hospital:**  
 Beds Set Up & Staffed 190  
 Discharges 8,183  
 Inpatient Days 42,909

**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:**  
 Bassinets 26  
 Total Births 1,478  
 Newborn Days 2,201

**197 Aurora BayCare Medical Center**  
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	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	90	5,190	24,541	74.7%	67.2	4.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	1,548	3,806	45.3%	10.4	2.5
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	36	1,208	10,092	76.8%	27.6	8.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	169	3,825	58.2%	10.5	22.6
Other Intensive Care	3	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>	2	23	209	645	7.7%	1.8	3.1

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

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

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	25	0	25.0	Surgical Personnel	62	19	68.0
Physicians & Dentists	69	9	72.3	Radiological Services Personnel	74	33	90.7
Medical & Dental Residents	0	0	0.0	Sonographers	17	14	23.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	24	16	30.0
Registered Nurses	457	268	581.5	Occupational Therapists	7	4	8.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.0
Licensed Practical Nurses	22	14	30.4	Physical Therapists	6	5	8.5
Ancillary Nursing Personnel	76	156	108.9	Physical Therapy Assistants/Aides	3	5	5.6
Medical Assistants	28	7	32.5	Recreational Therapists	0	0	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	7	3	9.2
Nurse Practitioners	29	5	30.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	4	8.5
Clinical Nurse Specialists	8	11	14.0	All Other Health Professionals	89	46	102.5
Health Info Mgmt-Administrators/Technicians	18	2	18.8	All Other Personnel	231	114	281.1
Pharmacy Personnel	47	19	51.5				
Clinical Laboratory Personnel	71	15	78.8	<b>Total</b>	<b>1,387</b>	<b>770</b>	<b>1,689.0</b>

**197 Aurora BayCare Medical Center**  
Green Bay, WI 54311

Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area		Volume Group		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$815,666,391	45.8%	47.3%	0.97	47.8%	0.96	47.4%	0.97	43.3%	1.06
Medical Assistance	\$212,987,301	12.0%	14.4%	0.83	12.4%	0.96	13.1%	0.91	12.1%	0.99
Commercial	\$635,913,598	35.7%	32.9%	1.09	34.5%	1.04	33.3%	1.07	38.8%	0.92
All Other	\$114,996,964	6.5%	5.4%	1.19	5.3%	1.22	6.2%	1.04	5.8%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$660,378,068	37.1%	36.1%	1.03	36.7%	1.01	37.0%	1.00	35.0%	1.06
Medical Assistance	\$175,921,075	9.9%	11.3%	0.88	9.9%	1.00	10.4%	0.95	10.1%	0.98
Commercial	\$289,089,661	16.2%	14.8%	1.10	15.4%	1.06	15.9%	1.02	17.5%	0.93
Charity Care	\$9,291,192	0.5%	0.7%	0.72	0.8%	0.69	0.7%	0.70	0.6%	0.83
Bad Debt	\$8,527,647	0.5%	0.9%	0.55	0.9%	0.54	0.8%	0.63	0.7%	0.69
All Other	\$78,347,652	4.4%	3.0%	1.45	3.5%	1.27	3.3%	1.34	4.1%	1.08
Total Deductions	\$1,221,555,295	68.6%	66.8%	1.03	67.1%	1.02	68.2%	1.01	68.0%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.8%	5.7%	0.49		3.6%	0.79	6.3%	0.44	3.7%	0.75
Net Gains/Losses as % of Net Income	N/A	N/A	N/A		N/A	N/A	N/A	N/A	24.2%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$177,415,864	38.6%	41.8%	0.92	43.8%	0.88	40.1%	0.96	38.0%	1.01
Supplies & Services	\$257,890,771	56.1%	52.2%	1.07	50.3%	1.11	54.5%	1.03	56.2%	1.00
Capital Component	\$24,768,946	5.4%	6.0%	0.90	5.9%	0.91	5.4%	1.00	5.8%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)	19.9%	5.7%	3.48		6.7%	2.95	4.7%	4.23	23.4%	0.85
Total Hospital Net Income (%)	18.5%	3.5%	5.29		4.5%	4.14	2.5%	7.48	28.8%	0.64
Return on Equity (%)	17.1%	1.4%	12.00		2.9%	5.80	1.7%	10.04	29.0%	0.59
Current Ratio	9.2	3.9	2.38		5.4	1.70	5.3	1.75	3.4	2.68
Days in Net Patient Accounts Receivable	65.0	91.7	0.71		52.8	1.23	59.1	1.10	63.0	1.03
Average Payment Period	34.6	91.7	0.38		47.9	0.72	47.4	0.73	97.4	0.36
Equity Financing (%)	73.1%	59.1%	1.24		77.7%	0.94	68.4%	1.07	71.5%	1.02
Long-Term Debt to Equity Ratio	0.1	0.4	0.25		0.1	0.79	0.2	0.46	0.1	0.74
Times Interest Earned	48.6	5.7	8.50		6.8	7.11	5.2	9.43	60.8	0.80
Total Asset Turnover	0.9	0.4	2.25		0.7	1.39	0.7	1.34	0.9	1.00
Average Age of Plant (Years)	10.5	18.1	0.58		10.8	0.97	13.2	0.79	10.1	1.04
Increase (Decrease) Total Net Patient Revenue	2.2%	3.5%	0.61		3.1%	0.70	4.6%	0.47	5.9%	0.36
Outpatient Gross Revenue (% of Total GPR)	72.3%	66.2%	1.09		74.8%	0.97	61.1%	1.18	71.1%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$21,727	\$19,849	1.09		\$15,277	1.42	\$23,038	0.94	\$19,834	1.10
Inpatient Net Revenue per Day	\$4,354	\$3,697	1.18		\$3,088	1.41	\$3,969	1.10	\$3,961	1.10
Outpatient Net Revenue per Visit	\$817	\$819	1.00		\$666	1.23	\$910	0.90	\$810	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,779,564,254	Cash & Cash Equivalents	\$11,300	Current Liabilities	\$41,602,160
Less Deductions	\$1,221,555,295	Net Patient Receivables	\$99,342,979	Long-Term Debt	\$46,652,518
Net Patient Revenue	\$558,008,959	Other Receivables	\$1,835,501	Other Liabilities	\$76,131,345
Plus Other Revenue	\$16,049,167			Subtotal	\$164,386,023
Total Revenue	\$574,058,125	Land, Buildings & Equipment (Net)	\$220,706,528	Unrestricted Fund Balance	\$445,995,962
Less Expenses	\$460,075,581	Other Assets	\$288,485,676	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$9,737,286	Total Assets	\$610,381,984	Total Liabilities & Fund Balance	\$610,381,985
Net Income	\$104,245,258				