

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.4%	55.2%	1.24	48.2%	1.42	71.0%	0.96	74.9%	0.91
Obstetrics	53.7%	38.0%	1.41	34.9%	0.35	50.6%	1.06	53.6%	1.00
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	70.4%	57.4%	1.23	47.8%	1.47	69.3%	1.02	69.8%	1.01
Average Census (Patients)									
Adult Medical-Surgical	64.3	26.0	2.47	22.4	2.87	106.3	0.61	70.4	0.91
Obstetrics	12.4	4.9	2.50	4.2	2.93	14.5	0.85	12.3	1.00
Pediatrics	0.0	1.3	N/A	0.6	N/A	3.2	N/A	0.0	N/A
Total Hospital	117.5	49.0	2.40	40.5	2.90	202.8	0.58	116.6	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.1	0.92	3.6	1.03	4.6	0.81	3.6	1.05
Obstetrics	2.6	2.6	1.02	2.4	1.07	2.7	0.96	2.7	0.95
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.0	4.5	0.90	3.7	1.09	5.0	0.81	4.2	0.97
Surgical Operations									
Inpatient	3,461	1,426	2.43	1,109	3.12	5,403	0.64	3,511	0.99
Outpatient	14,698	4,581	3.21	5,157	2.85	16,162	0.91	14,062	1.05
Inpatient as % of All Surgeries	19.1%	23.7%	0.80	17.7%	1.08	25.1%	0.76	20.0%	0.95
Outpatient Visits									
Non-Emergency Visits	396,832	144,376	2.75	219,705	1.81	476,432	0.83	384,204	1.03
Emergency Visits	28,389	17,768	1.60	18,012	1.58	47,460	0.60	27,027	1.05
Full-Time Equivalents (FTEs)									
Administrators	24.0	23.0	1.04	16.0	1.50	71.8	0.33	20.0	1.20
Nurses, Licensed	704.0	251.3	2.80	277.3	2.54	913.4	0.77	688.4	1.02
Ancillary Nursing Personnel	105.8	39.7	2.67	36.2	2.92	148.8	0.71	101.2	1.05
All Other Personnel	1,120.5	509.3	2.20	540.2	2.07	1,805.9	0.62	1,057.6	1.06
Total FTEs	1,954.3	823.3	2.37	869.6	2.25	2,940.0	0.66	1,867.2	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.9	17.0	0.34	10.4	0.56	14.7	0.40	5.1	1.15
Nurses, Licensed	171.8	185.7	0.93	180.1	0.95	186.4	0.92	175.9	0.98
Ancillary Nursing Personnel	25.8	29.3	0.88	23.5	1.10	30.4	0.85	25.9	1.00
All Other Personnel	273.4	376.3	0.73	350.8	0.78	368.6	0.74	270.2	1.01
Total FTEs	476.8	608.3	0.78	564.7	0.84	600.1	0.79	477.0	1.00

Total Hospital:

Beds Set Up & Staffed 167
 Discharges 10,592
 Inpatient Days 42,884

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 1,732
 Newborn Days 3,001

197 Aurora BayCare Medical Center in Green Bay
Green Bay, WI 54308

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	94	6,274	23,480	68.4%	64.3	3.7
Orthopedic	1	8	718	1,898	65.0%	5.2	2.6
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,732	4,512	53.7%	12.4	2.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	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	1,249	8,580	97.9%	23.5	6.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	210	4,414	67.2%	12.1	21.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	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

** 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	24	0	24.0	Surgical Personnel	43	18	54.3
Physicians & Dentists	68	6	70.7	Radiological Services Personnel	68	23	85.6
Medical & Dental Residents	0	0	0.0	Sonographers	15	13	23.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	26	11	33.4
Registered Nurses	479	234	634.8	Occupational Therapists	11	7	15.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.2
Licensed Practical Nurses	31	17	42.6	Physical Therapists	31	11	38.1
Ancillary Nursing Personnel	71	66	105.8	Physical Therapy Assistants/Aides	6	11	13.5
Medical Assistants	25	13	35.8	Recreational Therapists	0	1	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	8	3	10.2
Nurse Practitioners	25	2	26.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	3	8.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	182	55	213.8
Health Info Mgmt-Administrators/Technicians	28	6	31.3	All Other Personnel	264	175	370.0
Pharmacy Personnel	42	14	49.1				
Clinical Laboratory Personnel	51	9	58.5				
				Total	1,514	699	1,954.3

197 Aurora BayCare Medical Center in Green Bay

Green Bay, WI 54308

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$670,362,230	43.9%	46.3%	0.95	47.5%	0.92	46.7%	0.94	42.9%	1.02
Medical Assistance	\$159,189,932	10.4%	13.6%	0.76	11.3%	0.92	12.6%	0.83	11.1%	0.94
Commercial	\$631,214,290	41.3%	35.3%	1.17	37.0%	1.12	35.1%	1.18	43.4%	0.95
All Other	\$67,925,604	4.4%	4.8%	0.93	4.2%	1.05	5.6%	0.79	2.6%	1.68
Deductions as % of Total Gross Patient Revenue										
Medicare	\$535,833,040	35.1%	34.9%	1.00	35.6%	0.98	36.2%	0.97	34.3%	1.02
Medical Assistance	\$126,937,276	8.3%	10.4%	0.80	8.9%	0.93	9.8%	0.84	9.0%	0.93
Commercial	\$283,299,550	18.5%	14.7%	1.26	15.3%	1.21	15.6%	1.18	19.6%	0.95
Charity Care	\$10,598,786	0.7%	1.0%	0.72	1.0%	0.72	0.9%	0.75	0.7%	0.95
Bad Debt	\$12,948,103	0.8%	1.1%	0.80	1.1%	0.76	0.9%	0.94	0.9%	0.92
All Other	\$43,529,880	2.8%	2.2%	1.32	2.1%	1.33	2.5%	1.15	1.3%	2.16
Total Deductions	\$1,013,146,636	66.3%	64.2%	1.03	64.1%	1.03	66.0%	1.00	65.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.4%	5.5%	0.61	3.5%	0.97	6.8%	0.50	3.2%	1.06	
Net Gains/Losses as % of Net Income	10.2%	13.2%	0.78	N/A	N/A	13.1%	0.78	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$154,177,768	38.0%	44.0%	0.86	47.1%	0.81	42.7%	0.89	37.6%	1.01
Supplies & Services	\$226,789,466	55.9%	49.2%	1.14	45.7%	1.22	51.1%	1.09	55.9%	1.00
Capital Component	\$24,682,961	6.1%	6.8%	0.89	7.2%	0.84	6.2%	0.98	6.5%	0.93
Fiscal Statistics										
Operating Margin (%)	24.0%	9.1%	2.64	10.6%	2.26	9.5%	2.53	20.4%	1.17	
Total Hospital Net Income (%)	26.0%	10.3%	2.52	10.5%	2.47	10.8%	2.41	20.4%	1.28	
Return on Equity (%)	26.2%	6.0%	4.37	7.1%	3.71	7.7%	3.41	22.0%	1.19	
Current Ratio	3.8	4.7	0.80	4.5	0.84	5.5	0.68	3.8	0.99	
Days in Net Patient Accounts Receivable	58.1	64.0	0.91	51.1	1.14	55.7	1.04	55.9	1.04	
Average Payment Period	76.2	56.5	1.35	60.2	1.27	45.6	1.67	62.4	1.22	
Equity Financing (%)	67.8%	69.2%	0.98	74.2%	0.91	72.1%	0.94	65.4%	1.04	
Long-Term Debt to Equity Ratio	0.3	0.3	0.99	0.2	1.42	0.2	1.39	0.3	0.81	
Times Interest Earned	40.3	13.4	3.00	13.3	3.02	15.5	2.59	20.7	1.95	
Total Asset Turnover	1.0	0.6	1.71	0.7	1.46	0.7	1.39	1.1	0.91	
Average Age of Plant (Years)	8.7	12.6	0.69	10.6	0.82	12.1	0.72	8.1	1.08	
Increase (Decrease) Total Net Patient Revenue	7.9%	7.3%	1.09	6.6%	1.20	8.9%	0.89	8.3%	0.95	
Outpatient Gross Revenue (% of Total GPR)	69.9%	63.3%	1.10	72.4%	0.97	58.2%	1.20	68.9%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,643	\$16,906	0.98	\$13,311	1.25	\$19,324	0.86	\$16,604	1.00	
Inpatient Net Revenue per Day	\$3,919	\$3,675	1.07	\$3,405	1.15	\$3,829	1.02	\$3,824	1.02	
Outpatient Net Revenue per Visit	\$828	\$703	1.18	\$549	1.51	\$741	1.12	\$779	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,528,692,056	Cash & Cash Equivalents	\$37,267	Current Liabilities	\$80,713,642
Less Deductions	\$1,013,146,636	Net Patient Receivables	\$82,046,930	Long-Term Debt	\$93,457,602
Net Patient Revenue	\$515,545,420	Other Receivables	\$871,240	Other Liabilities	\$760,177
Plus Other Revenue	\$17,989,668			Subtotal	\$174,931,421
Total Revenue	\$533,535,086	Land, Buildings & Equipment (Net)	\$233,199,969	Unrestricted Fund Balance	\$369,014,278
Less Expenses	\$405,650,195	Other Assets	\$227,790,292	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$14,568,640			Total Liabilities & Fund Balance	\$543,945,699
Net Income	\$142,453,531	Total Assets	\$543,945,698		