

067 Bay Area Medical Center
 3100 Shore Dr
 Marinette, WI 54143
 715-735-6621

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Marinette
 Analysis Area: Northeastern (4)
 Volume Group: 6

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.6%	59.1%	0.75	55.3%	0.81	59.5%	0.75	46.4%	0.96
Obstetrics	34.7%	41.6%	0.83	39.8%	0.87	42.0%	0.83	34.8%	1.00
Pediatrics	0.0%	54.2%	N/A	26.0%	N/A	85.7%	N/A	0.0%	N/A
Total Hospital	44.4%	57.7%	0.77	50.0%	0.89	56.1%	0.79	46.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	36.1	31.3	1.15	31.5	1.15	47.6	0.76	37.6	0.96
Obstetrics	3.8	5.4	0.71	4.8	0.80	8.4	0.45	3.8	1.00
Pediatrics	0.0	2.2	N/A	1.3	N/A	8.4	N/A	0.0	N/A
Total Hospital	44.0	54.6	0.81	53.9	0.82	93.0	0.47	45.9	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.7	0.98	3.7	0.98	3.7	0.98	3.5	1.03
Obstetrics	2.3	2.4	0.98	2.3	1.02	2.6	0.90	2.3	1.02
Pediatrics	0.0	2.5	N/A	2.4	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.84	3.9	0.92	4.2	0.86	3.6	1.01
Surgical Operations									
Inpatient	1,205	1,644	0.73	1,696	0.71	3,329	0.36	1,287	0.94
Outpatient	3,503	3,777	0.93	5,570	0.63	7,486	0.47	3,352	1.05
Inpatient as % of All Surgeries	25.6%	30.3%	0.84	23.3%	1.10	30.8%	0.83	27.7%	0.92
Outpatient Visits									
Non-Emergency Visits	56,792	84,436	0.67	81,429	0.70	164,395	0.35	52,687	1.08
Emergency Visits	24,482	15,777	1.55	20,787	1.18	25,464	0.96	22,703	1.08
Full-Time Equivalents (FTEs)									
Administrators	28.9	17.4	1.66	9.7	2.98	29.5	0.98	31.0	0.93
Nurses, Licensed	157.3	173.6	0.91	215.3	0.73	311.5	0.51	161.5	0.97
Ancillary Nursing Personnel	8.3	34.8	0.24	36.6	0.23	55.1	0.15	7.0	1.19
All Other Personnel	446.5	410.2	1.09	510.6	0.87	765.1	0.58	430.3	1.04
Total FTEs	641.0	636.0	1.01	772.1	0.83	1,161.3	0.55	629.8	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.7	17.1	1.33	7.7	2.95	16.6	1.37	27.0	0.84
Nurses, Licensed	123.5	170.3	0.73	170.6	0.72	175.3	0.70	140.4	0.88
Ancillary Nursing Personnel	6.5	34.1	0.19	29.0	0.22	31.0	0.21	6.1	1.07
All Other Personnel	350.4	402.4	0.87	404.6	0.87	430.6	0.81	374.3	0.94
Total FTEs	503.1	623.8	0.81	611.8	0.82	653.6	0.77	547.8	0.92

Total Hospital:
 Beds Set Up & Staffed 99
 Discharges 4,463
 Inpatient Days 16,043

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:
 Bassinets 14
 Total Births 419
 Newborn Days 999

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	81	3,653	13,184	44.6%	36.1	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	11	594	1,394	34.7%	3.8	2.3
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	7	216	1,465	57.3%	4.0	6.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	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	28	2	28.9	Radiological Services Personnel	33	13	38.0
Physicians & Dentists	12	0	12.0	Respiratory Therapists	6	6	10.3
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	2	2.6
Registered Nurses	29	147	120.7	Occupational Therapy Assistants/Aides	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	5.6
Licensed Practical Nurses	10	37	35.7	Physical Therapy Assistants/Aides	2	3	5.3
Ancillary Nursing Personnel	0	11	8.3	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Medical Records Personnel	3	1	3.5	Social Workers	2	0	2.0
Pharmacy Personnel	14	12	21.1	All Other Health Professionals	38	34	61.6
Clinical Laboratory Personnel	12	27	25.9	All Other Personnel	163	139	242.8
Surgical Personnel	6	6	9.8	Total	371	443	641.0

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$76,332,309	45.9%	41.4%	1.11	41.5%	1.11	37.1%	1.24	46.3%	0.99
Medical Assistance	\$13,162,623	7.9%	10.2%	0.78	7.6%	1.04	12.4%	0.64	8.1%	0.97
Commercial	\$69,683,187	41.9%	41.7%	1.01	43.6%	0.96	45.1%	0.93	40.8%	1.03
All Other	\$7,050,784	4.2%	6.8%	0.62	7.3%	0.58	5.4%	0.79	4.8%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$49,453,018	29.7%	25.3%	1.18	25.9%	1.15	23.7%	1.26	27.6%	1.08
Medical Assistance	\$9,784,713	5.9%	7.7%	0.76	6.0%	0.98	9.1%	0.65	5.2%	1.12
Commercial	\$6,096,135	3.7%	9.7%	0.38	7.7%	0.48	11.0%	0.33	3.5%	1.05
Charity Care	\$3,109,201	1.9%	1.5%	1.25	1.6%	1.17	1.4%	1.34	1.7%	1.10
All Other	\$1,469,042	0.9%	1.5%	0.59	1.3%	0.68	1.1%	0.80	1.1%	0.80
Total Deductions	\$69,912,109	42.1%	45.7%	0.92	42.6%	0.99	46.4%	0.91	39.1%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	4.4%	0.15	2.9%	0.22	7.4%	0.09	0.9%	0.72
Net Gains/Losses as % of Net Income		8.3%	12.3%	0.68	16.3%	0.51	12.2%	0.68	9.5%	0.88
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$49,946,565	56.0%	47.5%	1.18	52.5%	1.07	47.2%	1.19	57.1%	0.98
Supplies & Services	\$26,561,833	29.8%	40.2%	0.74	33.9%	0.88	41.3%	0.72	30.0%	0.99
Capital Component	\$8,886,773	10.0%	8.7%	1.15	10.2%	0.98	8.7%	1.15	10.3%	0.96
Bad Debt	\$3,810,649	4.3%	3.6%	1.19	3.5%	1.22	2.8%	1.53	2.6%	1.64
Fiscal Statistics										
Operating Margin (%)		8.0%	7.6%	1.05	6.4%	1.25	8.2%	0.97	3.8%	2.11
Total Hospital Net Income (%)		8.6%	8.6%	1.01	7.5%	1.15	9.2%	0.94	4.2%	2.08
Return on Equity (%)		9.2%	7.2%	1.27	6.0%	1.53	7.8%	1.17	4.2%	2.19
Current Ratio		2.0	2.8	0.71	2.6	0.76	2.3	0.86	1.9	1.05
Days in Net Patient Accounts Receivable		54.0	51.2	1.05	58.4	0.92	54.1	1.00	63.1	0.86
Average Payment Period		61.6	53.8	1.14	56.5	1.09	55.7	1.11	54.8	1.12
Equity Financing (%)		55.8%	58.5%	0.95	57.9%	0.96	55.2%	1.01	51.7%	1.08
Long-Term Debt to Equity Ratio		0.4	0.4	1.12	0.5	0.89	0.5	0.89	0.6	0.75
Times Interest Earned		6.8	6.9	0.99	4.5	1.51	6.5	1.05	3.2	2.13
Total Asset Turnover		1.1	0.8	1.31	0.8	1.31	0.8	1.31	1.0	1.05
Average Age of Plant (Years)		7.9	9.1	0.87	8.4	0.94	8.5	0.93	9.0	0.88
Increase (Decrease) Total Net Patient Revenue		18.3%	9.1%	2.01	9.1%	2.01	8.8%	2.08	9.9%	1.84
Outpatient Gross Revenue (% of Total GPR)		65.6%	46.6%	1.41	54.4%	1.21	47.8%	1.37	60.0%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,948	\$9,724	0.71	\$8,383	0.83	\$9,588	0.72	\$6,736	1.03
Inpatient Net Revenue per Day		\$1,933	\$2,239	0.86	\$2,142	0.90	\$2,298	0.84	\$1,895	1.02
Outpatient Net Revenue per Visit		\$804	\$430	1.87	\$530	1.52	\$409	1.96	\$657	1.22

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$166,228,903	Cash & Cash Equivalents	\$10,278,499	Current Liabilities	\$14,131,623
Less Deductions	\$69,912,109	Net Patient Receivables	\$14,245,539	Long-Term Debt	\$22,979,254
Net Patient Revenue	\$96,316,794	Other Receivables	\$875,698	Other Liabilities	\$3,611,760
Plus Other Revenue	\$624,485			Subtotal	\$40,722,637
Total Revenue	\$96,941,279	Land, Buildings & Equipment (Net)	\$37,900,876	Unrestricted Fund Balance	\$51,448,554
Less Expenses	\$89,205,820	Other Assets	\$28,870,579	Restricted Fund Balance	\$807,916
Non-Operating Gains/Losses	\$704,504			Total Liabilities & Fund Balance	\$92,171,191
Net Income	\$8,439,963	Total Assets	\$92,171,191		