

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 2006	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.7%	59.2%	0.74	57.2%	0.76	58.1%	0.75	44.6%	0.98
Obstetrics	32.9%	41.5%	0.79	41.6%	0.79	37.7%	0.87	34.7%	0.95
Pediatrics	0.0%	52.2%	N/A	24.1%	N/A	84.0%	N/A	0.0%	N/A
Total Hospital	45.2%	57.2%	0.79	52.2%	0.87	55.7%	0.81	44.4%	1.02
Average Census (Patients)									
Adult Medical-Surgical	35.4	31.4	1.13	30.2	1.17	40.6	0.87	36.1	0.98
Obstetrics	3.6	5.3	0.68	5.1	0.71	6.4	0.57	3.8	0.95
Pediatrics	0.0	2.2	N/A	1.3	N/A	8.0	N/A	0.0	N/A
Total Hospital	44.8	53.6	0.84	52.5	0.85	81.4	0.55	44.0	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.6	1.06	3.6	1.06	3.7	1.03	3.6	1.06
Obstetrics	2.5	2.4	1.04	2.6	0.96	2.5	1.00	2.3	1.07
Pediatrics	0.0	2.2	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.91	3.9	1.00	4.2	0.93	3.6	1.09
Surgical Operations									
Inpatient	1,173	1,903	0.62	1,724	0.68	2,574	0.46	1,205	0.97
Outpatient	3,103	4,240	0.73	5,823	0.53	6,209	0.50	3,503	0.89
Inpatient as % of All Surgeries	27.4%	31.0%	0.88	22.8%	1.20	29.3%	0.94	25.6%	1.07
Outpatient Visits									
Non-Emergency Visits	53,968	89,386	0.60	96,447	0.56	112,584	0.48	56,792	0.95
Emergency Visits	23,580	15,537	1.52	20,252	1.16	22,560	1.05	24,482	0.96
Full-Time Equivalents (FTEs)									
Administrators	27.4	17.1	1.60	9.7	2.82	29.5	0.93	28.9	0.95
Nurses, Licensed	132.0	180.9	0.73	222.1	0.59	273.4	0.48	157.3	0.84
Ancillary Nursing Personnel	7.3	35.0	0.21	36.9	0.20	46.3	0.16	8.3	0.88
All Other Personnel	395.0	419.6	0.94	523.8	0.75	614.8	0.64	446.5	0.88
Total FTEs	561.7	652.6	0.86	792.6	0.71	964.1	0.58	641.0	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	20.0	16.6	1.21	7.8	2.57	18.4	1.09	22.6	0.88
Nurses, Licensed	96.6	175.7	0.55	177.8	0.54	170.6	0.57	123.1	0.78
Ancillary Nursing Personnel	5.3	34.0	0.16	29.6	0.18	28.9	0.18	6.5	0.82
All Other Personnel	289.3	407.4	0.71	419.3	0.69	383.7	0.75	349.4	0.83
Total FTEs	411.3	633.7	0.65	634.5	0.65	601.6	0.68	501.7	0.82

Total Hospital:

Beds Set Up & Staffed 99
 Discharges 4,179
 Inpatient Days 16,349

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 365
 Newborn Days 918

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2006	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	3,384	12,926	43.7%	35.4	3.8
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	8	13	0.0%	0.0	1.6
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	528	1,320	32.9%	3.6	2.5
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	258	1,830	71.6%	5.0	7.1
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	1	4	0.0%	0.0	4.0
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	25	5	27.4	Radiological Services Personnel	26	17	35.3
Physicians & Dentists	14	0	14.0	Respiratory Therapists	5	7	9.1
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	17	148	114.4	Occupational Therapy Assistants/Aides	0	3	2.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	6.6
Licensed Practical Nurses	7	19	16.6	Physical Therapy Assistants/Aides	1	4	3.1
Ancillary Nursing Personnel	2	7	7.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	0.9	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	1	1	1.0	Psychologists	0	0	0.0
Medical Records Personnel	3	1	3.5	Social Workers	2	1	2.0
Pharmacy Personnel	14	10	19.8	All Other Health Professionals	115	166	209.7
Clinical Laboratory Personnel	12	27	26.8	All Other Personnel	39	17	49.2
Surgical Personnel	2	11	8.5	Total	294	448	561.7

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$86,306,899	48.9%	41.4%	1.18	41.7%	1.17	39.2%	1.25	45.9%	1.06
Medical Assistance	\$14,637,593	8.3%	10.3%	0.81	7.6%	1.09	10.7%	0.77	7.9%	1.05
Commercial	\$67,873,931	38.4%	41.8%	0.92	43.6%	0.88	45.3%	0.85	41.9%	0.92
All Other	\$7,707,553	4.4%	6.5%	0.67	7.0%	0.62	4.8%	0.91	4.2%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$53,722,912	30.4%	25.6%	1.19	26.7%	1.14	25.7%	1.18	29.7%	1.02
Medical Assistance	\$11,995,841	6.8%	7.7%	0.88	6.0%	1.13	8.0%	0.85	5.9%	1.15
Commercial	\$9,301,339	5.3%	10.6%	0.50	9.7%	0.54	11.2%	0.47	3.7%	1.44
Charity Care	\$3,542,243	2.0%	1.6%	1.25	1.7%	1.18	1.2%	1.67	1.9%	1.07
All Other	\$1,548,141	0.9%	1.4%	0.63	1.1%	0.80	1.2%	0.73	0.9%	0.99
Total Deductions	\$80,110,476	45.4%	47.0%	0.97	45.3%	1.00	47.3%	0.96	42.1%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	4.5%	0.14	3.3%	0.19	3.9%	0.16	0.6%	0.97
Net Gains/Losses as % of Net Income		19.8%	20.7%	0.96	23.3%	0.85	19.1%	1.04	8.3%	2.37
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,849,434	59.0%	47.5%	1.24	52.3%	1.13	48.7%	1.21	56.0%	1.05
Supplies & Services	\$26,451,085	29.0%	40.1%	0.72	33.9%	0.85	38.8%	0.75	29.8%	0.97
Capital Component	\$8,163,493	8.9%	9.0%	0.99	10.3%	0.87	9.6%	0.93	10.0%	0.90
Bad Debt	\$2,800,848	3.1%	3.5%	0.88	3.5%	0.88	2.8%	1.10	4.3%	0.72
Fiscal Statistics										
Operating Margin (%)		5.9%	5.9%	1.01	5.1%	1.16	8.8%	0.67	8.0%	0.74
Total Hospital Net Income (%)		7.3%	7.3%	1.00	6.5%	1.12	10.7%	0.68	8.6%	0.84
Return on Equity (%)		7.3%	6.1%	1.19	5.1%	1.43	8.1%	0.90	9.2%	0.79
Current Ratio		2.1	3.0	0.70	2.8	0.75	3.3	0.64	2.0	1.07
Days in Net Patient Accounts Receivable		57.4	51.6	1.11	59.0	0.97	55.1	1.04	54.1	1.06
Average Payment Period		54.6	51.3	1.06	54.3	1.01	49.9	1.09	61.8	0.88
Equity Financing (%)		60.9%	60.2%	1.01	59.5%	1.02	64.0%	0.95	55.8%	1.09
Long-Term Debt to Equity Ratio		0.3	0.4	0.87	0.5	0.70	0.4	0.87	0.4	0.78
Times Interest Earned		6.4	6.1	1.05	3.9	1.64	7.1	0.90	6.8	0.94
Total Asset Turnover		1.0	0.8	1.23	0.8	1.23	0.7	1.41	1.1	0.94
Average Age of Plant (Years)		9.9	8.6	1.15	8.5	1.16	8.3	1.19	7.9	1.25
Increase (Decrease) Total Net Patient Revenue		-0.5%	6.2%	N/A	5.6%	N/A	5.0%	N/A	18.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		67.2%	48.0%	1.40	55.2%	1.22	49.2%	1.37	65.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,181	\$10,323	0.70	\$9,032	0.80	\$9,923	0.72	\$6,948	1.03	
Inpatient Net Revenue per Day	\$1,836	\$2,382	0.77	\$2,285	0.80	\$2,387	0.77	\$1,933	0.95	
Outpatient Net Revenue per Visit	\$856	\$450	1.90	\$496	1.73	\$531	1.61	\$804	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$176,525,976	Cash & Cash Equivalents	\$8,557,050	Current Liabilities	\$12,932,937
Less Deductions	\$80,110,476	Net Patient Receivables	\$15,162,752	Long-Term Debt	\$20,978,391
Net Patient Revenue	\$96,415,500	Other Receivables	\$1,121,055	Other Liabilities	\$4,603,735
Plus Other Revenue	\$603,967			Subtotal	\$38,515,063
Total Revenue	\$97,019,467	Land, Buildings & Equipment (Net)	\$36,300,316	Unrestricted Fund Balance	\$60,073,823
Less Expenses	\$91,264,860	Other Assets	\$37,447,713	Restricted Fund Balance	\$501,666
Non-Operating Gains/Losses	\$1,418,879			Total Liabilities & Fund Balance	\$98,588,886
Net Income	\$7,173,486	Total Assets	\$98,588,886		