

067 Bay Area Medical Center
 3100 Shore Drive
 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: **5**

Selected Utilization Statistics	FY 2007	All GSM Hospitals		Analysis Area 4		Volume Group 5		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.7%	60.0%	0.75	56.2%	0.80	52.4%	0.85	43.7%	1.02
Obstetrics	30.0%	42.5%	0.71	37.8%	0.79	35.0%	0.86	32.9%	0.91
Pediatrics	0.0%	55.1%	N/A	27.3%	N/A	13.6%	N/A	0.0%	N/A
Total Hospital	45.8%	57.1%	0.80	51.3%	0.89	50.6%	0.90	45.2%	1.01
Average Census (Patients)									
Adult Medical-Surgical	36.2	32.2	1.12	30.4	1.19	23.4	1.55	35.4	1.02
Obstetrics	3.3	5.5	0.60	4.1	0.80	3.8	0.87	3.6	0.91
Pediatrics	0.0	2.3	N/A	1.3	N/A	0.3	N/A	0.0	N/A
Total Hospital	45.3	53.3	0.85	50.9	0.89	38.4	1.18	44.8	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.7	1.00	3.5	1.05	3.5	1.06	3.8	0.96
Obstetrics	2.3	2.3	1.00	2.4	0.97	2.3	1.04	2.5	0.94
Pediatrics	0.0	2.2	N/A	2.8	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.7	4.2	0.89	3.8	0.97	3.6	1.03	3.9	0.96
Surgical Operations									
Inpatient	1,048	1,939	0.54	1,696	0.62	1,121	0.94	1,173	0.89
Outpatient	3,189	4,175	0.76	6,002	0.53	3,072	1.04	3,103	1.03
Inpatient as % of All Surgeries	24.7%	31.7%	0.78	22.0%	1.12	26.7%	0.93	27.4%	0.90
Outpatient Visits									
Non-Emergency Visits	50,558	90,979	0.56	106,711	0.47	81,094	0.62	53,968	0.94
Emergency Visits	25,003	15,916	1.57	20,449	1.22	17,884	1.40	23,580	1.06
Full-Time Equivalents (FTEs)									
Administrators	28.5	16.4	1.74	13.5	2.11	15.5	1.84	27.4	1.04
Nurses, Licensed	134.3	187.1	0.72	220.3	0.61	156.7	0.86	132.0	1.02
Ancillary Nursing Personnel	9.8	37.2	0.26	35.9	0.27	25.3	0.39	7.3	1.34
All Other Personnel	439.1	437.1	1.00	515.7	0.85	418.7	1.05	395.0	1.11
Total FTEs	611.7	677.8	0.90	785.4	0.78	616.1	0.99	561.7	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	20.0	15.7	1.27	10.9	1.84	14.8	1.35	20.0	1.00
Nurses, Licensed	94.0	179.0	0.53	177.3	0.53	149.7	0.63	96.6	0.97
Ancillary Nursing Personnel	6.9	35.6	0.19	28.9	0.24	24.2	0.28	5.3	1.28
All Other Personnel	307.6	418.1	0.74	415.1	0.74	399.9	0.77	289.3	1.06
Total FTEs	428.4	648.4	0.66	632.2	0.68	588.6	0.73	411.3	1.04

Total Hospital:
 Beds Set Up & Staffed 99
 Discharges 4,424
 Inpatient Days 16,539

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 381
 Newborn Days 995

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	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	3,604	13,224	44.7%	36.2	3.7
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	6	24	0.0%	0.1	4.0
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	514	1,205	30.0%	3.3	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	300	2,074	81.2%	5.7	6.9
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	1	28.5	Radiological Services Personnel	34	13	41.4
Physicians & Dentists	12	0	12.0	Respiratory Therapists	5	6	6.7
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	47	108	117.3	Occupational Therapy Assistants/Aides	0	3	2.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	5.7
Licensed Practical Nurses	6	22	15.9	Physical Therapy Assistants/Aides	1	4	3.5
Ancillary Nursing Personnel	2	10	9.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	1	1.0	Psychologists	0	0	0.0
Medical Records Personnel	5	0	5.0	Social Workers	2	1	2.0
Pharmacy Personnel	12	7	16.4	All Other Health Professionals	50	60	76.9
Clinical Laboratory Personnel	9	17	20.2	All Other Personnel	184	98	234.3
Surgical Personnel	2	10	8.3	Total	408	363	611.7

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$96,825,259	49.5%	41.3%	1.20	42.0%	1.18	44.2%	1.12	48.9%	1.01
Medical Assistance	\$17,709,984	9.1%	10.5%	0.86	8.1%	1.12	8.3%	1.09	8.3%	1.09
Commercial	\$72,083,408	36.9%	41.4%	0.89	42.9%	0.86	41.7%	0.88	38.4%	0.96
All Other	\$8,980,007	4.6%	6.6%	0.69	7.1%	0.65	5.9%	0.78	4.4%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$65,715,720	33.6%	25.8%	1.30	27.0%	1.24	28.9%	1.16	30.4%	1.10
Medical Assistance	\$13,990,093	7.2%	7.9%	0.90	6.6%	1.09	6.6%	1.08	6.8%	1.05
Commercial	\$9,888,336	5.1%	11.0%	0.46	10.6%	0.48	9.9%	0.51	5.3%	0.96
Charity Care	\$3,313,112	1.7%	1.6%	1.07	1.5%	1.10	1.5%	1.13	2.0%	0.84
All Other	\$2,160,492	1.1%	1.6%	0.68	0.7%	1.65	1.1%	1.04	0.9%	1.26
Total Deductions	\$95,067,753	48.6%	48.1%	1.01	47.1%	1.03	48.1%	1.01	45.4%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.0%	4.7%	0.22	3.2%	0.32	3.8%	0.28	0.6%	1.68
Net Gains/Losses as % of Net Income		34.4%	25.2%	1.36	28.8%	1.20	32.4%	1.06	19.8%	1.74
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,418,736	55.0%	47.6%	1.16	51.2%	1.07	51.0%	1.08	59.0%	0.93
Supplies & Services	\$31,353,928	32.3%	40.1%	0.81	35.2%	0.92	34.8%	0.93	29.0%	1.11
Capital Component	\$8,063,155	8.3%	8.8%	0.95	10.1%	0.82	9.8%	0.85	8.9%	0.93
Bad Debt	\$4,331,707	4.5%	3.6%	1.23	3.5%	1.29	4.5%	0.99	3.1%	1.45
Fiscal Statistics										
Operating Margin (%)		4.4%	7.0%	0.62	6.1%	0.72	5.2%	0.84	5.9%	0.73
Total Hospital Net Income (%)		6.5%	9.2%	0.71	8.3%	0.78	7.5%	0.87	7.3%	0.89
Return on Equity (%)		6.4%	7.4%	0.87	6.3%	1.02	5.5%	1.18	7.3%	0.88
Current Ratio		2.3	3.1	0.73	2.8	0.82	2.8	0.82	2.1	1.08
Days in Net Patient Accounts Receivable		58.1	52.5	1.11	54.6	1.06	54.2	1.07	57.4	1.01
Average Payment Period		50.8	50.4	1.01	52.0	0.98	50.3	1.01	54.6	0.93
Equity Financing (%)		64.3%	60.8%	1.06	59.2%	1.09	59.0%	1.09	60.9%	1.05
Long-Term Debt to Equity Ratio		0.3	0.4	0.71	0.5	0.55	0.4	0.67	0.3	0.80
Times Interest Earned		6.4	7.3	0.87	5.0	1.29	4.9	1.31	6.4	1.00
Total Asset Turnover		1.0	0.8	1.23	0.7	1.30	0.7	1.36	1.0	0.98
Average Age of Plant (Years)		9.1	9.2	0.99	9.1	1.00	8.6	1.05	9.9	0.92
Increase (Decrease) Total Net Patient Revenue		4.3%	7.5%	0.57	7.3%	0.59	9.6%	0.44	-0.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.3%	49.0%	1.39	55.9%	1.22	63.4%	1.08	67.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,009		\$11,671	0.60	\$12,486	0.56	\$8,162	0.86	\$7,181	0.98
Inpatient Net Revenue per Day	\$1,875		\$2,752	0.68	\$3,230	0.58	\$2,243	0.84	\$1,836	1.02
Outpatient Net Revenue per Visit	\$920		\$516	1.78	\$663	1.39	\$636	1.45	\$856	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$195,598,658	Cash & Cash Equivalents	\$9,464,420	Current Liabilities	\$12,867,944
Less Deductions	\$95,067,753	Net Patient Receivables	\$16,003,906	Long-Term Debt	\$18,970,001
Net Patient Revenue	\$100,530,905	Other Receivables	\$717,704	Other Liabilities	\$5,709,011
Plus Other Revenue	\$1,059,799			Subtotal	\$37,546,956
Total Revenue	\$101,590,704	Land, Buildings & Equipment (Net)	\$36,498,733	Unrestricted Fund Balance	\$67,492,978
Less Expenses	\$97,167,526	Other Assets	\$42,355,172	Restricted Fund Balance	\$463,678
Non-Operating Gains/Losses	\$2,316,794			Total Liabilities & Fund Balance	\$105,039,934
Net Income	\$6,739,972	Total Assets	\$105,039,935		