

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 2008	All GSM Hospitals		Analysis Area 4		Volume Group 5		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.0%	60.5%	0.81	54.5%	0.90	52.8%	0.93	44.7%	1.10
Obstetrics	27.7%	42.5%	0.65	36.0%	0.77	34.5%	0.80	30.0%	0.92
Pediatrics	0.0%	57.0%	N/A	25.7%	N/A	12.0%	N/A	0.0%	N/A
Total Hospital	47.1%	58.4%	0.81	49.5%	0.95	49.1%	0.96	45.8%	1.03
Average Census (Patients)									
Adult Medical-Surgical	36.8	31.3	1.17	29.9	1.23	22.4	1.64	36.2	1.01
Obstetrics	3.0	5.7	0.53	4.2	0.72	3.7	0.83	3.3	0.92
Pediatrics	0.0	2.4	N/A	1.1	N/A	0.3	N/A	0.0	N/A
Total Hospital	46.7	54.6	0.86	50.2	0.93	37.2	1.26	45.3	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	3.7	1.00	3.5	1.07	3.5	1.07	3.7	1.01
Obstetrics	2.3	2.4	0.99	2.4	0.98	2.2	1.04	2.3	1.00
Pediatrics	0.0	2.2	N/A	2.7	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.91	3.9	1.00	3.6	1.07	3.7	1.03
Surgical Operations									
Inpatient	1,007	1,970	0.51	1,690	0.60	1,104	0.91	1,048	0.96
Outpatient	3,156	4,151	0.76	5,996	0.53	3,482	0.91	3,189	0.99
Inpatient as % of All Surgeries	24.2%	32.2%	0.75	22.0%	1.10	24.1%	1.00	24.7%	0.98
Outpatient Visits									
Non-Emergency Visits	48,531	94,816	0.51	105,247	0.46	71,021	0.68	50,558	0.96
Emergency Visits	24,402	16,124	1.51	20,698	1.18	17,114	1.43	25,003	0.98
Full-Time Equivalents (FTEs)									
Administrators	80.8	18.7	4.33	18.3	4.43	20.0	4.04	28.5	2.83
Nurses, Licensed	170.6	197.1	0.87	221.9	0.77	143.6	1.19	134.3	1.27
Ancillary Nursing Personnel	33.9	37.6	0.90	36.5	0.93	29.1	1.16	9.8	3.46
All Other Personnel	346.4	452.4	0.77	505.0	0.69	374.3	0.93	439.1	0.79
Total FTEs	631.7	705.8	0.90	781.6	0.81	567.1	1.11	611.7	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	56.5	17.2	3.28	14.5	3.89	20.4	2.77	20.0	2.83
Nurses, Licensed	119.2	181.8	0.66	176.4	0.68	146.6	0.81	94.0	1.27
Ancillary Nursing Personnel	23.7	34.6	0.68	29.0	0.82	29.7	0.80	6.9	3.45
All Other Personnel	242.0	417.2	0.58	401.6	0.60	382.1	0.63	307.6	0.79
Total FTEs	441.4	650.8	0.68	621.5	0.71	578.9	0.76	428.4	1.03

Total Hospital:
 Beds Set Up & Staffed 99
 Discharges 4,420
 Inpatient Days 17,077

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 362
 Newborn Days 917

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2008	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	3,620	13,456	49.0%	36.8	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	10	22	0.0%	0.1	2.2
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	476	1,115	27.7%	3.0	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	13	314	2,482	52.2%	6.8	7.9
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	73	13	80.8	Surgical Personnel	4	7	7.2
Physicians & Dentists	14	0	14.0	Radiological Services Personnel	27	8	30.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	8.1
Registered Nurses	69	130	142.0	Occupational Therapists	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	2.4
Licensed Practical Nurses	11	20	21.5	Physical Therapists	4	2	5.6
Ancillary Nursing Personnel	9	36	33.9	Physical Therapy Assistants/Aides	1	4	3.1
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	2	1	2.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	5	0	5.0	Psychologists	0	0	0.0
Medical Records Personnel	24	14	31.1	Social Workers	3	4	5.0
Pharmacy Personnel	14	10	18.8	All Other Health Professionals	30	33	41.9
Clinical Laboratory Personnel	8	17	18.6	All Other Personnel	101	96	157.4
				Total	408	404	631.7

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			All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2008 vs. 2007		
Selected Financial Statistics			FY 2008	Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$116,227,104	52.0%	41.5%	1.25	42.5%	1.22	43.8%	1.19	49.5%	1.05	
Medical Assistance	\$20,598,386	9.2%	10.8%	0.85	8.3%	1.11	9.0%	1.03	9.1%	1.02	
Commercial	\$77,197,788	34.5%	40.7%	0.85	42.1%	0.82	40.7%	0.85	36.9%	0.94	
All Other	\$9,519,399	4.3%	7.0%	0.61	7.1%	0.60	6.4%	0.66	4.6%	0.93	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$80,199,140	35.9%	26.5%	1.36	27.4%	1.31	28.9%	1.24	33.6%	1.07	
Medical Assistance	\$16,364,388	7.3%	8.4%	0.87	7.1%	1.04	7.5%	0.97	7.2%	1.02	
Commercial	\$13,120,491	5.9%	11.4%	0.51	11.5%	0.51	10.6%	0.55	5.1%	1.16	
Charity Care	\$3,867,271	1.7%	1.6%	1.08	1.6%	1.09	1.6%	1.06	1.7%	1.02	
All Other	\$2,485,652	1.1%	1.9%	0.59	1.7%	0.64	1.2%	0.93	1.1%	1.01	
Total Deductions	\$116,036,942	51.9%	49.8%	1.04	49.2%	1.05	49.9%	1.04	48.6%	1.07	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.7%	4.5%	0.16	3.0%	0.24	3.7%	0.20	1.0%	0.70	
Net Gains/Losses as % of Net Income		128.9%	N/A	N/A	N/A	N/A	N/A	N/A	34.4%	3.75	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$60,288,876	56.2%	47.4%	1.19	50.8%	1.11	50.2%	1.12	55.0%	1.02	
Supplies & Services	\$31,277,666	29.2%	39.6%	0.74	35.1%	0.83	35.5%	0.82	32.3%	0.90	
Capital Component	\$9,905,509	9.2%	8.8%	1.06	10.1%	0.92	9.6%	0.97	8.3%	1.11	
Bad Debt	\$5,766,056	5.4%	4.2%	1.28	4.0%	1.35	4.7%	1.15	4.5%	1.21	
Fiscal Statistics											
Operating Margin (%)		1.0%	5.6%	0.18	6.4%	0.15	4.2%	0.23	4.4%	0.23	
Total Hospital Net Income (%)		-3.6%	3.5%	N/A	4.5%	N/A	3.6%	N/A	6.5%	N/A	
Return on Equity (%)		0.0%	2.8%	N/A	3.3%	N/A	2.6%	N/A	6.4%	0.00	
Current Ratio		2.4	2.9	0.83	3.4	0.71	2.8	0.88	2.3	1.05	
Days in Net Patient Accounts Receivable		52.3	50.2	1.04	53.4	0.98	53.4	0.98	58.1	0.90	
Average Payment Period		46.6	54.8	0.85	48.2	0.97	59.9	0.78	50.8	0.92	
Equity Financing (%)		45.1%	58.1%	0.78	58.1%	0.78	57.9%	0.78	64.3%	0.70	
Long-Term Debt to Equity Ratio		0.7	0.4	1.82	0.5	1.44	0.4	1.83	0.3	2.63	
Times Interest Earned		-1.1	3.3	N/A	3.2	N/A	2.9	N/A	6.4	N/A	
Total Asset Turnover		0.9	0.8	1.10	0.8	1.17	0.7	1.22	1.0	0.92	
Average Age of Plant (Years)		7.8	9.5	0.83	9.2	0.86	9.1	0.87	9.1	0.87	
Increase (Decrease) Total Net Patient Revenue		6.9%	6.3%	1.10	5.8%	1.19	5.0%	1.40	4.3%	1.63	
Outpatient Gross Revenue (% of Total GPR)		67.4%	49.7%	1.36	56.9%	1.18	62.1%	1.09	68.3%	0.99	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$7,505	\$11,228	0.67	\$10,044	0.75	\$7,888	0.95	\$7,009	1.07	
Inpatient Net Revenue per Day		\$1,942	\$2,612	0.74	\$2,585	0.75	\$2,187	0.89	\$1,875	1.04	
Outpatient Net Revenue per Visit		\$1,019	\$497	2.05	\$543	1.88	\$608	1.68	\$920	1.11	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$223,542,677		Cash & Cash Equivalents		\$9,529,762	Current Liabilities		\$12,902,174			
Less Deductions	\$116,036,942		Net Patient Receivables		\$15,357,913	Long-Term Debt		\$40,488,527			
Net Patient Revenue	\$107,505,735		Other Receivables		\$2,802,067	Other Liabilities		\$13,379,205			
Plus Other Revenue	\$796,452					Subtotal		\$66,769,906			
Total Revenue	\$108,302,187		Land, Buildings & Equipment (Net)		\$55,725,335	Unrestricted Fund Balance		\$54,827,709			
Less Expenses	\$107,238,106		Other Assets		\$38,182,538	Restricted Fund Balance		\$323,718			
Non-Operating Gains/Losses	-\$4,751,645					Total Liabilities & Fund Balance		\$121,597,615			
Net Income	-\$3,687,564		Total Assets		\$121,597,615						