

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 2010	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.7%	56.1%	0.89	47.4%	1.05	48.7%	1.02	45.6%	1.09
Obstetrics	21.0%	39.1%	0.54	34.4%	0.07	30.4%	0.69	28.4%	0.74
Pediatrics	0.0%	48.6%	N/A	15.8%	N/A	4.2%	N/A	0.0%	N/A
Total Hospital	46.7%	55.8%	0.84	46.8%	1.00	45.2%	1.03	45.1%	1.04
Average Census (Patients)									
Adult Medical-Surgical	37.3	28.4	1.31	26.2	1.42	21.2	1.76	34.2	1.09
Obstetrics	2.3	5.1	0.45	4.1	0.56	3.1	0.74	3.1	0.74
Pediatrics	0.0	2.1	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	46.2	51.6	0.90	44.5	1.04	35.3	1.31	44.6	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.8	1.01	3.3	1.13	3.5	1.09	3.7	1.01
Obstetrics	2.6	2.4	1.06	2.5	1.04	2.3	1.13	2.4	1.09
Pediatrics	0.0	2.0	N/A	2.8	N/A	1.8	N/A	0.0	N/A
Total Hospital	4.0	4.3	0.93	3.9	1.03	3.7	1.10	3.9	1.02
Surgical Operations									
Inpatient	866	1,814	0.48	1,471	0.59	1,018	0.85	989	0.88
Outpatient	3,107	4,285	0.73	5,506	0.56	2,892	1.07	3,573	0.87
Inpatient as % of All Surgeries	21.8%	29.7%	0.73	21.1%	1.03	26.0%	0.84	21.7%	1.01
Outpatient Visits									
Non-Emergency Visits	45,861	99,026	0.46	115,237	0.40	80,704	0.57	48,683	0.94
Emergency Visits	21,451	16,365	1.31	18,558	1.16	16,917	1.27	22,649	0.95
Full-Time Equivalents (FTEs)									
Administrators	79.6	18.3	4.36	18.9	4.22	14.8	5.40	83.5	0.95
Nurses, Licensed	163.4	199.5	0.82	197.7	0.83	134.4	1.22	160.6	1.02
Ancillary Nursing Personnel	31.7	37.1	0.86	22.8	1.39	23.3	1.36	31.5	1.01
All Other Personnel	324.3	439.3	0.74	476.4	0.68	356.2	0.91	331.3	0.98
Total FTEs	599.0	694.4	0.86	718.0	0.83	528.7	1.13	606.9	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	52.4	16.6	3.16	15.5	3.39	15.1	3.48	59.4	0.88
Nurses, Licensed	107.5	181.2	0.59	162.1	0.66	137.3	0.78	114.2	0.94
Ancillary Nursing Personnel	20.9	33.7	0.62	18.7	1.12	23.8	0.87	22.4	0.93
All Other Personnel	213.5	399.0	0.54	390.5	0.55	363.9	0.59	235.6	0.91
Total FTEs	394.3	630.6	0.63	588.6	0.67	540.2	0.73	431.7	0.91

Total Hospital:
 Beds Set Up & Staffed 99
 Discharges 4,198
 Inpatient Days 16,877

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 13
 Total Births 320
 Newborn Days 839

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	3,591	13,604	49.7%	37.3	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	16	58	0.0%	0.2	3.6
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	328	844	21.0%	2.3	2.6
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	278	2,467	52.0%	6.8	8.9
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	74	10	79.6	Surgical Personnel	7	11	12.1
Physicians & Dentists	15	1	15.5	Radiological Services Personnel	30	13	35.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	5	10.1
Registered Nurses	71	124	141.3	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	2.4
Licensed Practical Nurses	11	10	15.1	Physical Therapists	5	2	6.6
Ancillary Nursing Personnel	6	37	31.7	Physical Therapy Assistants/Aides	1	3	3.1
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	1	1	1.0	Dietitians & Nutritionists	2	1	2.3
Certified Registered Nurse Anesthetists	5	0	5.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	Social Workers	2	0	2.0
Medical Records Personnel	25	11	30.8	All Other Health Professionals	16	25	22.3
Pharmacy Personnel	17	9	21.8	All Other Personnel	87	70	129.5
Clinical Laboratory Personnel	15	20	27.2	Total	402	357	599.0

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Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$133,516,579	52.2%	41.7%	1.25	42.4%	1.23	45.1%	1.16	51.7%	1.01
Medical Assistance	\$28,572,250	11.2%	14.0%	0.80	11.4%	0.98	11.7%	0.95	10.7%	1.05
Commercial	\$82,313,218	32.2%	38.1%	0.84	39.0%	0.82	37.9%	0.85	33.3%	0.97
All Other	\$11,385,176	4.5%	6.2%	0.71	7.2%	0.62	5.3%	0.85	4.3%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$93,788,567	36.7%	27.4%	1.34	28.2%	1.30	30.2%	1.21	36.5%	1.00
Medical Assistance	\$21,842,144	8.5%	9.6%	0.89	8.1%	1.05	7.9%	1.09	7.3%	1.17
Commercial	\$13,665,775	5.3%	11.6%	0.46	11.7%	0.46	11.1%	0.48	6.2%	0.87
Charity Care	\$4,685,506	1.8%	1.5%	1.25	1.6%	1.15	1.2%	1.47	2.1%	0.89
All Other	\$2,888,835	1.1%	2.1%	0.53	2.7%	0.42	1.7%	0.65	1.2%	0.95
Total Deductions	\$136,870,827	53.5%	52.1%	1.03	52.3%	1.02	52.1%	1.03	53.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.0%	3.7%	0.27	2.9%	0.35	2.9%	0.35	0.2%	4.40
Net Gains/Losses as % of Net Income		7.9%	10.6%	0.74	16.6%	0.47	15.7%	0.50	50.9%	0.15
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$63,155,994	55.5%	45.3%	1.22	48.5%	1.14	47.5%	1.17	54.4%	1.02
Supplies & Services	\$34,512,473	30.3%	42.1%	0.72	38.0%	0.80	38.9%	0.78	31.1%	0.98
Capital Component	\$10,764,673	9.5%	8.5%	1.11	9.8%	0.97	9.3%	1.01	9.9%	0.96
Bad Debt	\$5,394,840	4.7%	4.0%	1.18	3.7%	1.26	4.2%	1.12	4.6%	1.03
Fiscal Statistics										
Operating Margin (%)		5.2%	7.7%	0.68	9.3%	0.57	6.9%	0.76	4.1%	1.28
Total Hospital Net Income (%)		5.7%	8.5%	0.66	10.9%	0.52	8.1%	0.70	8.0%	0.71
Return on Equity (%)		4.9%	6.6%	0.74	8.5%	0.58	5.6%	0.87	7.5%	0.65
Current Ratio		2.7	3.4	0.81	3.1	0.89	3.8	0.73	2.5	1.07
Days in Net Patient Accounts Receivable		46.9	46.5	1.01	47.3	0.99	48.1	0.97	43.3	1.08
Average Payment Period		42.1	53.3	0.79	66.5	0.63	51.8	0.81	45.2	0.93
Equity Financing (%)		57.7%	60.7%	0.95	58.7%	0.98	61.0%	0.95	54.8%	1.05
Long-Term Debt to Equity Ratio		0.5	0.3	1.40	0.4	1.16	0.4	1.34	0.5	0.86
Times Interest Earned		4.0	7.4	0.54	7.8	0.51	5.2	0.76	4.6	0.86
Total Asset Turnover		0.9	0.8	1.12	0.8	1.13	0.7	1.25	0.9	0.96
Average Age of Plant (Years)		8.9	10.2	0.87	10.2	0.87	10.2	0.88	8.3	1.07
Increase (Decrease) Total Net Patient Revenue		1.9%	9.4%	0.20	4.1%	2.06	-2.0%	N/A	8.5%	0.23
Outpatient Gross Revenue (% of Total GPR)		69.6%	53.2%	1.31	60.7%	1.15	64.0%	1.09	68.3%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,251		\$12,710	0.65	\$11,067	0.75	\$9,421	0.88	\$8,602	0.96
Inpatient Net Revenue per Day	\$2,052		\$2,917	0.70	\$2,824	0.73	\$2,572	0.80	\$2,184	0.94
Outpatient Net Revenue per Visit	\$1,252		\$555	2.26	\$547	2.29	\$613	2.04	\$1,137	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$255,787,223	Cash & Cash Equivalents	\$13,594,496	Current Liabilities	\$12,389,040
Less Deductions	\$136,870,827	Net Patient Receivables	\$15,274,337	Long-Term Debt	\$37,943,440
Net Patient Revenue	\$118,916,396	Other Receivables	\$1,232,933	Other Liabilities	\$8,771,680
Plus Other Revenue	\$1,206,349			Subtotal	\$59,104,160
Total Revenue	\$120,122,745	Land, Buildings & Equipment (Net)	\$50,597,887	Unrestricted Fund Balance	\$80,547,716
Less Expenses	\$113,827,980	Other Assets	\$58,952,223	Restricted Fund Balance	\$330,947
Non-Operating Gains/Losses	\$537,040			Total Liabilities & Fund Balance	\$139,651,876
Net Income	\$6,831,805	Total Assets	\$139,651,876		