

**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

		All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	51.9%	55.4%	0.94	49.3%	1.05	42.3%	1.23	49.6%	1.05
Obstetrics	30.4%	38.4%	0.79	36.0%	0.04	26.5%	1.15	35.7%	0.85
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.1%	56.3%	0.92	48.0%	1.08	42.3%	1.23	49.4%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.7	26.5	0.70	23.1	0.81	16.0	1.17	19.3	0.97
Obstetrics	1.5	5.0	0.30	4.4	0.35	2.3	0.67	1.8	0.85
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	25.5	48.3	0.53	40.6	0.63	27.2	0.94	27.2	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.91	3.5	1.02	3.3	1.07	3.6	0.99
Obstetrics	2.6	2.6	1.01	2.5	1.05	2.2	1.16	2.4	1.08
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	3.6	0.88	3.6	0.90	3.4	0.94
<b>Surgical Operations</b>									
Inpatient	449	1,408	0.32	1,238	0.36	726	0.62	415	1.08
Outpatient	3,142	4,098	0.77	4,498	0.70	2,865	1.10	2,820	1.11
Inpatient as % of All Surgeries	12.5%	25.6%	0.49	21.6%	0.58	20.2%	0.62	12.8%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	312,584	132,001	2.37	188,046	1.66	120,134	2.60	104,857	2.98
Emergency Visits	19,784	17,964	1.10	19,336	1.02	14,406	1.37	20,817	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	61.0	18.9	3.23	17.5	3.49	14.0	4.34	67.5	0.90
Nurses, Licensed	141.3	244.4	0.58	253.8	0.56	144.3	0.98	139.4	1.01
Ancillary Nursing Personnel	11.4	40.0	0.29	33.6	0.34	19.5	0.58	27.0	0.42
All Other Personnel	342.9	484.8	0.71	503.6	0.68	331.1	1.04	313.9	1.09
Total FTEs	556.6	788.1	0.71	808.6	0.69	508.9	1.09	547.7	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	60.0	15.1	3.98	12.8	4.69	14.4	4.16	70.4	0.85
Nurses, Licensed	139.0	195.2	0.71	186.1	0.75	148.1	0.94	145.4	0.96
Ancillary Nursing Personnel	11.2	32.0	0.35	24.7	0.46	20.1	0.56	28.2	0.40
All Other Personnel	337.4	387.3	0.87	369.2	0.91	340.0	0.99	327.3	1.03
Total FTEs	547.6	629.5	0.87	592.8	0.92	522.5	1.05	571.2	0.96

**Total Hospital:**

Beds Set Up & Staffed 49  
Discharges 2,910  
Inpatient Days 9,318

**Contract with:**

Health Maintenance  
Organization (HMO) Yes  
Preferred Provider  
Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinets 5  
Total Births 213  
Newborn Days 543

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	2	36	1,921	6,821	51.9%	18.7	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	213	554	30.4%	1.5	2.6
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	8	681	1,943	66.5%	5.3	2.9
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	2	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	56	6	61.0	Surgical Personnel	11	7	15.6
Physicians & Dentists	23	0	23.0	Radiological Services Personnel	25	17	30.7
Medical & Dental Residents	0	0	0.0	Sonographers	4	1	4.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	8	7.8
Registered Nurses	52	106	121.7	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.7
Licensed Practical Nurses	11	6	13.6	Physical Therapists	8	1	8.5
Ancillary Nursing Personnel	0	16	11.4	Physical Therapy Assistants/Aides	3	3	3.8
Medical Assistants	1	5	3.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	3	1	3.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	55	48.6
Health Info Mgmt-Administrators/Technicians	14	6	18.6	All Other Personnel	74	67	120.2
Pharmacy Personnel	13	11	20.4				
Clinical Laboratory Personnel	16	18	26.2				
				<b>Total</b>	<b>348</b>	<b>336</b>	<b>556.6</b>

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Marinette, WI 54143			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$161,250,416	54.5%	44.8%	1.22	46.0%	1.18	47.9%	1.14	51.0%	1.07	
Medical Assistance	\$41,167,780	13.9%	14.4%	0.97	12.0%	1.15	12.0%	1.16	15.6%	0.89	
Commercial	\$83,247,673	28.1%	36.6%	0.77	38.7%	0.73	36.4%	0.77	29.7%	0.95	
All Other	\$10,386,571	3.5%	4.2%	0.83	3.2%	1.10	3.7%	0.94	3.7%	0.94	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$103,610,136	35.0%	32.9%	1.06	33.6%	1.04	33.3%	1.05	33.0%	1.06	
Medical Assistance	\$26,476,640	8.9%	10.7%	0.83	9.0%	0.99	8.7%	1.02	10.1%	0.88	
Commercial	\$53,737,007	18.2%	14.8%	1.23	15.8%	1.15	14.8%	1.23	19.3%	0.94	
Charity Care	\$2,451,670	0.8%	1.0%	0.84	0.9%	0.91	0.9%	0.95	1.1%	0.75	
Bad Debt	\$2,601,896	0.9%	1.1%	0.83	0.8%	1.04	1.0%	0.89	1.3%	0.66	
All Other	\$14,860,449	5.0%	1.9%	2.62	1.9%	2.63	1.9%	2.60	3.9%	1.28	
Total Deductions	\$203,737,798	68.8%	62.4%	1.10	62.1%	1.11	60.6%	1.14	68.8%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		21.1%	6.3%	3.33	3.8%	5.60	4.1%	5.18	26.3%	0.80	
Net Gains/Losses as % of Net Income		85.0%	12.7%	6.71	20.8%	4.09	11.9%	7.13	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$58,591,531	50.3%	44.7%	1.12	46.9%	1.07	46.3%	1.08	50.5%	1.00	
Supplies & Services	\$40,081,701	34.4%	47.9%	0.72	45.3%	0.76	46.1%	0.75	33.3%	1.03	
Capital Component	\$17,918,646	15.4%	7.4%	2.08	7.7%	1.99	7.6%	2.03	16.2%	0.95	
Fiscal Statistics											
Operating Margin (%)		0.4%	8.9%	0.05	11.6%	0.04	8.9%	0.05	-4.4%	N/A	
Total Hospital Net Income (%)		2.7%	10.1%	0.27	14.2%	0.19	10.0%	0.27	-3.8%	N/A	
Return on Equity (%)		1.4%	7.6%	0.18	9.8%	0.14	6.7%	0.21	-2.1%	N/A	
Current Ratio		3.1	5.6	0.55	4.5	0.70	6.0	0.52	2.5	1.24	
Days in Net Patient Accounts Receivable		53.4	51.4	1.04	51.4	1.04	54.8	0.97	55.3	0.97	
Average Payment Period		54.2	41.5	1.31	55.6	0.98	42.8	1.27	48.6	1.12	
Equity Financing (%)		54.3%	73.6%	0.74	73.0%	0.74	78.1%	0.70	68.9%	0.79	
Long-Term Debt to Equity Ratio		0.7	0.2	4.01	0.2	3.32	0.1	4.44	0.3	2.24	
Times Interest Earned		118.9	14.1	8.45	59.3	2.01	18.4	6.46	-269.1	N/A	
Total Asset Turnover		0.5	0.7	0.68	0.7	0.75	0.7	0.76	0.5	0.92	
Average Age of Plant (Years)		7.2	9.3	0.78	10.2	0.71	9.0	0.81	5.9	1.22	
Increase (Decrease) Total Net Patient Revenue		16.2%	3.6%	4.47	4.9%	3.31	2.6%	6.24	-8.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		74.3%	60.9%	1.22	69.2%	1.07	71.9%	1.03	71.6%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$9,023		\$15,675	0.58	\$13,057	0.69	\$11,179	0.81	\$8,427	1.07	
Inpatient Net Revenue per Day	\$2,754		\$3,540	0.78	\$3,477	0.79	\$3,101	0.89	\$2,482	1.11	
Outpatient Net Revenue per Visit	\$207		\$654	0.32	\$534	0.39	\$561	0.37	\$462	0.45	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$296,052,440	Cash & Cash Equivalents	\$27,622,016	Current Liabilities	\$15,159,146
Less Deductions	\$203,737,798	Net Patient Receivables	\$13,496,571	Long-Term Debt	\$83,936,233
Net Patient Revenue	\$92,314,642	Other Receivables	\$1,721,090	Other Liabilities	\$7,412,039
Plus Other Revenue	\$24,761,612			Subtotal	\$106,507,418
Total Revenue	\$117,076,254	Land, Buildings & Equipment (Net)	\$120,649,072		
Less Expenses	\$116,591,878	Other Assets	\$69,457,940	Unrestricted Fund Balance	\$126,439,271
Non-Operating Gains/Losses	\$2,743,842			Restricted Fund Balance	\$1,380,721
Net Income	\$3,228,218	Total Assets	\$232,946,689	Total Liabilities & Fund Balance	\$232,946,689