

044 Hayward Area Memorial Hospital
 11040 N State Road 77
 Hayward, WI 54843
 715-934-4321

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sawyer
 Analysis Area: Western Lake Superior (7)
 Volume Group: 3

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.6%	59.1%	0.69	34.3%	1.18	44.2%	0.92	23.3%	1.75
Obstetrics	18.2%	41.6%	0.44	17.1%	1.06	22.9%	0.79	31.6%	0.57
Pediatrics	0.0%	54.2%	N/A	2.6%	N/A	10.9%	N/A	0.0%	N/A
Total Hospital	41.2%	57.7%	0.71	32.1%	1.28	39.8%	1.03	23.9%	1.73
Average Census (Patients)									
Adult Medical-Surgical	8.5	31.3	0.27	9.6	0.89	7.7	1.11	8.8	0.97
Obstetrics	0.7	5.4	0.13	0.7	1.04	0.9	0.81	0.9	0.77
Pediatrics	0.0	2.2	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.3	54.6	0.19	11.0	0.94	9.6	1.07	9.8	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	2.4	3.7	0.64	3.3	0.72	3.0	0.79	2.8	0.86
Obstetrics	1.6	2.4	0.69	2.3	0.72	2.3	0.72	2.1	0.78
Pediatrics	0.0	2.5	N/A	2.2	N/A	1.5	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.59	3.3	0.77	3.1	0.82	2.7	0.94
Surgical Operations									
Inpatient	222	1,644	0.14	188	1.18	233	0.95	156	1.42
Outpatient	415	3,777	0.11	849	0.49	1,178	0.35	470	0.88
Inpatient as % of All Surgeries	34.9%	30.3%	1.15	18.2%	1.91	16.5%	2.11	24.9%	1.40
Outpatient Visits									
Non-Emergency Visits	10,957	84,436	0.13	21,209	0.52	24,992	0.44	10,041	1.09
Emergency Visits	9,256	15,777	0.59	7,039	1.31	6,438	1.44	8,470	1.09
Full-Time Equivalents (FTEs)									
Administrators	1.8	17.4	0.10	3.5	0.51	5.6	0.32	1.9	0.95
Nurses, Licensed	45.6	173.6	0.26	44.2	1.03	45.1	1.01	40.3	1.13
Ancillary Nursing Personnel	8.0	34.8	0.23	8.0	1.00	9.6	0.84	10.8	0.74
All Other Personnel	86.2	410.2	0.21	102.5	0.84	106.2	0.81	77.2	1.12
Total FTEs	141.6	636.0	0.22	158.3	0.89	166.6	0.85	130.2	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.1	17.1	0.47	12.2	0.66	19.9	0.41	9.2	0.88
Nurses, Licensed	206.1	170.3	1.21	152.4	1.35	159.7	1.29	196.9	1.05
Ancillary Nursing Personnel	36.3	34.1	1.06	27.7	1.31	33.8	1.07	52.8	0.69
All Other Personnel	389.7	402.4	0.97	353.7	1.10	375.8	1.04	377.4	1.03
Total FTEs	640.1	623.8	1.03	546.0	1.17	589.1	1.09	636.3	1.01

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,476
 Inpatient Days 3,757

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 3
 Discharges 114
 Inpatient Days 1,013

Newborn Nursery:
 Bassinets 4
 Total Births 155
 Newborn Days 264

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	1,315	3,114	40.6%	8.5	2.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	161	265	18.2%	0.7	1.6
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	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	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	5	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
Subacute care	5	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	0	2	1.8	Radiological Services Personnel	9	1	9.4
Physicians & Dentists	0	0	0.0	Respiratory Therapists	2	1	2.3
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	0.7
Registered Nurses	32	20	44.6	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.3
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	7	2	8.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	5	5	7.1	Social Workers	0	3	0.6
Pharmacy Personnel	3	1	3.4	All Other Health Professionals	9	19	22.9
Clinical Laboratory Personnel	6	2	7.5	All Other Personnel	0	42	19.8
Surgical Personnel	2	3	2.8				
				Total	85	104	141.6

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$12,989,839	38.1%	41.4%	0.92	44.7%	0.85	41.9%	0.91	38.2%	1.00
Medical Assistance	\$8,499,955	24.9%	10.2%	2.44	15.9%	1.57	8.5%	2.93	26.8%	0.93
Commercial	\$9,578,557	28.1%	41.7%	0.67	30.7%	0.91	43.9%	0.64	25.7%	1.09
All Other	\$3,039,921	8.9%	6.8%	1.31	8.7%	1.02	5.7%	1.56	9.3%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,177,209	21.0%	25.3%	0.83	21.1%	1.00	21.1%	1.00	23.7%	0.89
Medical Assistance	\$3,719,442	10.9%	7.7%	1.42	9.4%	1.16	5.3%	2.06	11.4%	0.96
Commercial	\$557,483	1.6%	9.7%	0.17	2.6%	0.63	8.5%	0.19	0.8%	1.93
Charity Care	\$177,999	0.5%	1.5%	0.35	1.3%	0.40	0.7%	0.75	0.2%	2.31
All Other	\$200,154	0.6%	1.5%	0.39	1.3%	0.45	0.6%	0.98	1.1%	0.53
Total Deductions	\$11,832,287	34.7%	45.7%	0.76	35.6%	0.97	36.2%	0.96	37.3%	0.93
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	4.4%	0.24	1.8%	0.60	3.9%	0.27	1.7%	0.63
Net Gains/Losses as % of Net Income		4.7%	12.3%	0.38	6.4%	0.73	13.2%	0.35	-736.5%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,720,685	55.6%	47.5%	1.17	55.8%	1.00	51.1%	1.09	58.4%	0.95
Supplies & Services	\$5,899,253	30.6%	40.2%	0.76	31.6%	0.97	35.6%	0.86	30.6%	1.00
Capital Component	\$1,565,864	8.1%	8.7%	0.93	7.5%	1.08	9.3%	0.87	5.1%	1.59
Bad Debt	\$1,108,189	5.7%	3.6%	1.60	5.1%	1.13	4.1%	1.40	5.9%	0.97
Fiscal Statistics										
Operating Margin (%)		14.3%	7.6%	1.88	6.9%	2.07	12.7%	1.13	-0.6%	N/A
Total Hospital Net Income (%)		14.9%	8.6%	1.73	7.3%	2.04	14.4%	1.04	-0.1%	N/A
Return on Equity (%)		16.3%	7.2%	2.26	9.0%	1.81	10.9%	1.49	-0.1%	N/A
Current Ratio		4.6	2.8	1.63	2.3	1.99	4.0	1.14	1.9	2.42
Days in Net Patient Accounts Receivable		63.2	51.2	1.23	54.8	1.15	58.9	1.07	64.1	0.99
Average Payment Period		37.3	53.8	0.69	59.6	0.63	51.0	0.73	59.3	0.63
Equity Financing (%)		47.2%	58.5%	0.81	45.3%	1.04	57.9%	0.82	38.4%	1.23
Long-Term Debt to Equity Ratio		0.9	0.4	2.32	0.6	1.55	0.5	1.86	1.2	0.78
Times Interest Earned		9.6	6.9	1.39	7.8	1.23	8.9	1.08	0.9	10.59
Total Asset Turnover		1.1	0.8	1.35	1.2	0.90	0.7	1.55	1.0	1.07
Average Age of Plant (Years)		6.2	9.1	0.68	9.4	0.66	8.2	0.75	8.1	0.76
Increase (Decrease) Total Net Patient Revenue		33.3%	9.1%	3.66	13.4%	2.48	14.9%	2.23	9.8%	3.41
Outpatient Gross Revenue (% of Total GPR)		53.6%	46.6%	1.15	62.0%	0.86	66.0%	0.81	52.2%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,544		\$9,724	0.67	\$5,588	1.17	\$5,903	1.11	\$6,579	0.99
Inpatient Net Revenue per Day	\$2,169		\$2,239	0.97	\$1,490	1.46	\$1,702	1.27	\$2,237	0.97
Outpatient Net Revenue per Visit	\$584		\$430	1.36	\$394	1.48	\$434	1.34	\$410	1.42

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$34,108,272	Cash & Cash Equivalents	\$3,890,691	Current Liabilities	\$1,849,754
Less Deductions	\$11,832,287	Net Patient Receivables	\$3,857,146	Long-Term Debt	\$9,113,030
Net Patient Revenue	\$22,275,985	Other Receivables	\$11,536	Other Liabilities	\$0
Plus Other Revenue	\$241,267			Subtotal	\$10,962,784
Total Revenue	\$22,517,253	Land, Buildings & Equipment (Net)	\$11,618,056	Unrestricted Fund Balance	\$9,815,837
Less Expenses	\$19,293,991	Other Assets	\$1,401,192	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$158,030			Total Liabilities & Fund Balance	\$20,778,621
Net Income	\$3,381,292	Total Assets	\$20,778,621		