

044 Hayward Area Memorial Hospital
 11040 N St Rd 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 2006	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	51.4%	59.2%	0.87	32.5%	1.58	47.0%	1.09	40.6%	1.27
Obstetrics	26.5%	41.5%	0.64	16.8%	1.58	26.1%	1.02	18.2%	1.46
Pediatrics	0.0%	52.2%	N/A	2.1%	N/A	11.5%	N/A	0.0%	N/A
Total Hospital	47.4%	57.2%	0.83	30.5%	1.56	40.9%	1.16	41.2%	1.15
Average Census (Patients)									
Adult Medical-Surgical	10.8	31.4	0.34	9.2	1.17	7.3	1.48	8.5	1.27
Obstetrics	1.1	5.3	0.20	0.7	1.51	0.9	1.18	0.7	1.46
Pediatrics	0.0	2.2	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Total Hospital	11.9	53.6	0.22	10.5	1.13	8.6	1.38	10.3	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	3.6	0.78	3.4	0.83	3.1	0.91	2.4	1.19
Obstetrics	2.2	2.4	0.92	2.3	0.96	2.4	0.92	1.6	1.34
Pediatrics	0.0	2.2	N/A	1.8	N/A	1.7	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.64	3.3	0.83	3.0	0.91	2.5	1.08
Surgical Operations									
Inpatient	324	1,903	0.17	188	1.72	256	1.27	222	1.46
Outpatient	566	4,240	0.13	868	0.65	1,251	0.45	415	1.36
Inpatient as % of All Surgeries	36.4%	31.0%	1.17	17.8%	2.05	17.0%	2.14	34.9%	1.04
Outpatient Visits									
Non-Emergency Visits	12,558	89,386	0.14	20,586	0.61	28,175	0.45	10,957	1.15
Emergency Visits	10,057	15,537	0.65	7,147	1.41	5,846	1.72	9,256	1.09
Full-Time Equivalents (FTEs)									
Administrators	1.8	17.1	0.10	2.8	0.64	4.9	0.37	1.8	1.00
Nurses, Licensed	39.9	180.9	0.22	44.0	0.91	45.2	0.88	45.6	0.88
Ancillary Nursing Personnel	8.7	35.0	0.25	8.8	0.98	10.2	0.85	8.0	1.08
All Other Personnel	85.1	419.6	0.20	111.9	0.76	117.7	0.72	86.2	0.99
Total FTEs	135.4	652.6	0.21	167.6	0.81	178.0	0.76	141.6	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.7	16.6	0.40	9.3	0.72	17.6	0.38	8.1	0.83
Nurses, Licensed	149.0	175.7	0.85	146.7	1.02	164.0	0.91	205.5	0.72
Ancillary Nursing Personnel	32.3	34.0	0.95	29.2	1.11	37.0	0.87	36.2	0.89
All Other Personnel	317.7	407.4	0.78	372.7	0.85	427.0	0.74	388.6	0.82
Total FTEs	505.7	633.7	0.80	557.9	0.91	645.6	0.78	638.4	0.79

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,577
 Inpatient Days 4,328

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

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 3
 Discharges 102
 Inpatient Days 838

Newborn Nursery:
 Bassinets 4
 Total Births 172
 Newborn Days 350

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2006	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	1,401	3,941	51.4%	10.8	2.8
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	176	387	26.5%	1.1	2.2
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	11	1	11.6
Physicians & Dentists	0	0	0.0	Respiratory Therapists	2	1	2.6
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	0.6
Registered Nurses	34	10	38.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.9
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	7	3	8.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	4	4	8.1	Social Workers	0	3	1.9
Pharmacy Personnel	4	1	4.1	All Other Health Professionals	8	6	9.8
Clinical Laboratory Personnel	6	3	6.8	All Other Personnel	2	44	26.9
Surgical Personnel	2	2	2.0	Total	90	84	135.4

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,655,612	36.5%	41.4%	0.88	44.2%	0.83	40.9%	0.89	38.1%	0.96
Medical Assistance	\$9,600,708	23.9%	10.3%	2.32	16.0%	1.49	9.6%	2.49	24.9%	0.96
Commercial	\$12,219,689	30.4%	41.8%	0.73	31.2%	0.98	44.6%	0.68	28.1%	1.08
All Other	\$3,693,680	9.2%	6.5%	1.41	8.6%	1.07	4.9%	1.88	8.9%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,119,230	20.2%	25.6%	0.79	20.1%	1.01	17.1%	1.18	21.0%	0.96
Medical Assistance	\$4,053,108	10.1%	7.7%	1.31	9.3%	1.08	5.5%	1.83	10.9%	0.93
Commercial	\$560,484	1.4%	10.6%	0.13	3.2%	0.44	9.5%	0.15	1.6%	0.85
Charity Care	\$190,662	0.5%	1.6%	0.30	1.3%	0.37	0.9%	0.53	0.5%	0.91
All Other	\$577,240	1.4%	1.4%	1.03	1.6%	0.90	0.7%	2.05	0.6%	2.45
Total Deductions	\$13,500,724	33.6%	47.0%	0.72	35.5%	0.95	33.6%	1.00	34.7%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.9%	4.5%	0.21	1.8%	0.53	3.4%	0.28	1.1%	0.88
Net Gains/Losses as % of Net Income		5.8%	20.7%	0.28	1.8%	3.21	15.2%	0.38	4.7%	1.24
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,860,370	53.5%	47.5%	1.13	56.7%	0.94	50.5%	1.06	55.6%	0.96
Supplies & Services	\$6,663,171	30.1%	40.1%	0.75	30.5%	0.99	36.6%	0.82	30.6%	0.98
Capital Component	\$1,822,247	8.2%	9.0%	0.91	7.0%	1.18	8.4%	0.98	8.1%	1.01
Bad Debt	\$1,807,893	8.2%	3.5%	2.33	5.8%	1.41	4.6%	1.77	5.7%	1.42
Fiscal Statistics										
Operating Margin (%)		17.7%	5.9%	3.00	6.8%	2.61	10.3%	1.72	14.3%	1.24
Total Hospital Net Income (%)		18.6%	7.3%	2.55	6.9%	2.70	11.9%	1.56	14.9%	1.25
Return on Equity (%)		19.1%	6.1%	3.14	8.3%	2.30	9.4%	2.03	16.3%	1.18
Current Ratio		5.1	3.0	1.70	2.6	1.96	4.7	1.08	4.6	1.11
Days in Net Patient Accounts Receivable		52.8	51.6	1.02	58.1	0.91	60.8	0.87	63.4	0.83
Average Payment Period		49.2	51.3	0.96	58.4	0.84	45.1	1.09	37.4	1.32
Equity Financing (%)		56.2%	60.2%	0.93	48.6%	1.16	58.0%	0.97	47.2%	1.19
Long-Term Debt to Equity Ratio		0.6	0.4	1.48	0.5	1.18	0.4	1.48	0.9	0.64
Times Interest Earned		12.1	6.1	1.98	8.5	1.42	7.7	1.57	9.6	1.26
Total Asset Turnover		1.0	0.8	1.27	1.2	0.85	0.8	1.27	1.1	0.94
Average Age of Plant (Years)		5.9	8.6	0.69	9.8	0.61	8.4	0.71	6.2	0.96
Increase (Decrease) Total Net Patient Revenue		19.7%	6.2%	3.18	7.2%	2.74	13.3%	1.48	33.3%	0.59
Outpatient Gross Revenue (% of Total GPR)		55.7%	48.0%	1.16	64.9%	0.86	69.0%	0.81	53.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,107	\$10,323	0.79	\$6,053	1.34	\$6,776	1.20	\$6,544	1.24	
Inpatient Net Revenue per Day	\$2,619	\$2,382	1.10	\$1,587	1.65	\$2,010	1.30	\$2,169	1.21	
Outpatient Net Revenue per Visit	\$571	\$450	1.27	\$438	1.30	\$442	1.29	\$584	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$40,169,689	Cash & Cash Equivalents	\$9,372,966	Current Liabilities	\$2,800,986
Less Deductions	\$13,500,724	Net Patient Receivables	\$3,856,941	Long-Term Debt	\$8,789,033
Net Patient Revenue	\$26,668,965	Other Receivables	\$148,875	Other Liabilities	\$0
Plus Other Revenue	\$254,825			Subtotal	\$11,590,019
Total Revenue	\$26,923,790	Land, Buildings & Equipment (Net)	\$10,994,673	Unrestricted Fund Balance	\$14,878,761
Less Expenses	\$22,153,681	Other Assets	\$2,095,325	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$292,815			Total Liabilities & Fund Balance	\$26,468,780
Net Income	\$5,062,924	Total Assets	\$26,468,780		