

**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 2007	All GSM Hospitals		Analysis Area 7		Volume Group 3		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	44.9%	60.0%	0.75	26.7%	1.68	51.1%	0.88	51.4%	0.87
Obstetrics	29.7%	42.5%	0.70	17.5%	1.69	25.6%	1.16	26.5%	1.12
Pediatrics	0.0%	55.1%	N/A	3.2%	N/A	15.1%	N/A	0.0%	N/A
Total Hospital	42.4%	57.1%	0.74	25.9%	1.64	46.4%	0.91	47.4%	0.89
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.4	32.2	0.29	6.9	1.36	7.7	1.22	10.8	0.87
Obstetrics	1.2	5.5	0.21	0.8	1.47	1.1	1.10	1.1	1.12
Pediatrics	0.0	2.3	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.6	53.3	0.20	9.0	1.18	10.0	1.06	11.9	0.89
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.7	0.76	3.2	0.88	3.2	0.88	2.8	1.00
Obstetrics	2.3	2.3	0.97	2.4	0.96	2.3	0.98	2.2	1.03
Pediatrics	0.0	2.2	N/A	1.7	N/A	1.7	N/A	0.0	N/A
Total Hospital	2.7	4.2	0.65	3.1	0.88	3.2	0.85	2.7	1.00
<b>Surgical Operations</b>									
Inpatient	282	1,939	0.15	165	1.71	278	1.01	324	0.87
Outpatient	537	4,175	0.13	848	0.63	1,143	0.47	566	0.95
Inpatient as % of All Surgeries	34.4%	31.7%	1.09	16.3%	2.11	19.6%	1.76	36.4%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	13,196	90,979	0.15	20,317	0.65	36,962	0.36	12,558	1.05
Emergency Visits	10,367	15,916	0.65	7,765	1.34	7,769	1.33	10,057	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.7	16.4	0.10	2.9	0.58	5.0	0.34	1.8	0.95
Nurses, Licensed	44.4	187.1	0.24	45.1	0.98	54.1	0.82	39.9	1.11
Ancillary Nursing Personnel	9.3	37.2	0.25	8.3	1.11	12.7	0.73	8.7	1.07
All Other Personnel	89.9	437.1	0.21	109.5	0.82	149.0	0.60	85.1	1.06
Total FTEs	145.2	677.8	0.21	165.9	0.88	220.8	0.66	135.4	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.8	15.7	0.43	10.0	0.68	15.0	0.45	6.7	1.01
Nurses, Licensed	176.7	179.0	0.99	154.0	1.15	162.1	1.09	149.0	1.19
Ancillary Nursing Personnel	36.8	35.6	1.04	28.4	1.30	38.2	0.97	32.3	1.14
All Other Personnel	358.2	418.1	0.86	374.3	0.96	446.3	0.80	317.7	1.13
Total FTEs	578.5	648.4	0.89	566.8	1.02	661.7	0.87	505.7	1.14

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,414  
 Inpatient Days 3,873

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

**Medicare-certified Swing Beds:**  
 Beds Set Up & Staffed 3  
 Discharges 116  
 Inpatient Days 837

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 189  
 Newborn Days 390

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2007	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	1	21	1,223	3,439	44.9%	9.4	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	191	434	29.7%	1.2	2.3
<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	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
<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.

\* 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	1.7	Radiological Services Personnel	9	6	11.0
Physicians & Dentists	0	0	0.0	Respiratory Therapists	2	1	2.3
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	1	1.1
Registered Nurses	36	15	43.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	1	5.7
Licensed Practical Nurses	1	1	1.4	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	7	4	9.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	6	2	6.7	Social Workers	1	2	2.3
Pharmacy Personnel	4	1	4.4	All Other Health Professionals	12	3	13.0
Clinical Laboratory Personnel	7	4	7.4	All Other Personnel	0	59	27.6
Surgical Personnel	2	1	2.5	<b>Total</b>	<b>98</b>	<b>103</b>	<b>145.2</b>

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Selected Financial Statistics	FY 2007	All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,278,613	36.3%	41.3%	0.88	43.4%	0.84	42.6%	0.85	36.5%	1.00
Medical Assistance	\$9,723,078	24.7%	10.5%	2.35	16.1%	1.54	10.3%	2.41	23.9%	1.03
Commercial	\$11,811,600	30.0%	41.4%	0.72	30.7%	0.98	41.4%	0.73	30.4%	0.99
All Other	\$3,504,122	8.9%	6.6%	1.35	9.7%	0.92	5.7%	1.56	9.2%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,351,245	18.7%	25.8%	0.72	20.9%	0.89	18.6%	1.01	20.2%	0.93
Medical Assistance	\$4,094,356	10.4%	7.9%	1.31	9.7%	1.07	6.3%	1.64	10.1%	1.03
Commercial	\$495,987	1.3%	11.0%	0.11	3.1%	0.41	7.9%	0.16	1.4%	0.90
Charity Care	\$311,377	0.8%	1.6%	0.50	0.9%	0.91	1.3%	0.63	0.5%	1.67
All Other	\$895,339	2.3%	1.6%	1.41	0.8%	2.74	0.6%	3.92	1.4%	1.58
Total Deductions	\$13,148,304	33.4%	48.1%	0.70	35.9%	0.93	35.0%	0.96	33.6%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	4.7%	0.23	2.4%	0.45	4.3%	0.26	0.9%	1.15
Net Gains/Losses as % of Net Income		16.6%	25.2%	0.66	12.1%	1.38	26.4%	0.63	5.8%	2.87
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,173,095	57.0%	47.6%	1.20	57.6%	0.99	51.9%	1.10	53.5%	1.06
Supplies & Services	\$6,993,823	30.2%	40.1%	0.75	29.2%	1.04	34.6%	0.87	30.1%	1.01
Capital Component	\$1,651,096	7.1%	8.8%	0.81	7.2%	0.99	9.0%	0.79	8.2%	0.87
Bad Debt	\$1,307,296	5.7%	3.6%	1.57	6.0%	0.94	4.5%	1.26	8.2%	0.69
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.6%	7.0%	1.80	7.0%	1.80	6.5%	1.92	17.7%	0.71
Total Hospital Net Income (%)		14.7%	9.2%	1.61	7.9%	1.86	8.7%	1.70	18.6%	0.79
Return on Equity (%)		13.2%	7.4%	1.79	8.5%	1.55	6.8%	1.95	19.1%	0.69
Current Ratio		6.0	3.1	1.90	3.0	1.96	2.8	2.12	5.1	1.18
Days in Net Patient Accounts Receivable		50.7	52.5	0.97	64.3	0.79	60.6	0.84	52.8	0.96
Average Payment Period		48.8	50.4	0.97	55.4	0.88	54.5	0.89	49.2	0.99
Equity Financing (%)		62.4%	60.8%	1.03	46.3%	1.35	55.1%	1.13	56.2%	1.11
Long-Term Debt to Equity Ratio		0.4	0.4	1.12	0.7	0.68	0.6	0.75	0.6	0.76
Times Interest Earned		10.4	7.3	1.42	9.4	1.10	6.1	1.71	12.1	0.86
Total Asset Turnover		0.9	0.8	1.11	1.1	0.82	0.8	1.15	1.0	0.86
Average Age of Plant (Years)		7.6	9.2	0.83	10.8	0.70	8.3	0.91	5.9	1.28
Increase (Decrease) Total Net Patient Revenue		-1.9%	7.5%	N/A	11.5%	N/A	11.5%	N/A	19.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		57.7%	49.0%	1.18	69.4%	0.83	70.0%	0.83	55.7%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,019		\$11,671	0.69	\$8,553	0.94	\$8,250	0.97	\$8,107	0.99
Inpatient Net Revenue per Day	\$2,612		\$2,752	0.95	\$2,313	1.13	\$2,258	1.16	\$2,619	1.00
Outpatient Net Revenue per Visit	\$587		\$516	1.14	\$672	0.87	\$491	1.20	\$571	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$39,317,413	Cash & Cash Equivalents	\$12,391,493	Current Liabilities	\$2,926,682
Less Deductions	\$13,148,304	Net Patient Receivables	\$3,638,323	Long-Term Debt	\$8,449,322
Net Patient Revenue	\$26,169,109	Other Receivables	\$522,488	Other Liabilities	\$0
Plus Other Revenue	\$288,096			Subtotal	\$11,376,004
Total Revenue	\$26,457,205	Land, Buildings & Equipment (Net)	\$11,607,775	Unrestricted Fund Balance	\$18,873,384
Less Expenses	\$23,125,310	Other Assets	\$2,089,309	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$662,728			Total Liabilities & Fund Balance	\$30,249,388
Net Income	\$3,994,623	Total Assets	\$30,249,388		