

**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 2008	All GSM Hospitals		Analysis Area 7		Volume Group 3		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.9%	60.5%	0.63	31.2%	1.21	45.3%	0.84	44.9%	0.84
Obstetrics	36.7%	42.5%	0.86	22.8%	1.61	25.9%	1.42	29.7%	1.23
Pediatrics	0.0%	57.0%	N/A	0.9%	N/A	72.2%	N/A	0.0%	N/A
Total Hospital	37.1%	58.4%	0.64	31.4%	1.18	41.8%	0.89	42.4%	0.87
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.0	31.3	0.25	5.9	1.34	7.3	1.09	9.4	0.84
Obstetrics	1.5	5.7	0.26	0.8	1.78	1.1	1.34	1.2	1.23
Pediatrics	0.0	2.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	9.3	54.6	0.17	8.0	1.17	9.6	0.97	10.6	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.7	0.71	3.0	0.88	3.1	0.86	2.8	0.94
Obstetrics	2.6	2.4	1.09	2.3	1.13	2.3	1.10	2.3	1.14
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.61	3.0	0.87	3.1	0.82	2.7	0.94
<b>Surgical Operations</b>									
Inpatient	214	1,970	0.11	128	1.67	282	0.76	282	0.76
Outpatient	492	4,151	0.12	815	0.60	1,111	0.44	537	0.92
Inpatient as % of All Surgeries	30.3%	32.2%	0.94	13.6%	2.23	20.3%	1.50	34.4%	0.88
<b>Outpatient Visits</b>									
Non-Emergency Visits	13,041	94,816	0.14	20,302	0.64	34,826	0.37	13,196	0.99
Emergency Visits	9,469	16,124	0.59	7,419	1.28	7,850	1.21	10,367	0.91
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.7	0.11	2.9	0.70	6.3	0.32	1.7	1.18
Nurses, Licensed	53.9	197.1	0.27	47.2	1.14	53.3	1.01	44.4	1.21
Ancillary Nursing Personnel	9.6	37.6	0.25	8.1	1.17	11.6	0.82	9.3	1.03
All Other Personnel	105.0	452.4	0.23	113.4	0.93	139.7	0.75	89.9	1.17
Total FTEs	170.4	705.8	0.24	171.6	0.99	210.9	0.81	145.2	1.17
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.8	17.2	0.51	9.4	0.93	18.7	0.47	6.8	1.30
Nurses, Licensed	236.8	181.8	1.30	155.8	1.52	159.2	1.49	176.7	1.34
Ancillary Nursing Personnel	42.0	34.6	1.21	26.9	1.56	34.7	1.21	36.8	1.14
All Other Personnel	461.8	417.2	1.11	374.4	1.23	417.4	1.11	358.2	1.29
Total FTEs	749.5	650.8	1.15	566.4	1.32	630.0	1.19	578.5	1.30

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,319  
 Inpatient Days 3,394

**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 1,005

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 204  
 Newborn Days 439

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2008	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	1,100	2,912	37.9%	8.0	2.6
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	208	537	36.7%	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	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	2	0	2.0	Surgical Personnel	2	2	2.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	4	12.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	2.0
Registered Nurses	37	15	50.0	Occupational Therapists	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	1	1.6	Physical Therapists	5	1	5.3
Ancillary Nursing Personnel	6	7	9.6	Physical Therapy Assistants/Aides	3	0	3.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	0	3	2.3	Psychologists	0	0	0.0
Medical Records Personnel	6	2	6.9	Social Workers	1	2	2.8
Pharmacy Personnel	4	1	4.3	All Other Health Professionals	8	4	11.1
Clinical Laboratory Personnel	7	5	8.2	All Other Personnel	0	50	42.6
				<b>Total</b>	<b>98</b>	<b>100</b>	<b>170.4</b>

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$15,133,130	38.1%	41.5%	0.92	44.4%	0.86	41.4%	0.92	36.3%	1.05
Medical Assistance	\$9,953,285	25.1%	10.8%	2.32	15.8%	1.59	10.9%	2.30	24.7%	1.01
Commercial	\$11,420,165	28.8%	40.7%	0.71	29.7%	0.97	41.8%	0.69	30.0%	0.96
All Other	\$3,172,351	8.0%	7.0%	1.15	10.1%	0.79	5.9%	1.35	8.9%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,815,882	17.2%	26.5%	0.65	18.4%	0.93	19.0%	0.91	18.7%	0.92
Medical Assistance	\$4,277,341	10.8%	8.4%	1.29	10.0%	1.08	7.1%	1.53	10.4%	1.04
Commercial	\$755,006	1.9%	11.4%	0.17	3.7%	0.52	9.0%	0.21	1.3%	1.51
Charity Care	\$222,487	0.6%	1.6%	0.35	0.7%	0.78	1.3%	0.44	0.8%	0.71
All Other	\$379,594	1.0%	1.9%	0.51	1.1%	0.91	0.7%	1.40	2.3%	0.42
Total Deductions	\$12,450,310	31.4%	49.8%	0.63	33.8%	0.93	36.9%	0.85	33.4%	0.94
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.6%	4.5%	0.35	2.4%	0.66	3.0%	0.52	1.1%	1.43
Net Gains/Losses as % of Net Income		34.6%	N/A	N/A	5.7%	6.02	9.6%	3.59	16.6%	2.08
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,936,834	56.5%	47.4%	1.19	56.5%	1.00	51.5%	1.10	57.0%	0.99
Supplies & Services	\$7,485,027	28.3%	39.6%	0.71	29.5%	0.96	33.6%	0.84	30.2%	0.94
Capital Component	\$1,801,485	6.8%	8.8%	0.78	7.6%	0.90	10.1%	0.67	7.1%	0.95
Bad Debt	\$2,231,709	8.4%	4.2%	2.00	6.5%	1.29	4.8%	1.74	5.7%	1.49
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.3%	5.6%	0.78	8.1%	0.54	6.5%	0.67	12.6%	0.35
Total Hospital Net Income (%)		6.5%	3.5%	1.84	8.6%	0.76	7.2%	0.90	14.7%	0.44
Return on Equity (%)		5.9%	2.8%	2.10	9.4%	0.63	5.5%	1.06	13.2%	0.45
Current Ratio		7.1	2.9	2.46	3.5	2.04	2.7	2.63	6.0	1.19
Days in Net Patient Accounts Receivable		56.6	50.2	1.13	58.6	0.97	52.8	1.07	50.7	1.12
Average Payment Period		34.6	54.8	0.63	51.5	0.67	52.4	0.66	48.8	0.71
Equity Financing (%)		66.2%	58.1%	1.14	51.7%	1.28	55.9%	1.18	62.4%	1.06
Long-Term Debt to Equity Ratio		0.4	0.4	0.97	0.5	0.86	0.6	0.65	0.4	0.88
Times Interest Earned		6.5	3.3	2.00	10.3	0.63	4.2	1.57	10.4	0.63
Total Asset Turnover		0.9	0.8	1.09	1.1	0.81	0.8	1.16	0.9	1.01
Average Age of Plant (Years)		6.7	9.5	0.70	10.1	0.66	7.5	0.89	7.6	0.88
Increase (Decrease) Total Net Patient Revenue		4.0%	6.3%	0.64	11.7%	0.35	8.9%	0.45	-1.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		59.2%	49.7%	1.19	73.8%	0.80	71.4%	0.83	57.7%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,000		\$11,228	0.80	\$6,960	1.29	\$7,875	1.14	\$8,019	1.12
Inpatient Net Revenue per Day	\$2,869		\$2,612	1.10	\$1,929	1.49	\$2,276	1.26	\$2,612	1.10
Outpatient Net Revenue per Visit	\$630		\$497	1.27	\$596	1.06	\$493	1.28	\$587	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$39,678,931	Cash & Cash Equivalents	\$11,171,777	Current Liabilities	\$2,358,803
Less Deductions	\$12,450,310	Net Patient Receivables	\$4,213,735	Long-Term Debt	\$8,144,577
Net Patient Revenue	\$27,228,621	Other Receivables	\$472,683	Other Liabilities	\$68,050
Plus Other Revenue	\$429,205			Subtotal	\$10,571,430
Total Revenue	\$27,657,826	Land, Buildings & Equipment (Net)	\$13,373,171	Unrestricted Fund Balance	\$20,712,089
Less Expenses	\$26,455,055	Other Assets	\$2,052,153	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$635,933			Total Liabilities & Fund Balance	\$31,283,519
Net Income	\$1,838,704	Total Assets	\$31,283,519		