

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

		All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.3%	55.7%	0.44	22.0%	1.11	38.3%	0.63	25.7%	0.94
Obstetrics	25.1%	41.5%	0.60	27.5%	0.04	24.8%	1.01	21.6%	1.16
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	24.4%	57.5%	0.42	24.4%	1.00	37.2%	0.66	25.1%	0.97
Average Census (Patients)									
Adult Medical-Surgical	5.1	26.4	0.19	4.1	1.26	6.5	0.78	5.4	0.94
Obstetrics	1.0	5.6	0.18	1.2	0.81	1.0	1.00	0.9	1.16
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.1	49.4	0.12	5.6	1.09	8.5	0.72	6.3	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.82	3.1	1.05	2.9	1.09	3.4	0.95
Obstetrics	2.3	2.5	0.91	2.4	0.97	2.2	1.04	2.3	1.01
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.0	4.4	0.68	3.3	0.90	3.1	0.97	3.2	0.95
Surgical Operations									
Inpatient	103	1,396	0.07	62	1.67	273	0.38	109	0.94
Outpatient	662	4,206	0.16	881	0.75	1,279	0.52	726	0.91
Inpatient as % of All Surgeries	13.5%	24.9%	0.54	6.5%	2.06	17.6%	0.77	13.1%	1.03
Outpatient Visits									
Non-Emergency Visits	6,754	136,074	0.05	19,272	0.35	57,910	0.12	3,130	2.16
Emergency Visits	7,594	18,688	0.41	6,871	1.11	8,090	0.94	10,081	0.75
Full-Time Equivalents (FTEs)									
Administrators	4.0	19.3	0.21	4.1	0.98	9.4	0.43	3.0	1.33
Nurses, Licensed	68.6	239.2	0.29	60.3	1.14	79.9	0.86	56.4	1.22
Ancillary Nursing Personnel	9.2	40.0	0.23	8.2	1.13	13.5	0.68	5.4	1.69
All Other Personnel	144.2	480.4	0.30	142.4	1.01	187.1	0.77	128.4	1.12
Total FTEs	226.0	779.0	0.29	215.0	1.05	289.8	0.78	193.3	1.17
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.4	14.9	0.90	10.5	1.28	24.3	0.55	10.9	1.23
Nurses, Licensed	230.0	183.7	1.25	153.9	1.49	207.6	1.11	204.5	1.12
Ancillary Nursing Personnel	30.8	30.8	1.00	20.8	1.48	35.0	0.88	19.7	1.56
All Other Personnel	483.4	369.0	1.31	363.3	1.33	486.3	0.99	465.9	1.04
Total FTEs	757.7	598.3	1.27	548.5	1.38	753.3	1.01	701.0	1.08

Total Hospital:

Beds Set Up & Staffed 25
Discharges 740
Inpatient Days 2,228

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
Discharges 60
Inpatient Days 492

Newborn Nursery:

Bassinets 6
Total Births 155
Newborn Days 335

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2018	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	581	1,862	24.3%	5.1	3.2
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	159	366	25.1%	1.0	2.3
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.

** 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	4	0	4.0	Surgical Personnel	2	3	3.8
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	8	8	11.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	5	3.7
Registered Nurses	49	23	60.7	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	1.3	Physical Therapists	8	2	8.5
Ancillary Nursing Personnel	6	10	9.2	Physical Therapy Assistants/Aides	5	0	5.0
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	2	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	2	1.5
Health Info Mgmt-Administrators/Technicians	6	1	6.3	All Other Personnel	60	29	79.8
Pharmacy Personnel	4	2	4.5				
Clinical Laboratory Personnel	9	2	9.5				
				Total	180	90	226.0

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Hayward, WI 54843			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$39,607,080	46.9%	45.7%	1.03	49.1%	0.96	46.1%	1.02	47.7%	0.98	
Medical Assistance	\$17,622,727	20.9%	14.0%	1.50	18.1%	1.16	13.3%	1.57	21.3%	0.98	
Commercial	\$21,314,909	25.3%	35.8%	0.70	28.1%	0.90	36.0%	0.70	26.4%	0.96	
All Other	\$5,849,534	6.9%	4.5%	1.54	4.7%	1.47	4.6%	1.50	4.5%	1.53	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$22,686,496	26.9%	34.1%	0.79	26.8%	1.00	29.3%	0.92	28.6%	0.94	
Medical Assistance	\$10,838,139	12.8%	10.6%	1.22	11.7%	1.09	9.2%	1.40	12.7%	1.01	
Commercial	\$307,365	0.4%	14.7%	0.02	3.8%	0.09	11.9%	0.03	1.7%	0.21	
Charity Care	\$866,898	1.0%	1.0%	1.05	1.3%	0.77	1.0%	1.01	0.2%	5.86	
Bad Debt	\$1,631,304	1.9%	1.1%	1.81	1.5%	1.28	1.7%	1.11	2.4%	0.81	
All Other	\$1,918,918	2.3%	2.0%	1.16	1.8%	1.28	1.9%	1.20	0.8%	3.03	
Total Deductions	\$38,249,120	45.3%	63.3%	0.72	47.0%	0.96	55.1%	0.82	46.3%	0.98	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.6%	5.5%	0.12	1.4%	0.44	5.9%	0.11	1.0%	0.65	
Net Gains/Losses as % of Net Income		15.0%	2.6%	5.85	25.9%	0.58	14.7%	1.02	11.7%	1.28	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$21,771,204	53.5%	44.1%	1.21	53.5%	1.00	51.5%	1.04	50.9%	1.05	
Supplies & Services	\$14,591,676	35.9%	49.0%	0.73	38.6%	0.93	40.5%	0.88	38.1%	0.94	
Capital Component	\$4,327,453	10.6%	6.9%	1.55	7.9%	1.34	8.0%	1.33	11.0%	0.96	
Fiscal Statistics											
Operating Margin (%)		12.4%	8.4%	1.48	7.3%	1.71	5.3%	2.34	15.2%	0.81	
Total Hospital Net Income (%)		14.2%	8.6%	1.66	9.5%	1.49	6.1%	2.32	16.9%	0.84	
Return on Equity (%)		9.0%	6.3%	1.43	6.4%	1.41	5.1%	1.79	10.8%	0.83	
Current Ratio		8.7	5.9	1.47	5.9	1.47	5.4	1.62	7.9	1.10	
Days in Net Patient Accounts Receivable		57.7	51.6	1.12	55.4	1.04	51.7	1.12	50.0	1.15	
Average Payment Period		47.3	38.5	1.23	46.4	1.02	34.1	1.39	53.7	0.88	
Equity Financing (%)		84.5%	75.1%	1.13	80.3%	1.05	79.8%	1.06	81.0%	1.04	
Long-Term Debt to Equity Ratio		0.1	0.2	0.66	0.1	0.76	0.2	0.55	0.1	0.73	
Times Interest Earned		23.3	13.4	1.74	14.1	1.65	8.4	2.77	20.5	1.14	
Total Asset Turnover		0.6	0.7	0.84	0.7	0.95	0.8	0.76	0.6	0.99	
Average Age of Plant (Years)		8.4	9.9	0.86	9.3	0.91	9.3	0.91	7.7	1.09	
Increase (Decrease) Total Net Patient Revenue		6.1%	5.4%	1.11	9.6%	0.63	4.5%	1.36	8.1%	0.75	
Outpatient Gross Revenue (% of Total GPR)		79.5%	61.9%	1.28	85.7%	0.93	78.1%	1.02	77.3%	1.03	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$16,167		\$15,830	1.02	\$11,404	1.42	\$12,599	1.28	\$16,552	0.98	
Inpatient Net Revenue per Day	\$4,752		\$3,538	1.34	\$2,879	1.65	\$3,643	1.30	\$4,355	1.09	
Outpatient Net Revenue per Visit	\$2,427		\$686	3.54	\$1,183	2.05	\$598	4.06	\$2,435	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$84,394,250	Cash & Cash Equivalents	\$32,742,305	Current Liabilities	\$4,869,662
Less Deductions	\$38,249,120	Net Patient Receivables	\$7,294,974	Long-Term Debt	\$6,690,112
Net Patient Revenue	\$46,145,130	Other Receivables	\$885,860	Other Liabilities	\$0
Plus Other Revenue	\$295,330			Subtotal	\$11,559,774
Total Revenue	\$46,440,460	Land, Buildings & Equipment (Net)	\$21,992,263	Unrestricted Fund Balance	\$63,260,212
Less Expenses	\$40,690,333	Other Assets	\$11,904,584	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,011,049			Total Liabilities & Fund Balance	\$74,819,986
Net Income	\$6,761,176	Total Assets	\$74,819,986		