

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 2019	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.5%	55.2%	0.48	22.3%	1.19	35.3%	0.75	24.3%	1.09
Obstetrics	19.5%	38.0%	0.51	25.3%	0.03	22.7%	0.86	25.1%	0.78
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.4%	57.4%	0.44	24.4%	1.04	35.5%	0.72	24.4%	1.04
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.0	0.21	4.2	1.33	6.5	0.86	5.1	1.09
Obstetrics	0.8	4.9	0.16	1.1	0.69	0.9	0.88	1.0	0.78
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.3	49.0	0.13	5.7	1.12	8.7	0.73	6.1	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.79	2.7	1.19	3.0	1.09	3.2	1.01
Obstetrics	2.3	2.6	0.92	2.6	0.91	2.2	1.08	2.3	1.01
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.69	3.2	0.98	3.2	0.98	3.0	1.03
Surgical Operations									
Inpatient	166	1,426	0.12	137	1.22	302	0.55	103	1.61
Outpatient	811	4,581	0.18	759	1.07	1,419	0.57	662	1.23
Inpatient as % of All Surgeries	17.0%	23.7%	0.72	15.3%	1.11	17.6%	0.97	13.5%	1.26
Outpatient Visits									
Non-Emergency Visits	6,735	144,376	0.05	20,365	0.33	63,228	0.11	6,754	1.00
Emergency Visits	7,408	17,768	0.42	6,830	1.08	8,308	0.89	7,594	0.98
Full-Time Equivalents (FTEs)									
Administrators	4.0	23.0	0.17	3.7	1.08	11.1	0.36	4.0	1.00
Nurses, Licensed	71.9	251.3	0.29	69.4	1.04	78.4	0.92	68.6	1.05
Ancillary Nursing Personnel	6.4	39.7	0.16	8.5	0.76	13.7	0.47	9.2	0.70
All Other Personnel	149.6	509.3	0.29	147.1	1.02	191.7	0.78	144.2	1.04
Total FTEs	231.9	823.3	0.28	228.6	1.01	294.9	0.79	226.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.4	17.0	0.79	10.1	1.34	28.7	0.47	13.4	1.00
Nurses, Licensed	241.5	185.7	1.30	187.9	1.29	202.2	1.19	230.0	1.05
Ancillary Nursing Personnel	21.6	29.3	0.74	22.9	0.94	35.2	0.61	30.8	0.70
All Other Personnel	502.6	376.3	1.34	398.4	1.26	494.1	1.02	483.4	1.04
Total FTEs	779.1	608.3	1.28	619.3	1.26	760.1	1.03	757.7	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	6
Discharges	750	Preferred Provider Organization (PPO)	Yes	Discharges	51	Total Births	125
Inpatient Days	2,315			Inpatient Days	520	Newborn Days	267

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2019	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	628	2,030	26.5%	5.6	3.2
Orthopedic	2	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	122	285	19.5%	0.8	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	4	3	5.5
Physicians & Dentists	2	1	2.6	Radiological Services Personnel	11	3	12.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	1.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	6	3.6
Registered Nurses	57	8	62.5	Occupational Therapists	2	1	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	7	1	7.2
Ancillary Nursing Personnel	4	10	6.4	Physical Therapy Assistants/Aides	6	1	6.2
Medical Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.2	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	1	4	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.8	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	4	3.9
Health Info Mgmt-Administrators/Technicians	7	1	7.7	All Other Personnel	57	30	73.6
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	10	3	11.3				
				Total	193	81	231.9

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$47,057,576	48.9%	46.3%	1.06	49.8%	0.98	45.9%	1.06	46.9%	1.04
Medical Assistance	\$19,019,964	19.8%	13.6%	1.45	17.6%	1.12	12.4%	1.59	20.9%	0.95
Commercial	\$22,422,899	23.3%	35.3%	0.66	27.8%	0.84	36.6%	0.64	25.3%	0.92
All Other	\$7,742,664	8.0%	4.8%	1.68	4.7%	1.70	5.1%	1.59	6.9%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$27,173,857	28.2%	34.9%	0.81	26.0%	1.09	28.9%	0.98	26.9%	1.05
Medical Assistance	\$10,892,762	11.3%	10.4%	1.09	11.5%	0.98	8.3%	1.36	12.8%	0.88
Commercial	\$2,915,202	3.0%	14.7%	0.21	5.1%	0.60	13.0%	0.23	0.4%	8.32
Charity Care	\$702,478	0.7%	1.0%	0.76	1.1%	0.67	1.1%	0.68	1.0%	0.71
Bad Debt	\$1,960,177	2.0%	1.1%	1.92	2.1%	0.98	1.9%	1.06	1.9%	1.05
All Other	\$3,154,894	3.3%	2.2%	1.52	2.2%	1.51	2.5%	1.34	2.3%	1.44
Total Deductions	\$46,799,369	48.6%	64.2%	0.76	47.9%	1.01	55.7%	0.87	45.3%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%		5.5%	0.15	1.7%	0.49	6.0%	0.14	0.6%	1.29
Net Gains/Losses as % of Net Income	11.4%		13.2%	0.86	14.8%	0.77	15.2%	0.75	15.0%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,655,589	54.9%	44.0%	1.25	52.4%	1.05	51.6%	1.07	53.5%	1.03
Supplies & Services	\$15,960,378	35.5%	49.2%	0.72	40.0%	0.89	40.7%	0.87	35.9%	0.99
Capital Component	\$4,285,792	9.5%	6.8%	1.40	7.5%	1.27	7.7%	1.24	10.6%	0.90
Fiscal Statistics										
Operating Margin (%)	9.9%	9.1%	1.09	8.1%	1.22	7.0%	1.41	12.4%	0.80	
Total Hospital Net Income (%)	11.1%	10.3%	1.07	9.4%	1.18	8.2%	1.35	14.2%	0.78	
Return on Equity (%)	7.1%	6.0%	1.18	6.6%	1.07	2.2%	3.27	9.0%	0.78	
Current Ratio	8.8	4.7	1.86	5.7	1.53	3.1	2.84	8.7	1.00	
Days in Net Patient Accounts Receivable	49.2	64.0	0.77	51.1	0.96	140.0	0.35	57.7	0.85	
Average Payment Period	43.0	56.5	0.76	44.6	0.96	146.6	0.29	47.3	0.91	
Equity Financing (%)	86.9%	69.2%	1.26	81.9%	1.06	56.4%	1.54	84.5%	1.03	
Long-Term Debt to Equity Ratio	0.1	0.3	0.31	0.1	0.69	0.6	0.14	0.1	0.75	
Times Interest Earned	27.5	13.4	2.05	17.2	1.60	9.0	3.05	23.3	1.18	
Total Asset Turnover	0.6	0.6	1.10	0.7	0.91	0.3	2.43	0.6	1.01	
Average Age of Plant (Years)	9.7	12.6	0.77	9.0	1.08	23.9	0.41	8.4	1.15	
Increase (Decrease) Total Net Patient Revenue	7.1%	7.3%	0.98	12.3%	0.58	7.2%	0.99	6.1%	1.18	
Outpatient Gross Revenue (% of Total GPR)	78.7%	63.3%	1.24	84.3%	0.93	77.9%	1.01	79.5%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,519	\$16,906	1.04	\$12,554	1.40	\$13,622	1.29	\$16,167	1.08	
Inpatient Net Revenue per Day	\$4,933	\$3,675	1.34	\$3,387	1.46	\$4,079	1.21	\$4,752	1.04	
Outpatient Net Revenue per Visit	\$2,641	\$703	3.76	\$1,287	2.05	\$592	4.46	\$2,427	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$96,243,104	Cash & Cash Equivalents	\$34,073,753	Current Liabilities	\$4,937,119
Less Deductions	\$46,799,369	Net Patient Receivables	\$6,670,770	Long-Term Debt	\$5,429,469
Net Patient Revenue	\$49,443,735	Other Receivables	\$704,079	Other Liabilities	\$0
Plus Other Revenue	\$407,827			Subtotal	\$10,366,588
Total Revenue	\$49,851,562	Land, Buildings & Equipment (Net)	\$23,136,252	Unrestricted Fund Balance	\$68,845,420
Less Expenses	\$44,901,759	Other Assets	\$14,627,154	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$635,404			Total Liabilities & Fund Balance	\$79,212,008
Net Income	\$5,585,207	Total Assets	\$79,212,008		