

044 Tamarack Health Hayward Medical Center
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: 4

		All GMS Hospitals		Analysis Area 7		Volume Group 4		FY 2025 vs. 2024	
Selected Utilization Statistics	FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.7%	65.1%	0.50	29.3%	1.12	42.9%	0.76	35.5%	0.92
Obstetrics	24.1%	43.7%	0.55	28.4%	0.85	21.5%	1.12	19.3%	1.25
Pediatrics	0.0%	77.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.4%	65.1%	0.48	31.9%	0.98	43.5%	0.72	32.9%	0.95
Average Census (Patients)									
Adult Medical-Surgical	6.9	26.0	0.26	5.3	1.29	9.5	0.72	7.5	0.92
Obstetrics	1.0	5.4	0.18	1.3	0.76	1.0	1.00	0.8	1.25
Pediatrics	0.0	3.9	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.8	47.2	0.17	6.6	1.18	13.7	0.57	8.2	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.2	0.73	4.0	0.77	3.5	0.89	3.6	0.86
Obstetrics	2.1	2.4	0.87	2.1	1.02	2.1	1.02	2.0	1.05
Pediatrics	0.0	4.0	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.61	3.9	0.74	3.7	0.79	3.3	0.87
Surgical Operations									
Inpatient	87	1,075	0.08	63	1.37	211	0.41	76	1.14
Outpatient	1,486	4,478	0.33	1,126	1.32	1,974	0.75	1,218	1.22
Inpatient as % of All Surgeries	5.5%	18.4%	0.30	3.9%	1.43	9.6%	0.57	5.9%	0.94
Outpatient Visits									
Non-Emergency Visits	47,814	149,200	0.32	41,376	1.16	83,974	0.57	46,863	1.02
Emergency Visits	10,165	17,658	0.58	7,923	1.28	11,306	0.90	9,373	1.08
Full-Time Equivalents (FTEs)									
Administrators	4.0	3.6	1.12	2.9	1.40	2.6	1.52	4.0	1.00
Nurses, Licensed	78.2	231.2	0.34	62.4	1.25	89.8	0.87	79.9	0.98
Ancillary Nursing Personnel	8.6	36.8	0.23	13.5	0.63	11.6	0.73	7.4	1.16
All Other Personnel	222.7	472.1	0.47	150.1	1.48	194.6	1.14	254.8	0.87
Total FTEs	313.4	743.6	0.42	228.9	1.37	298.7	1.05	346.1	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.4	2.4	2.66	4.0	1.60	3.5	1.85	6.8	0.95
Nurses, Licensed	125.2	155.9	0.80	87.5	1.43	117.7	1.06	135.1	0.93
Ancillary Nursing Personnel	13.7	24.8	0.55	18.9	0.72	15.3	0.90	12.5	1.09
All Other Personnel	356.7	318.4	1.12	210.5	1.69	255.2	1.40	430.7	0.83
Total FTEs	502.1	501.6	1.00	320.9	1.56	391.7	1.28	585.1	0.86

Total Hospital:

Beds Set Up & Staffed 25
Discharges 984
Inpatient Days 2,862

Contract with:

Health Maintenance
Organization (HMO) No
Preferred Provider
Organization (PPO) No

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 34
Inpatient Days 348

Newborn Nursery:

Bassinets 6
Total Births 158
Newborn Days 286

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	21	816	2,510	32.7%	6.9	3.1
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	0	0	0	0.0%	0.0	0.0
Hospice	N	0	0	0	0.0%	0.0	0.0
Palliative Care	N	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	N	0	0	0	0.0%	0.0	0.0
Other Acute	N	0	0	0	0.0%	0.0	0.0
Pediatric, acute	N	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	H	4	168	352	24.1%	1.0	2.1
Psychiatric	N	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	N	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	N	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	N	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	N	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.

* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	4	0	4.0	Radiological Services Personnel	9	4	9.8
Dentists	0	0	0.0	Sonographers	3	2	3.8
Medical & Dental Residents	0	0	0.0	Physician Assistants	2	2	2.8
Dental Hygienists	0	0	0.0	All Other Radiologic Personnel	3	5	5.1
Registered Nurses	48	54	67.4	Respiratory Therapists	1	4	2.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	1	2	2.4
Licensed Practical Nurses	0	1	0.8	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	12	8.6	Physical Therapists	7	5	9.4
Medical Assistants	3	3	5.4	Physical Therapy Assistants/Aides	1	0	1.0
Nurse Practitioners	2	5	5.3	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	4.8	Dietitians & Nutritionists	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	Social Workers	3	0	3.0
Pharmacists	2	1	2.8	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	5	1	5.2	Pharmacy Technicians	1	2	1.6
Surgical Personnel	2	2	2.8	Medical Coding Technicians	4	1	4.8
Directors/Managers	21	1	21.8	All Other Contracted Staff	0	0	0.0
Food Service Workers	4	29	16.8	All Other Health Professionals	24	4	26.0
Environmental Services Workers	16	5	18.6	All Other Personnel	51	41	70.8
Medical & Clinical Laboratory Technologists	3	0	3.0				
				Total	231	187	313.4
Total Active Privileged Medical Staff: 32							

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			All GMS Hospitals		Analysis Area ⁷		Volume Group ⁴		FY 2025 vs. 2024	
Selected Financial Statistics		FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$91,040,822	48.1%	49.8%	0.97	52.9%	0.91	51.6%	0.93	48.8%	0.99
Medical Assistance	\$30,463,527	16.1%	12.1%	1.33	13.6%	1.19	11.2%	1.43	17.7%	0.91
Commercial	\$46,424,208	24.5%	31.6%	0.78	27.2%	0.90	32.6%	0.75	23.9%	1.03
All Other	\$21,292,162	11.3%	6.4%	1.75	6.3%	1.78	4.5%	2.50	9.6%	1.17
Deductions as % of Total Gross Patient Revenue										
Medicare	\$55,396,116	29.3%	39.1%	0.75	31.5%	0.93	37.6%	0.78	29.1%	1.01
Medical Assistance	\$18,518,935	9.8%	9.5%	1.03	9.3%	1.05	8.7%	1.12	10.0%	0.98
Commercial	\$9,893,716	5.2%	15.5%	0.34	7.1%	0.73	14.2%	0.37	4.4%	1.19
Charity Care	\$1,544,953	0.8%	1.0%	0.82	0.6%	1.39	0.8%	1.02	0.5%	1.57
Bad Debt	\$4,198,640	2.2%	1.0%	2.29	2.0%	1.11	1.6%	1.40	1.8%	1.23
All Other	\$9,348,482	4.9%	3.7%	1.34	3.0%	1.64	2.8%	1.76	3.9%	1.25
Total Deductions	\$98,900,842	52.3%	69.8%	0.75	53.6%	0.98	65.8%	0.79	49.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	8.6%	0.06	1.5%	0.37	3.1%	0.17	0.3%	1.94
Net Gains/Losses as % of Net Income		37.2%	20.2%	1.84	32.6%	1.14	7.3%	5.11	49.0%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,855,691	60.1%	40.7%	1.48	51.1%	1.18	48.3%	1.24	58.7%	1.02
Supplies & Services	\$24,863,682	29.4%	54.1%	0.54	42.1%	0.70	45.8%	0.64	31.6%	0.93
Capital Component	\$8,937,763	10.6%	5.2%	2.03	6.8%	1.56	5.9%	1.78	9.7%	1.09
Fiscal Statistics										
Operating Margin (%)		6.8%	7.7%	0.88	9.8%	0.69	8.3%	0.81	4.9%	1.37
Total Hospital Net Income (%)		10.4%	9.4%	1.10	13.9%	0.75	8.9%	1.16	9.3%	1.12
Current Ratio		7.1	2.3	3.01	1.3	5.31	7.0	1.00	5.8	1.21
Days in Net Patient Accounts Receivable		50.7	62.7	0.81	61.2	0.83	48.4	1.05	48.2	1.05
Equity Financing (%)		80.0%	62.3%	1.28	56.3%	1.42	97.8%	0.82	83.4%	0.96
Long-Term Debt to Equity Ratio		0.2	0.4	0.44	0.5	0.34	0.1	2.20	0.1	1.55
Times Interest Earned		18.2	16.0	1.14	41.4	0.44	27.2	0.67	42.4	0.43
Total Asset Turnover		0.6	0.2	2.93	0.0	15.90	0.8	0.77	0.7	0.96
Average Age of Plant (Years)		7.1	14.2	0.50	11.2	0.64	12.5	0.57	7.3	0.98
Increase (Decrease) Total Net Patient Revenue		9.4%	6.9%	1.37	9.5%	1.00	6.5%	1.44	12.4%	0.76
Outpatient Gross Revenue (% of Total GPR)		87.4%	67.9%	1.29	90.6%	0.96	81.6%	1.07	86.1%	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$189,220,719	Cash & Cash Equivalents	\$47,587,631	Current Liabilities	\$9,271,872
Less Deductions	\$98,900,842	Net Patient Receivables	\$12,555,790	Long-Term Debt	\$18,738,741
Net Patient Revenue	\$90,319,877	Other Receivables	\$818,575	Other Liabilities	\$757,633
Plus Other Revenue	\$486,769			Subtotal	\$28,768,246
Total Revenue	\$90,806,646	Land, Buildings & Equipment (Net)	\$56,544,744	Unrestricted Fund Balance	\$114,948,536.00
Less Expenses	\$84,657,136	Other Assets	\$26,210,042	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,637,611			Total Liabilities & Fund Balance	\$143,716,782
Net Income	\$9,787,119	Total Assets	\$143,716,782		